

IN BOARD OF SUDBURY SELECTMEN  
WEDNESDAY, JANUARY 28, 2014

Present: Chairman John C. Drobinski, Vice-Chairman Charles C. Woodard, Selectman Lawrence W. O'Brien, Selectman Robert C. Haarde, Selectman Leonard A. Simon and Town Manager Maureen G. Valente

The statutory requirements as to notice having been complied with, the meeting was convened at 7:30 p.m. in the Lower Town Hall, 322 Concord Road.

**Opening Remarks**

At 7:30 p.m., Chairman Drobinski opened the meeting. He welcomed the members of the Sudbury Warriors Youth Cheerleaders, coaches and their families to the meeting. Board members congratulated the team on becoming National Champions, and their trophy was on display. The coaches introduced the team members, noting the dedication and work required by each team member to achieve this accomplishment.

Chairman Drobinski reminded residents of the upcoming Town Election. Intentions to run for any of the 13 open positions must be filed with the Town Clerk's Office by February 6, 2014. He also reminded residents to complete and return their Town Census forms. Chairman Drobinski also stated the Conservation Commission needs new members, and he encouraged anyone interested to apply.

**Reports from the Town Manager**

Town Manager Valente thanked Vice-Chairman Woodard for the work he did to coordinate last week's Town Forum. She reported that she and Assistant Town Manager Maryanne Bilodeau attended the Massachusetts Municipal Association meeting last weekend, and they participated in several informative workshops.

Town Manager Valente explained the process for deficit spending to cover snow and ice expenses. She stated she will need to request approval from the Finance Committee to deficit spend for on-going snow and ice expenses.

**Reports from the Board of Selectmen**

Vice-Chairman Woodard stated he spent time since the last meeting preparing for the Town Forum.

Selectman Haarde stated he has worked with the Route 20 Sewer Committees, which will provide a report tonight.

Selectman O'Brien stated he spent time since the last meeting preparing for the Town Forum, and he thanked Police Chief Scott Nix, Combined Facilities Director Jim Kelly and Assistant Town Manager Maryanne Bilodeau for their assistance.

Selectman Simon thanked Vice-Chairman Woodard, Sudbury resident Dan DePompei and Town staff for their contributions to the Town Forum. He provided a brief update on the Conservation Commission meeting he attended on January 27, 2014, regarding NStar's plans for expansion of its station. Selectman Simon also encouraged anyone interested in becoming a member of the Commission on Disability to contact the Commission. He noted there are five current members on the Commission which can have up to nine members.

**Citizen's Comments**

At 7:50 p.m., Chairman Drobinski recognized Sudbury citizen Dan DePompei, 35 Haynes Road. Mr. DePompei stated he appreciates the praise given to him, but he believes Vice-Chairman Woodard deserves the credit for coordinating the Town Forum. The Board thanked Mr. DePompei for his idea which was the genesis for the Forum.

**Public Hearing: Construct Police Headquarters – 77 Hudson Road - Site Plan Application**

Present: Permanent Building Committee Co-Chair Mike Melnick and member Bill Braun, Combined Facilities Director Jim Kelly, Police Chief Scott Nix, Places Associates, Inc.'s Project Manager William Murray, Architect Greg Carell and owners' project manager Neil Joyce

At 8:07 p.m., Chairman Drobinski opened the Public Hearing regarding the application of the Town of Sudbury, applicant and owner, for Site Plan approval to construct an approximately 14, 500 square-foot building and associated improvements for a new Police Headquarters on an approximately 13.5 acre parcel of land located at 77 Hudson Road, zoned A-Residential and within the Town Center Historic District and Water Resource Protection District Zone III, Town Assessor's Map G08-0008. The Board was previously in receipt of copies of the Application for Site Plan Approval dated January 3, 2014 and accompanying architectural plans prepared by The Carell Group, Inc., a memorandum from Director of Planning and Community Development Jody Kablack dated January 21, 2014, the Design Review Board's Meeting Minutes of January 8, 2014, a letter from Department of Public Works Director I. William Place dated January 15, 2014, a memorandum from Building Inspector Mark Herweck dated January 21, 2014, a letter from Places Associates, Inc.'s Project Manager William Murray dated January 23, 2014, and an email from architect Gregory Carell dated January 22, 2014 and accompanying pole light detail. In addition, copies of a revised Project Narrative prepared by Places Associates, Inc. dated January 21, 2014 were distributed tonight. Town Manager Valente read aloud the Public Hearing Notice, and she listed the materials received to date to the file.

