



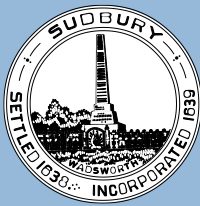
SUDBURY SELECT BOARD  
THURSDAY MAY 13, 2021  
6:30 PM, ZOOM

Item #	Time	Action	Item
	6:30 PM		CALL TO ORDER
<b>EXECUTIVE SESSION</b>			
1.		<i>VOTE</i>	Open in Regular Session, and immediately vote to enter into Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) for the purpose of discussing collective bargaining matters related to negotiation strategy (for all 7 Town unions related to the Town of Sudbury employees) wherein strategy discussion with respect to collective bargaining in open session may have a detrimental effect on the bargaining position of the public body.
2.		<i>VOTE</i>	Continue executive session pursuant to Exemption 6 (G.L. c. 30A, §21(a)(3) and (6)) - To consider the purchase, exchange, lease or value of real property related to the former Melone Property, Town of Sudbury, and to consider strategy with respect to related litigation in the matters of Presti v. Planning Board and Presti v. Zoning Board of Appeals, whereby a public discussion may have a detrimental effect on the negotiating and litigation position of the public body.
3.		<i>VOTE</i>	Continue executive session to review, approve and possibly release executive session meeting minutes, pursuant to G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), citing to the Open Meeting Law, G.L. c. 30A, §§ 22(f), (g).
4.	7:00 PM	<i>VOTE</i>	Vote to close Executive Session and resume Open Session
			Opening remarks by Chair
			Reports from Town Manager
			Reports from Select Board
			Citizen's comments on items not on agenda
<b>MISCELLANEOUS</b>			
5.	7:30 PM	<i>VOTE</i>	Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.

*These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*

<b>Item #</b>	<b>Time</b>	<b>Action</b>	<b>Item</b>
6.	8:00 PM		Financial policies update. Vice Chair Roberts and Board Member Schineller to report.
7.	8:30 PM		Discussion on Annual Town Forum. Vice Chair Roberts to provide update.
8.	8:45 PM	<i>VOTE</i>	Town Manager to provide update on Key Performance Indicators (KPI) projects.
9.	9:15 PM	<i>VOTE</i>	Review open session minutes of 3/30/21 and possibly vote to approve minutes.
10.			Citizen's Comments (cont)
11.			Upcoming Agenda Items
<b>CONSENT CALENDAR</b>			
12.		<i>VOTE</i>	Vote to accept a \$15,000 grant from The Sudbury Foundation to the Police Department. Funds to be expended for a department-wide training session on "Empathetics."

*These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.*



SUDBURY SELECT BOARD

Thursday, May 13, 2021

**EXECUTIVE SESSION**

**1: Exec Session - collective bargaining**

REQUESTOR SECTION

Date of request:

Requestor: 30 min

Formal Title: Open in Regular Session, and immediately vote to enter into Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) for the purpose of discussing collective bargaining matters related to negotiation strategy (for all 7 Town unions related to the Town of Sudbury employees) wherein strategy discussion with respect to collective bargaining in open session may have a detrimental effect on the bargaining position of the public body.

Recommendations/Suggested Motion/Vote: Open in Regular Session, and immediately vote to enter into Executive Session pursuant to Exemption 3 (G.L. c. 30A, §21(a)(3)) for the purpose of discussing collective bargaining matters related to negotiation strategy (for all 7 Town unions related to the Town of Sudbury employees) wherein strategy discussion with respect to collective bargaining in open session may have a detrimental effect on the bargaining position of the public body.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

- Patty Golden                      Pending
- Henry L Hayes                      Pending
- Jonathan Silverstein                      Pending
- Daniel E Carty                      Pending
- Janie Dretler                      Pending
- Select Board                      Pending

05/13/2021 6:30 PM



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**EXECUTIVE SESSION**

**2: Executive Session - Melone/Northwood property**

REQUESTOR SECTION

Date of request:

Requestor: 30 min

Formal Title: Continue executive session pursuant to Exemption 6 (G.L. c. 30A, §21(a)(3) and (6)) - To consider the purchase, exchange, lease or value of real property related to the former Melone Property, Town of Sudbury, and to consider strategy with respect to related litigation in the matters of Presti v. Planning Board and Presti v. Zoning Board of Appeals, whereby a public discussion may have a detrimental effect on the negotiating and litigation position of the public body.

Recommendations/Suggested Motion/Vote: Continue executive session pursuant to Exemption 6 (G.L. c. 30A, §21(a)(3) and (6)) - To consider the purchase, exchange, lease or value of real property related to the former Melone Property, Town of Sudbury, and to consider strategy with respect to related litigation in the matters of Presti v. Planning Board and Presti v. Zoning Board of Appeals, whereby a public discussion may have a detrimental effect on the negotiating and litigation position of the public body.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting: Jonathan Silverstein, KP Law

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM





SUDBURY SELECT BOARD

Thursday, May 13, 2021

**EXECUTIVE SESSION**

**3: Exec Session to review minutes**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Continue executive session to review, approve and possibly release executive session meeting minutes, pursuant to G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), citing to the Open Meeting Law, G.L. c. 30A, §§ 22(f), (g).