Permanent Building Committee Co-Chair Mike Melnick provided a brief history of the project. He stated \$627,000 in design funds were approved at last year's Annual Town Meeting. During the past year, a Request for Proposal (RFP) was developed and The Carell Group, Inc. was invited as the project designer. He noted Carell Group was chosen because of its expertise working on public safety buildings and familiarity with the construction of Sudbury's Fire Station. Mr. Melnick stated the design team has worked closely with Police Chief Nix to develop floor plans. The team has also worked to resolve issues of concern with the Sudbury Housing Authority regarding shared use of the driveway to Musketahquid Village. He stated a meeting with Sudbury's Conservation Commission is pending. Mr. Melnick also stated the plans presented tonight reflect 90% designs.

Police Chief Nix thanked everyone who has worked on the project. He emphasized the Police Department is trying to be conscious of costs as it designs a sustainable building for the long-term.

Architect Greg Carell stated the drawings reflect a very efficient 14,500 square-foot building. Mr. Carell stated attention has been given to the exterior, and several options, including masonry for future low-maintenance, have been researched. He noted the final choice for the exterior would likely be cost-driven, and there is a desire to create a harmonious appearance with the Fire Station. Mr. Carell also stated an unfinished attic has been planned for possible future expansion and/or storage.

Places Associates, Inc.'s Project Manager William Murray summarized the plan details with the use of exhibits. He highlighted the proposed driveways and parking, and he explained the plans provide for a new public access to the Fire Station. Mr. Murray stated the current Fire Station drainage basin would be

enlarged, and a septic system plan has been submitted. He indicated on the plans that a utility building and a covered parking area could be built if there are sufficient funds available. Mr. Murray noted the proposed tree cover has been decreased based on feedback received.

Selectman Simon asked if a location for a radio tower has been discussed. Police Chief Nix stated this issue is still under discussion. It has been proposed to create a connection to a cell tower site at the Department of Public Works (DPW) facility, which could enhance the radio systems for the DPW, Fire and Police Departments.

Selectman O'Brien asked if solar-energy options have been considered. Mr. Melnick stated this issue was investigated, but it appears as if the option would be limited because of the surrounding topography. Police Chief Nix and Mr. Carell stated the roof is being built to support solar capability, if it is viable.

Selectman O'Brien asked if there are proposed locations for an electric charging station for vehicles. Combined Facilities Director Jim Kelly stated the Energy and Sustainability Committee is pursuing a Department of Environmental Protection (DEP) grant which includes this feature.

Selectman O'Brien stated it is his preference to maintain the covered parking area, if possible, in the budget. He asked if signage has been considered. Police Chief Nix stated there has been discussion regarding signage to best direct citizens to public entrances.

Selectman O'Brien suggested the project lighting be coordinated with the Town Center Improvements project with DPW Director Bill Place. Police Chief Nix stated the technology exists which can be coordinated to assist the Public Safety Departments.

Selectman Haarde stated he recently met with Mr. Kelly and Mr. Braun and they discussed the project. He asked if a cost analysis has been conducted regarding a brick façade and whether the ability for a façade to stop bullets has been considered in the design. Selectman Haarde noted the Littleton Police Station has incorporated thick acrylic sheets in the windows to make them bullet-proof-like. Police Chief Nix stated areas of the building considered the most vulnerable have been designed with such protections. Mr. Melnick stated the dispatch area has been designed with bullet-proof features. Mr. Carell stated the highest risk is at night through the windows, since it is unlikely someone would try to shoot through the exterior walls.

Vice-Chairman Woodard asked how the budget looks. Police Chief Nix stated the figure has decreased in recent weeks from the \$7.9 million estimate. Mr. Melnick stated the details and budget are being fine-tuned closer to a preferred number of \$7.5 million.

Chairman Drobinski asked what is planned for all the cubic yards of soil to be removed from the site. Mr. Melnick stated he hopes Mr. Place can use it for other projects. Chairman Drobinski suggested asking Mr. Place if the material is conducive to be used to raise Feeley Field. Selectman Haarde concurred, and encouraged the project team to contact Mr. Place.

Chairman Drobinski also asked if adequate space has been planned for female officers and personnel. Police Chief Nix stated there is sufficient space proposed.

Police Chief Nix emphasized the project team is interested in receiving feedback on the project, and welcomes any questions.

Mr. Melnick stated a meeting with the Sudbury Historic Districts Commission is scheduled for February 6, 2014. A discussion regarding window styles is anticipated.

Chairman Drobinski stated the budget details will be critical information for residents to consider. However, he also noted the Town has a critical need for this project. Chairman Drobinski asked if the current Police Station is a future tear-down scenario. Mr. Kelly stated the systems of the current Station are in severe disrepair, and the building would likely be torn down.

Selectman Simon asked if the attic could be used for future office space, and whether electronic digital files could be stored there. Mr. Melnick and Mr. Carell stated the attic space is ideal for storage and has been so designed. The area could be used for staff offices, but not public offices, since the attic is not serviced by an elevator. It was noted digital files could be maintained in the attic space.

It was on motion unanimously

VOTED: To continue the Public Hearing to February 11, 2014 at 8:00 p.m., regarding the application of the Town of Sudbury, applicant and owner, for Site Plan approval to construct an approximately 14, 500 square-foot building and associated improvements for a new Police Headquarters on an approximately 13.5 acre parcel of land located at 77 Hudson Road, zoned A-Residential and within the Town Center Historic District and Water Resource Protection District Zone III, Town Assessor's Map G08-0008, and to instruct Town staff to draft an affirmative Decision based on the information reviewed tonight.

#### **Route 20 Sewer Steering Committee – Update and Discussion**

Present: Route 20 Sewer Steering Committee Co-Chairs Andrew Sullivan and Eric Poch

At 8:50 p.m., Chairman Drobinski welcomed the Route 20 Sewer Steering Committee Co-Chairs Andrew Sullivan and Eric Poch to the meeting. Selectman O'Brien recused himself from the discussion and any pending votes. The Board was previously in receipt of copies of a draft Warrant article, the Route 20 Sewer Steering Committee Report, and a letter from Weston & Sampson Engineers, Inc. dated January 23, 2014, noting a preliminary estimate for proposed scope of work.

Mr. Poch stated substantial progress on a Route 20 sewer has been made in the past year. He stated the Route 20 Sewer Citizens' Advisory Committee (CAC) has created six subgroups to better focus attention on key topic areas. He further stated both Committees and Town staff have discussed the pros and cons of the option of working jointly with the City of Marlborough. Mr. Poch stated preliminary discussions between Sudbury and Marlborough officials have not yet presented any roadblocks to a joint proposal. He emphasized that, if all parties were to agree that a joint effort is the best option, an Inter-Municipal Agreement would be required.

Mr. Poch stated the Steering Committee has proposed a Warrant article requesting \$50,000 for the continued study of wastewater disposal options for a portion of the Route 20 business district, and to determine the financial feasibility of working with Marlborough as an option.

Mr. Sullivan referred to the last two pages of the Report, noting more work is needed from Weston & Sampson Engineers, Inc., which will help determine what the capital costs would be to construct a system to Marlborough and compare and contrast this option with the Sudbury option already studied. He noted the proposed work would also include an overlay zoning for the area and visual renderings of potential development scenarios to help educate residents of the long-term benefits of the project. It was noted that it is possible an article could be presented at the Annual 2015 Town Meeting.

Vice-Chairman Woodard questioned if an IMA could be agreed to with Marlborough by the Annual 2015 Town Meeting. Mr. Poch stated it is hoped that it would be known by then whether a joint project was "a

go" with both Towns. He also stated the Committee hopes to be able to present further recommendations to the Board in the fall of 2014.

Chairman Drobinski stated the option of working with Marlborough is intriguing and it is worth pursuing.

Mr. Poch stated it is important to alleviate public fears regarding the project. He emphasized the sewer project has always been intended as a replacement project to help protect the Town's drinking water, to prevent businesses from moving, to increase the potential for commercial tax revenue, and to accommodate business growth on Route 20. Mr. Poch stated it has never been proposed as an expansion project with the potential for unchecked growth. The project is meant to allow for revitalization of the business community.

Vice-Chairman Woodard asked if an overlay district will help citizens feel more comfortable. Mr. Poch stated residents want a multi-use, village-feel, which maintains the Town's character. He believes the right plan could open up more use choices for landowners, and it could possibly help the Town's Housing Production Plan remain viable.

Vice-Chairman Woodard asked what a reasonable timetable would be for the project. Mr. Sullivan stated two years for design and two years for construction have been proposed for the Sudbury option, and it is possible the Marlborough option could be done quicker. Mr. Poch stated a lot depends on the time required for permitting.