Recommendations/Suggested Motion/Vote: Continue executive session to review, approve and possibly release executive session meeting minutes pursuant to G.L. c. 30A, § 21(a)(7) “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (“Purpose 7”), citing to the Open Meeting Law, G.L. c. 30A, §§ 22(f), (g).

Background Information:

Attached draft minutes of 4/27/21

Financial impact expected:

Approximate agenda time requested: 10 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**EXECUTIVE SESSION**

**4: Close Exec Session and resume Open Session**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to close Executive Session and resume Open Session

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**5: Annual Town Meeting prep update and vote on articles**

REQUESTOR SECTION

Date of request:

Requestor: Chair Dretler

Formal Title: Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.

Recommendations/Suggested Motion/Vote: Discussion and update on 2021 Annual Town Meeting preparation, and vote to take positions on any Town Meeting articles and vote which Board members will make motions and present articles.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM

ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
	<b>IN MEMORIAM RESOLUTION</b>										
	<b>FINANCE/BUDGET</b>										
1	Hear Reports	Select Board	Dretler	5-0	N/A					Majority	
2	FY21 Budget Adjustments	Select Board	Russo	Report at TM	Report at TM					Majority	
3	FY22 Budget	Town Manager		5-0	8-0				\$107,093,804	Majority	
4	FY22 Capital Budget	Town Manager		5-0	7-1			\$900K free cash	\$1,102,180	Majority	
5	FY22 Transfer Station Enterprise Fund Budget	Town Manager		5-0	8-0				\$309,103	Majority	
6	FY22 Pool Enterprise Fund Budget	Town Manager		5-0	8-0				\$464,136	Majority	
7	FY22 Recreation Field Maintenance Enterprise Fund Budget	Town Manager		5-0	8-0				\$230,786	Majority	
8	FY21 Snow & Ice Transfer (possible withdraw)	Town Manager		Report at TM	Report at TM					Majority	
9	Unpaid Bills	Town Accountant		Report at TM	Report at TM					Four-fifths	
10	Chapter 90 Highway Funding	DPW Director		5-0	8-0					Majority	5-0
11	Stabilization Fund	Select Board	Roberts	5-0	8-0			Free cash	\$281,268	Majority	5-0
12	FY22 Revolving Fund Limits	Select Board	Carty	5-0	8-0			spending limit		Majority	5-0
13	Capital Stabilization Fund	Town Manager		W 5-0	6-2			Free cash	\$250,000	Majority	
14	Fund Litigation Costs - Eversource	Town Manager		4-0; 1 abstain	8-0			Free cash	\$150,000	Majority	
15	<b>WITHDRAWN - Melone Stabilization Fund Repurpose</b>	Select Board	IP - Schineller	W 5-0	0-9			transfer funds	\$1,100,000	Two-thirds	
16	Construction of Housing/Living Addition - Fire Station #2	Fire Chief		5-0	7-2	7-0			\$4,300,000	Two-thirds	
17	Marlboro Road Culvert Replacement	DPW Director		5-0	8-0	7-0		Free cash	\$400,000	Majority	5-0
	<b>CAPITAL ARTICLES</b>										

Attachment 5.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4591 : Annual Town Meeting prep update

ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
18	Front End Loader with Plow	DPW Director		5-0	8-0	7-0		Free Cash	\$230,000	majority	3-2
19	Multi-purpose Sidewalk Tractor	DPW Director		5-0	8-0	7-0		Free Cash	\$205,000	majority	3-2
20	Six-wheel Combo Dump Truck with Plow and Wing	DPW Director		5-0	8-0	7-0		Free Cash	\$285,000	majority	3-2
21	Street Acceptance - Anthony Drive	Town Manager		Report at Town Meeting	N/A					Two-thirds	
22	Means Tested Senior Tax Exemption Extension	Board of Assessors		5-0	8-0					majority	5-0
23	Sudbury Public Schools COVID-19 Academic Program	SPS Committee		5-0	8-0			Free Cash	\$309,540	majority	
24	Sudbury Public Schools Peter Noyes School Fire Alarm Replacement	SPS Committee		5-0	8-0	7-0		Free Cash	\$220,000	majority	
25	LSRHS Stadium Field	LSRHS		5-0	8-0	6-0; 1 abstain		Free Cash	\$337,500	majority	
26	Amend Zoning Bylaw, Article IX: Amend text of Section 2110.Establishment	Planning Board		5-0	N/A					Two-thirds	
27	Amend Zoning Bylaw, Article IX: Amend text of Section 2324 Regarding Trailers or other structures for storage or office purposes	Planning Board		5-0	N/A					Two-thirds	
28	Amend Zoning Bylaw, Article IX: Amend text of Section 3200.Signs and Advertising Devices	Planning Board		5-0	N/A					Two-thirds	
<b>CPC ARTICLES</b>											
29	Community Preservation Fund - Dr. Bill Adelson Playground Improvements	CPC		5-0	7-1	7-0		CPA	\$285,000	majority	5-0
30	Community Preservation Fund - Frank Feeley Fields Improvements	CPC		5-0	8-0	7-0		CPA	\$386,000	majority	5-0
31	Community Preservation Fund - Historic Preservation Plan	CPC		5-0	8-0			CPA	\$32,000	majority	5-0
32	Community Preservation Fund - Housing Production Plan	CPC		5-0	8-0			CPA	\$36,000	majority	5-0