Selectman Simon asked if there are future anticipated funding requests which would be required. Mr. Sullivan stated it is possible more funds would be needed to further explore the Marlborough option. Mr. Poch stated previous reports have estimated \$1million for permitting and design, but the Marlborough option might be less, since it would not require a treatment plant. Mr. Poch and Mr. Sullivan stated they are unsure what other future requests might arise.

Selectman Simon asked what guarantee the Town would have that Marlborough could accept Sudbury's flow for a long period of time. Mr. Sullivan stated this has been broached in preliminary discussions, and the indication is that the Easterly plant could accommodate Sudbury's needs for at least a 25-30 year time period along with the needs of Marlborough. Selectman Simon asked if the Easterly plant could be expanded, if needed. Mr. Sullivan stated Marlborough seems comfortable about absorbing Sudbury's flow for a long period of time. He emphasized this is the type of issue which would need to be addressed in the IMA.

Selectman Simon asked if the project would include burying of utilities on Route 20. Mr. Sullivan stated the Committees have discussed this and meetings have been held with all applicable utility companies. However, he noted the Sewer Steering Committee decided burying utilities should continue to be pursued, but not at the expense of slowing down the project as a whole. In general, Mr. Sullivan stated there is broad support on the Committees for burying the utilities, but there are questions regarding at what cost this would occur. Mr. Poch clarified the utilities issue is being pursued in parallel to the focus on the main sewer project. In response to a question from Selectman Simon, Selectman Haarde stated a lot of future work would be required regarding the utilities, including having a general contractor who would need to work with all of the utility companies.

Selectman Simon asked if there are plans for user fees. Mr. Sullivan stated several options have been discussed. Mr. Poch stated user fees would definitely be established which would likely be flow-based.

Selectman Simon asked if a new Town department would be needed for oversight. Mr. Sullivan stated this would likely depend on the final option chosen by the Town.

Selectman Haarde asked how the ROI analysis is going. Mr. Sullivan stated the vision is for an improved Route 20, which would provide amenities. Mr. Poch stated feedback from the business community has indicated they are anxious to re-invest in their properties, but they need a “big carrot” to do so.

Selectman Haarde stated it is important to remember this project has been defeated by voters in the past. He believes it is critically important to be able to tell residents clearly what the value of the project is and why the Town is pursuing it. He also noted it is not unusual for these types of capital investments to be upgraded every 25-30 years. To expedite the process, Selectman Haarde suggested the Warrant article language include that the funds be expended under the direction of the Committee. Town Manager Valente stated it should be expended under her direction as the Town’s Chief Procurement Officer.

Vice-Chairman Woodard stated he is impressed with how much the Committees have accomplished.

### **Minutes**

Vice-Chairman Woodard requested a few revisions be made to the minutes as follows:

Page 3, first full paragraph, second sentence, to replace the word “excluding” with the word “including,” and to add the words at the conclusion of this sentence, “, but showed them separately for clarity.”

Page 3, third full paragraph, to add the words “ excluding major new projects,” to the second sentence after the word “pending.”

Page 4, third paragraph from the bottom, last sentence be revised to delete the words after the word “money” and replace them with the words “would be needed for the Melone property.”

It was on motion

VOTED: To approve the regular session meeting minutes of January 14, 2014, as amended tonight.

Selectman O’Brien abstained from the vote.

### **Commission on Disability - Resignation**

It was on motion unanimously

VOTED: To accept the resignation of Peter D. Shaer from the Commission on Disability, effective immediately, as noted in a letter dated January 17, 2014, and to send a letter of thanks for his service to the Town.

### **Annual Town Meeting – Selectmen’s Articles – Discussion, Review and Vote**

The Board was previously in receipt of copies of drafts of the Warrant articles submitted by the Board and an accompanying memorandum from Town Manager Valente dated January 23, 2014. Ms. Valente noted the Board typically supports other articles each year, but they are submitted by other entities.

Town Manager Valente summarized the purposes of the proposed articles for special stabilization funds for the Department of Public Works (DPW) rolling stock, for the potential proceeds from the sale or leasing of the current Police Station and its land, and for saving for future energy projects, and an article for Construction of a Police Headquarters.

Vice-Chairman Woodard questioned the draft wording for the proposed special stabilization funds, stating he thought they were to be created this year, but not funded. Town Manager Valente stated Finance Director Andrea Terkelsen and Town Counsel Paul Kenny have suggested this language at this time for the Warrant, but it may be revised later.

Selectman Haarde stated he is not ready to approve the proposed articles tonight. He believes more information is needed regarding the new stabilization funds.