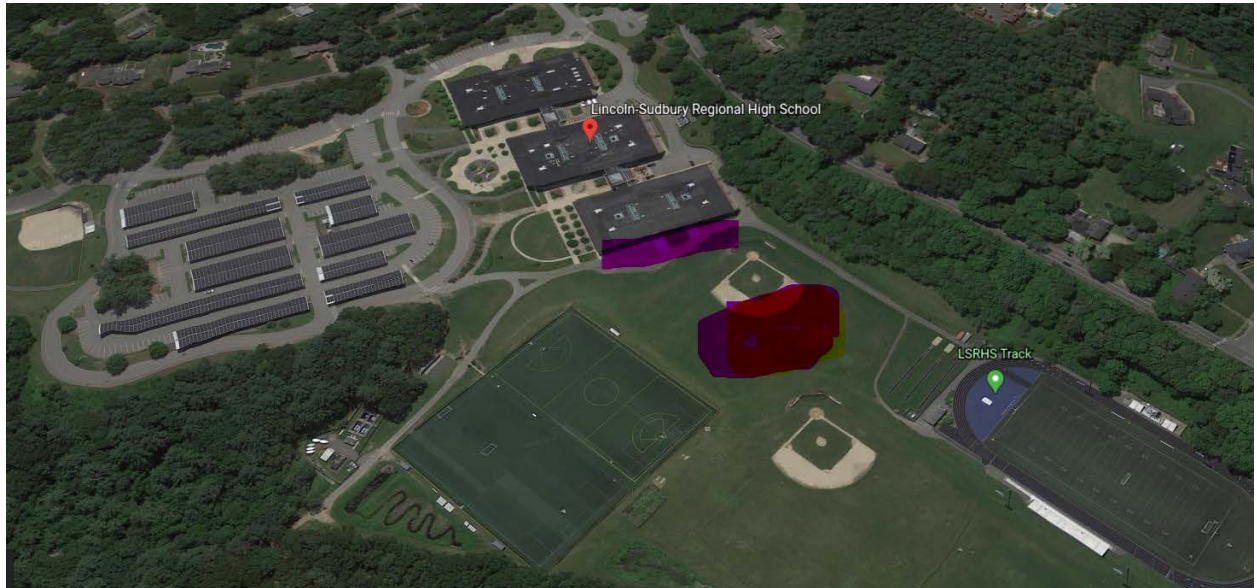
Attachment5.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4591 : Annual Town Meeting prep update

ATM 2021 ARTICLES

#	Article Title	Sponsor/ Submitted by	Article Presenter	SB Position	FinCom Position	CIAC Position	Report SB position at ATM	Funding Source	Requested Amount	Required Vote	Consent Calendar
33	Community Preservation Fund - Housing Trust Allocation	CPC		5-0	8-0			CPA	\$388,500	majority	5-0
34	Community Preservation Fund - Regional Housing Services Office (RHSO) membership fee	CPC		5-0	8-0			CPA	\$30,000	majority	5-0
35	Community Preservation Fund - Reversion of Funds	CPC		5-0	8-0			CPA	\$539,639	majority	5-0
36	Community Preservation Fund - General Budget and Appropriations	CPC		5-0	8-0			CPA	\$1,178,035	majority	5-0

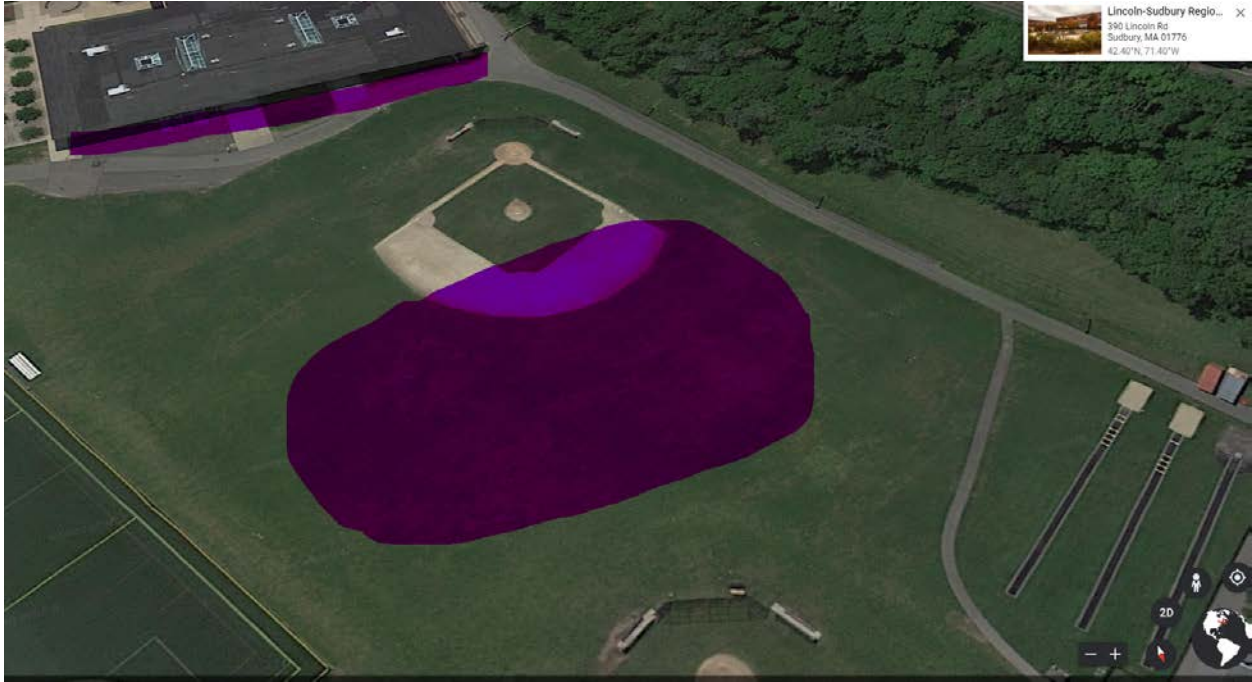
Attachment5.a: Copy of Articles list ATM 2021\_3.30.21\_rev\_JD (4591 : Annual Town Meeting prep update

Annual Town Meeting Location – 2020 September



Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





Shade at 10:58 AM

Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





1:53 PM

Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)



Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





6:42 PM

Attachment 5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)



Attachment5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





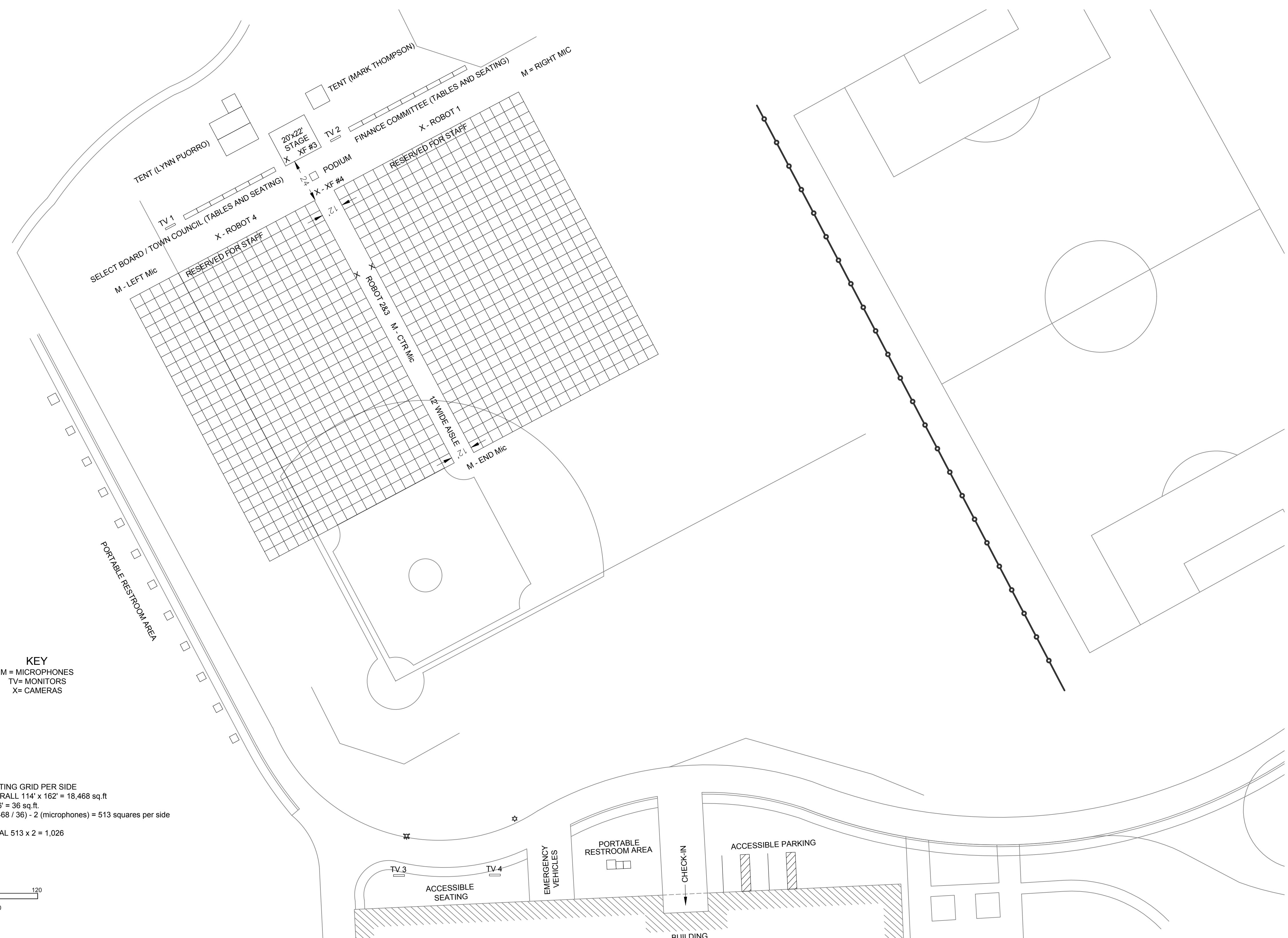
Attachment5.b: Annual Town Meeting prep photos (4591 : Annual Town Meeting prep update and vote on articles)