Vice-Chairman Woodard stated he presented the DPW rolling stock stabilization fund concept at the Board's last meeting. It was noted no decisions were being made on the articles tonight.

Chairman Drobinski stated these articles are being presented for the first step of listing them on the Warrant, and they are subject to changes or being withdrawn at a later time.

It was on motion

VOTED: To approve submission of the following Town Meeting articles: Hear Reports, FY14 Budget Adjustments, Stabilization Fund addition, Construct Police Headquarters, New Stabilization Fund for DPW rolling stock, New Stabilization Fund for potential proceeds if the Town sells or leases current Police Station and land on Boston Post Road, and the New Stabilization Fund for savings from energy projects to pay for future energy projects.

Selectman Haarde opposed the vote.

#### **FY15 Town Budget Submission to Finance Committee – Discussion**

At 9:37 p.m., Town Manager Valente reviewed her package previously provided to the Board which included copies of the Town Manager's FY15 Budget Message and accompanying charts. Ms. Valente stated that, based on assumptions available at this time, the increase for benefits appears to be lower than in previous years. She stated the Town is reaping the benefit of the "opt-out" program, the lower Town contribution rate for new hires, and a lower percentage of new hires choosing coverage with the Town. Ms. Valente stated the Town still budgets for extra funds in case employees seek Town coverage at some point later in the year.

Town Manager Valente stated she added one-benefit-eligible position to the no-override budget for the Council on Aging. She further stated this addition is offset by reductions made to staffing in the Assessor's Office.

Town Manager Valente highlighted items presented in her level-staff budget proposal which she would like to restore. She emphasized these were services once provided, but they have been cut in recent years. Ms. Valente stated the Town continues to experience repercussions from these cuts.

Vice-Chairman Woodard asked what the increase is in the number of retirees covered for healthcare noted in the report. He also asked what the number of benefit-eligible employees is. Ms. Valente stated she would obtain these figures and report them to the Board at a later time. In response to a question from Vice-Chairman Woodard, Ms. Valente clarified that if the proposed rolling stock article is approved this year, this should be the last year the Town would request funds for new leases at Town Meeting.

Vice-Chairman Woodard stated that, even though taxes are high in Sudbury, if you exclude the large percentage of this revenue which funds the schools, it is clear the Town is very well fiscally run.

Selectman Haarde asked for confirmation that the level staff budget proposal is \$250,000 more than the no-override budget, which Ms. Valente provided. He asked when the final health care rates will be available. Ms. Valente stated this information should be available in March 2014.

Selectman O'Brien stated the information provides a good start for this year's budget discussions. He thanked Town Manager Valente for her thoughtful proposals.

Town Manager Valente stated she has heard that Sudbury Public Schools and Lincoln-Sudbury Regional High School's budgets are within the 2.5% suggested growth guidelines. Thus, no operating budget override requests are anticipated. However, Vice-Chairman Woodard stated there would likely be annual requests for capital and debt exclusions.

### **Melone Property – Discuss Fund, Consultant's Report and Possible Restoration**

At 9:59 p.m., Vice-Chairman Woodard stated the intent initially was to pursue the use of the DPW Mining Fund to be used for purposes related to the Melone property, which could also eliminate the need for Community Preservation Act funding this year when the Community Preservation Committee is deliberating tight budget recommendations.

Town Manager Valente stated this is controlled at the State level, and it will not be possible to use this fund. She explained the revolving fund would have to be considered closed and returned to Free Cash to later be used to request at a Town Meeting to restore the funds to be used for reclamation work on this property.

Vice-Chairman Woodard stated no action regarding the Mining Fund is possible at this time.

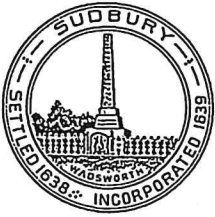
### **Town Manager – Composite Evaluation Report**

At 10:04 p.m., Chairman Drobinski distributed copies to the Board of matrices he developed regarding the Board responses received for the performance Evaluation of the Town Manager and his letter to the Board dated January 28, 2014, which he read aloud. He explained the evaluation process scored the Town Manager's Performance in the following five areas: vision and community leadership, relationship with the Board of Selectmen, personnel management, financial management and personal qualities and characteristics. Chairman Drobinski stated he has shared the Board's feedback and rankings with the Town Manager. He reported a super majority of the Board ranked the Town Manager's performance at 96% out of 100%. Chairman Drobinski also reported one Board member was dissatisfied with the Town manager's performance in all areas evaluated and would like more transparency. He stated when this input was incorporated into the matrix, the Town Manager's performance was rated at 82% out of 100%. Chairman Drobinski stated the overall Town Manger performance evaluation rating is high and in conformance with prior evaluations. He urged Board members to reach out to the Town Manager to continue the dialogue shared through the evaluation process. Note: see attached report.