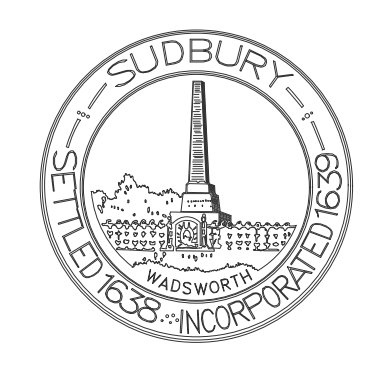
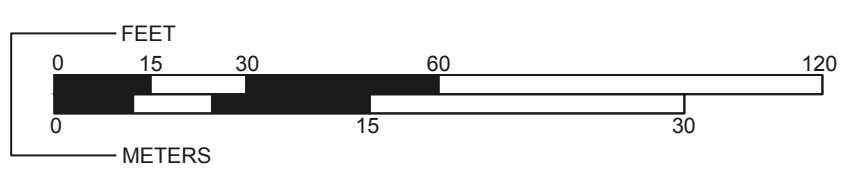
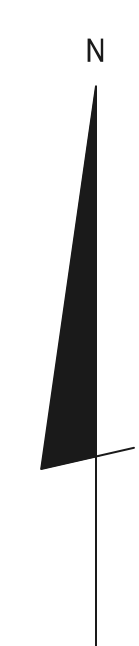
Attachment 5.b: Annual Town Meeting Meeting prep photos (4591 : Annual Town Meeting Meeting prep update and vote on articles)





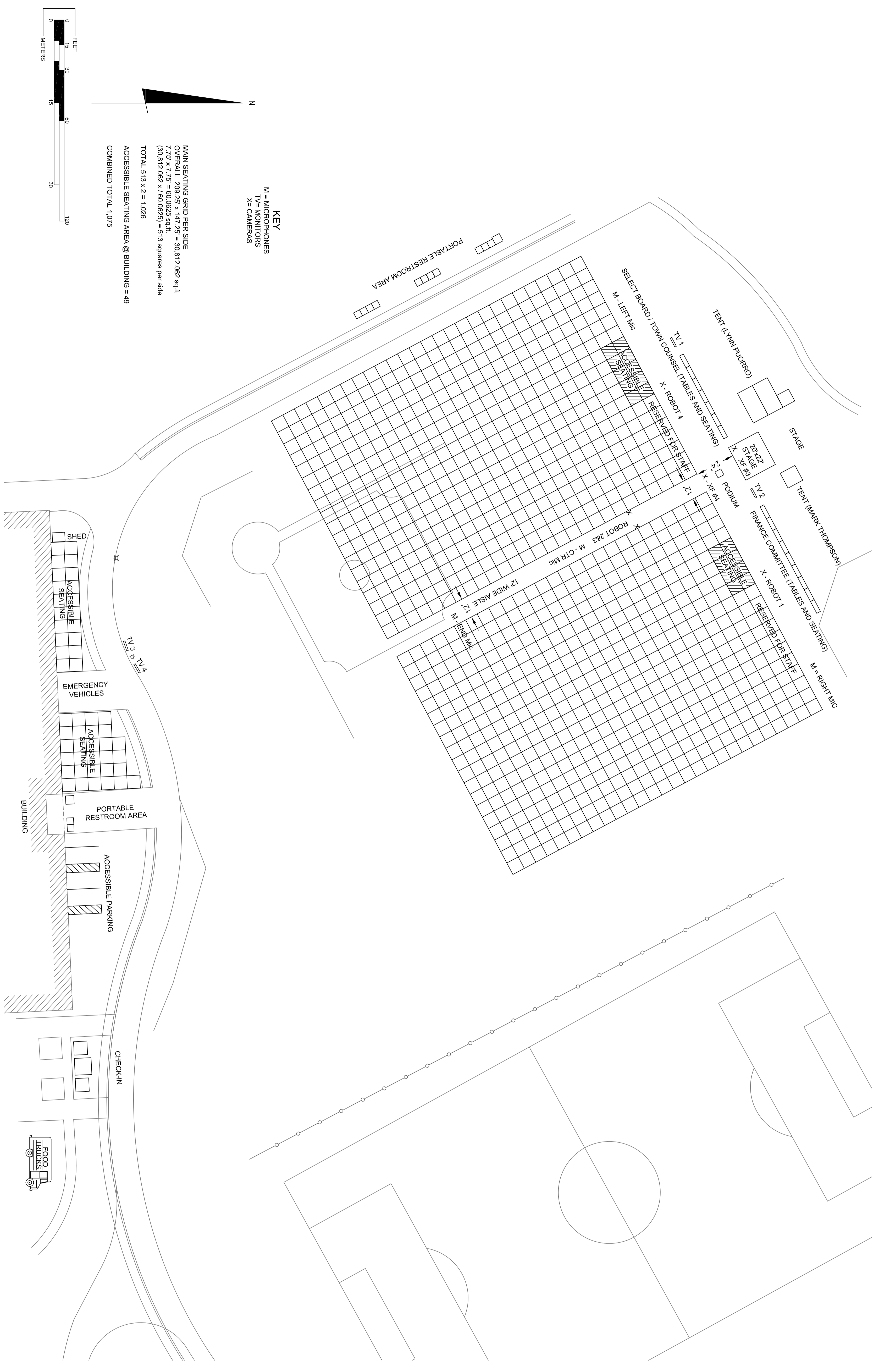
**KEY**  
 M = MICROPHONES  
 TV = MONITORS  
 X = CAMERAS

SEATING GRID PER SIDE  
 OVERALL 114' x 162' = 18,468 sq.ft.  
 6' x 6' = 36 sq.ft.  
 (18,468 / 36) - 2 (microphones) = 513 squares per side  
 TOTAL 513 x 2 = 1,026



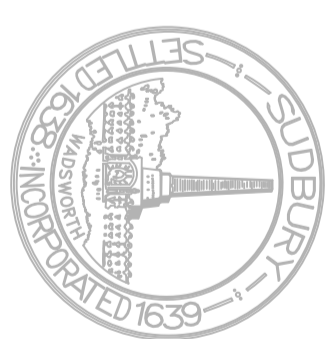
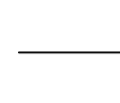
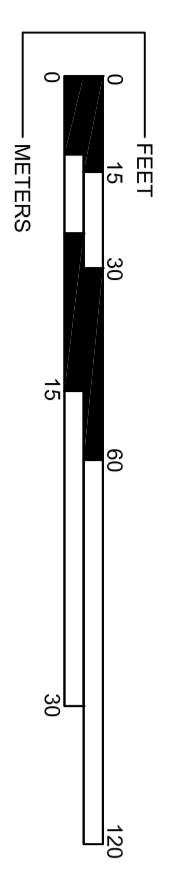
PROPOSED SKETCH FOR  
 TOWN MEETING SEATING  
**LINCOLN / SUDBURY HIGH SCHOOL**  
**TOWN OF SUDBURY, MASSACHUSETTS**  
 TOWN OF SUDBURY ENGINEERING DEPARTMENT  
 DATE: AUGUST 14, 2020 SCALE: 1"=30'  
 REV 8/31/20 MISC COMMENTS, 9/1/20 Stage Location, 9/4/20 COMMENTS  
 9/4/20 RESTROOMS





MAIN SEATING GRID PER SIDE  
 OVERALL 209.25' x 147.25' = 30,812.062 sq.ft  
 7.75' x 7.75' = 60.0625 sq.ft.  
 (30,812.062 x / 60.0625) = 513 squares per side  
 TOTAL 513 x 2 = 1,026  
 ACCESSIBLE SEATING AREA @ BUILDING = 49  
 COMBINED TOTAL 1,075

KEY  
 M = MICROPHONES  
 TV = MONITORS  
 X = CAMERAS



PROPOSED SKETCH FOR  
 TOWN MEETING SEATING  
**TOWN OF SUBBURY, MASSACHUSETTS**  
 LINCOLN / SUBBURY HIGH SCHOOL

TOWN OF SUBBURY ENGINEERING DEPARTMENT  
 DATE: AUGUST 14, 2020 SCALE: 1"=30'  
 REV 8/31/20 MISC COMMENTS, 9/1/20 Stage Location, 9/4/20 COMMENTS  
 9/4/20 RESTROOMS 9/8/20 COMMENTS 9/9/20 COMMENTS  
 3/5/21 2021 town meeting 4/15/21 2021 79" boxes



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**6: Financial policies update**

REQUESTOR SECTION

Date of request:

Requestor: Vice Chair Roberts

Formal Title: Financial policies update. Vice Chair Roberts and Board Member Schineller to report.

Recommendations/Suggested Motion/Vote: Financial policies update. Vice Chair Roberts and Board Member Schineller to report.

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM

## SELECT BOARD POLICIES & PROCEDURES REVIEW SUBCOMMITTEE OVERVIEW

### SUBCOMMITTEE GOALS (2/2/21)

Subcommittee has accomplished to date (5/4/21 or 5/11/21):

- Work on bringing to full Select Board revised set of **Financial Policies**:
  - Subcommittee do mechanics of documents and zero in on key **'policy'** decisions.
  - Solicit input of Finance Director.
  - Bring back to full Select Board for full review and discussion.
- Review Capital Planning/ Funding program:
  - Review recommendations of Strategic Financial Planning Committee for Capital Funding (SFPCC).
  - Analyze DLS Recommendations.
  - Subcommittee to recommend to Select Board if/where DLS recommendations and SFPCC be incorporated into Select Board or other Town policies.
  - Subcommittee recommend to Select Board if/where DLS and SFPCC recommendations be **actioned** upon e.g. Town Meeting articles (to modify town fund accounts etc.)
    - Action Plan, Roadmap to achieve goals...
    - Charlie "Bridge Letter..."
- Maintain transparent communication to the public and solicit public feedback at our public meetings:
  - In how we conduct the subcommittee.
  - As a theme in how we write policies for ease of understanding town finances.
  - Transparent capital plan / needs / forecast.

### PROGRESS TO DATE:

The subcommittee has produced a revised 19-page financial policies manual, a spreadsheet of 42 key policy considerations for the Select Board, and a draft Q&A Finance Director document.

#### *Subcommittee meetings on:*

2/2: Kick-off, define goals and deliverables, approach, and timeline. Start review of draft financial policy document identifying key questions/comments.