There being no further business, the meeting adjourned at 10:08 p.m.

Attest: \_\_\_\_\_  
Maureen G. Valente  
Town Manager-Clerk





## TOWN OF SUDBURY

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January 28, 2014

Members of the Board of Selectmen,

I have completed the Town Manager evaluation process in accordance with the procedure outlined by Town Counsel Paul Kenny in his memo dated November 12, 2013.

Thank you all for your participation in this important process.

Also as part of the evaluation, we all received a report from the Town Manager dated November 15, 2013, discussing areas upon which we evaluated the Town Manager. The evaluation process examined and scored (from a ranking of 1-4) the Town Manager's Performance in five areas:

- Vision and Community Leadership;
- Relationship with Board of Selectmen;
- Personnel Management;
- Financial Management; and
- Personal Qualities and Characteristics.

I have communicated with the Town Manager and shared with her all of your comments and rankings.

I have not repeated them here as we had detailed discussions on all your evaluations but there have been many major accomplishments in the last few years (Advanced Life Saving, Health Care Reform, Pantry Brook Farm, Senior Tax Relief and the start of major infrastructure projects among others).

In summary, a super majority of the Board ranked the Town Manager's performance at 96% out of 100%.

One member of the Board was dissatisfied with the Town Manager's performance in all five areas evaluated and would like more transparency among other things.

When that Board member's evaluation is incorporated into the ranking matrix the Town Manager's performance has a rating of 82% out of 100%.

For completeness, I have included both of these matrices as part of the Town Manager evaluation.

The Town Manager has always scored well for the past thirteen years in all of the five evaluation areas since she has been the Town Manager.

In addition, the Board recognizes that the expectations, responsibility and accomplishments of the Town Manager are many times beyond the goals and objectives of the Board. As Town Manager she has consistently demonstrated flexibility to deal with issues, situations and opportunities of the moment without losing focus on the bigger, longer term and sometime multi-year objectives.

The Town Manager has made the transition from three to five selectmen with great skill and the transition has been virtually seamless. The two new board members give the Town Manager high marks for integrating them into the selectmen role.

The Town Manager is extremely knowledgeable of municipal finance and integrates seemingly disparate topics into a realistic assessment of the state of the town. In addition, she has the vision and the drive to work with all the board members as Sudbury sets forth on major infrastructure upgrades.

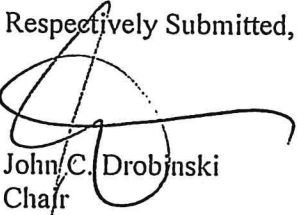
The Town manager and the financial team is the major reason that the Town maintains the AAA bond rating.

Upcoming challenges for the Town Manager include contract negotiations, budget issues, and the appropriate sequencing of the upcoming infrastructure projects.

In conclusion, the overall Town Manager rating is high and in conformance with her prior evaluations.

I would recommend each board member reach out to the Town Manager in order to maintain this dialog.

Respectively Submitted,



John C. Drobjnski  
Chair

Performance Evaluation for Maureen G. Valente January 2014

JCD	LOB	LAS	CCW	Sum	Average
3.90	3.70	3.65	4.00	15.25	3.81
3.90	3.75	3.60	3.80	15.05	3.76
3.90	3.60	3.40	4.00	14.90	3.73
4.00	4.00	3.70	4.00	15.70	3.93
3.90	4.00	3.70	4.00	15.60	3.90
19.60	19.05	18.05	19.80	76.50	3.83
3.92	3.81	3.61	3.96	15.30	96%

JCD	LOB	LAS	CCW	RCH	Sum	Average
3.90	3.70	3.65	4.00	1.00	16.25	3.25
3.90	3.75	3.60	3.80	1.00	16.05	3.21
3.90	3.60	3.40	4.00	1.00	15.90	3.18
4.00	4.00	3.70	4.00	1.00	16.70	3.34
3.90	4.00	3.70	4.00	1.00	16.60	3.32
19.60	19.05	18.05	19.80	5.00	81.50	3.26
3.92	3.81	3.61	3.96	1.00	16.30	82%