2/17: Continue review of draft policy document identifying key questions/comments.

3/11: Continue review of draft financial policy document/and started review of DLS recommendations to incorporate into draft policy document.

3/18: Review DLS report to incorporate recommendations into draft policy document.

3/25: Finalize policy questions/comments for Dennis Keohane (Town Finance Director) meeting.

4/01: Finalize policy questions/comments for Dennis Keohane (Town Finance Director) meeting.

4/08: Meeting with Dennis Keohane to discuss questions/comments.

4/12: Meeting with Dennis Keohane to discuss questions/comments.

4/15: Final edits to financial policy draft.

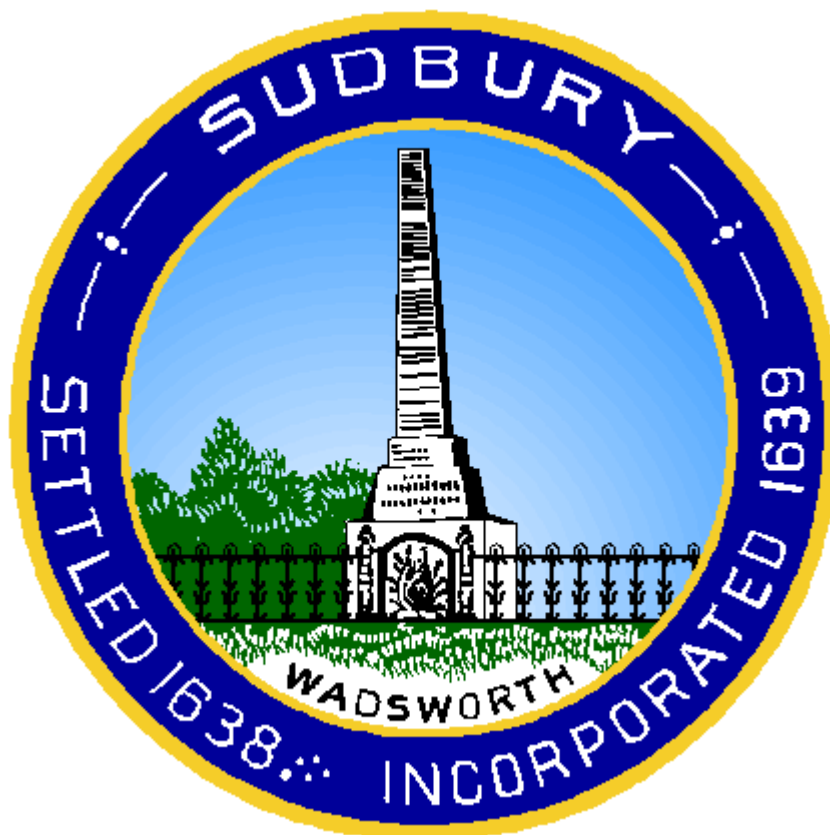
4/22: Final edits to financial policy draft.

4/23: Financial draft review with Dennis Keohane.  
4/28: Financial draft review with Dennis Keohane.  
4/29: Financial policy documents final editing.  
5/4, 5/11, or 5/18: Share Financial Policy document draft and policy decisions with Select Board.

DOCUMENT ORIGIN: JAN 5, 2021 DRAFT BY DENNIS KEOHANE (Finance Dir.) INCORPORATING 2020 DLS RECOMMENDATIONS. EDITED BY SELECT BOARD POLICIES AND PROCEDURES SUBCOMMITTEE AS OF APRIL 29, 2021

# *Town of Sudbury, Massachusetts* Financial Policies Manual

**DRAFT**



Attachment 6.b: Select Board Financial Policies WORKING DRAFT 2021 04.29.21 (4577 : Financial policies update)

## Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and complying with financial standards and regulations. To that end, this manual of financial policies provides guidance for local planning and decision making. The policies as a whole are intended to outline objectives, provide formal direction, and define authority to help ensure sound fiscal stewardship and management practices. Each is a living document that should be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its [Select Board](#), Town Manager, and employees, commits to the following objectives:

- Sustaining a consistent level of service and value for residents
- Safeguarding financial integrity and minimizing risk through a system of internal controls
- Ensuring the quality and maintenance of capital assets ([see Appendix A for definition of capital assets](#))
- Conforming to general law, uniform professional standards, and municipal best practices
- Protecting and enhancing the town's credit rating
- Promoting transparency and public disclosure



DOCUMENT ORIGIN: JAN 5, 2021 DRAFT BY DENNIS KEOHANE (Finance Dir.) INCORPORATING 2020 DLS RECCOMENDATIONS. EDITED BY SELECT BOARD POLICIES AND PROCEDURES SUBCOMMITTEE AS OF APRIL 29, 2021

# Town of Sudbury, Massachusetts

## Financial Policies Manual

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DRAFT

Attachment 6.b: Select Board Financial Policies WORKING DRAFT 2021 04.29.21 (4577 : Financial policies update)

## **FINANCIAL RESERVES**

### **PURPOSE**

To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, Sudbury can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

### **APPLICABILITY**

This policy pertains to short- and long-range budget decision making and applies to the Select Board, Sudbury Public School Committee, and Town Manager in those duties. It also applies to the related job duties of the Finance Director, the Town Accountant, the Board of Assessors, and the Finance Committee.

### **POLICY**

The Town of Sudbury commits to building and maintaining its reserves so as to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. **The Town will strive to maintain overall reserves in the level of 10-12% of the prior year General Fund budget.** These reserves are comprised of the general stabilization fund, special purpose stabilization funds and free cash target. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. Other types of reserves include retained earnings and overlay surplus.

#### **A. Free Cash**

The Division of Local Services (DLS) defines free cash as “the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year.” DLS must certify free cash before the Town can appropriate it in the new year.

By August 15th each year, the Town Accountant shall submit to DLS a year-end balance sheet, free cash checklist, and year-end reporting checklist. Once DLS certifies free cash, the Town Accountant will provide copies of the certified balance to the Select Board, Town Manager, and Finance Director.

Each spring, the Town Manager shall include the Town's free cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year, along with details on the proposed uses of and/or retention level of free cash. Any proposed use of free cash for capital equipment or improvements shall be consistent with needs identified in the Town's capital improvement program.

The Town shall set a year-to-year goal of maintaining its free cash in the range of **3-5% of the prior year's General Fund budget.** To achieve this, the Finance Director shall assist the Town Manager in proposing budgets with conservative revenue projections, and department heads



shall carefully manage their appropriations to produce excess income and budget turn backs. Further, budget decision makers will avoid fully depleting the Town's free cash in any year, so that the succeeding year's calculation can begin with a positive balance. Moreover, as much as practicable, the Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and will appropriate any free cash excess above 5% of the General Fund budget to reserves, to offset unfunded liabilities, or to set aside for existing debt.

## B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. Prior to the adoption of this policy, the Town established and appropriated to a general stabilization fund and special purpose stabilization funds for capital projects.

**General Stabilization:** The Town will endeavor to maintain a minimum balance of 5% of the prior year's General Fund budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current General Fund appropriations. When possible, withdrawals of funds should be limited to the amount available above the 5% minimum reserve target level. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance at a time, endeavoring to never fully deplete it. Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after free cash has been certified.

### Special Purpose Stabilization Funds

**Capital Stabilization:** The Town will appropriate annually to the capital stabilization fund so that over time it achieves a target balance sufficient to cover the Town's cash outlay for capital. Doing so enables the Town to pay outright for moderate-range (under \$1M) capital expenditures and thereby preserve debt capacity for major, higher-dollar purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs. The Town should endeavor to achieve and maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2% of prior year General Fund budget.

Withdrawals from the Capital Stabilization Fund should be avoided until the target balance has been achieved. Once achieved, funds should be replenished annually at the Fall Town Meeting, or the earliest available meeting after free cash has been certified (subject to free cash availability).

**Turf Stabilization:** The Town maintains a special purpose fund to offset the cost of periodic replacement of designated town-owned turf fields. As originally created, this fund applies to the Cutting Field but could be expanded to other fields in the future.

### C. Overlay Surplus

The overlay is a reserve the Town uses to offset unrealized revenues resulting from property tax abatements and exemptions. Sudbury officials will prudently manage the overlay in accordance with the Town's Overlay policy to avoid the need to raise overlay deficits in the tax levy. At the conclusion of each fiscal year, the Board of Assessors shall submit to the Town Manager and Finance Director an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Town Manager may request that the Board of Assessors vote to declare those balances surplus, available for one-time expenditures (as with free cash).

DRAFT

## **FORECASTING**

### **PURPOSE**

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer-range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

### **APPLICABILITY**

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, [Sudbury Public Schools](#) Superintendent, [Sudbury Public Schools](#) Business Manager, [Select Board](#), [Sudbury Public Schools](#) Committee, and Finance Committee.

### **POLICY**

#### **A. Revenue Guidelines**

The Town will continually seek to diversify its revenue to improve the equity and stability of sources. Each year and whenever appropriate, the Town will reexamine existing revenues and explore potential new sources. A balance will be sought between elastic and inelastic revenues to minimize any adverse effects caused by inflation or other economic changes. Additionally, intergovernmental revenues (e.g., local aid, grants) will be reviewed annually to determine their short- and long-term stability in order to minimize detrimental impacts.

The Town will generally avoid using one-time revenues to fund ongoing or recurring operating expenditures. These one-time revenue sources can include, but are not limited to, free cash, bond premiums, overlay surplus, sale of municipal equipment, legal settlements, insurance proceeds, and gifts. Additionally, the Town hereby establishes the following priority order when appropriating one-time revenues:

- General Stabilization Fund (maintenance of 5% of prior year's General Fund budget)
- Annual Capital Spending (non-debt; target of 3% of prior year's General Fund budget)
- Capital Stabilization Fund (target of 2% of prior year's General Fund budget)
- OPEB Trust Fund
- Existing debt

**New growth (residential or commercial) permanently adds to the tax base. The Town should endeavor to contribute any new growth in excess of 1% of prior year's General Fund budget to capital expenditures or reserves.**

Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenue. In such cases, the Town Manager, in consultation with the Finance Director, can recommend its use for operational appropriations. Such use will trigger the Town Manager to develop a plan to avoid continued reliance on one-time revenues.

State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult the following General Laws when the revenue source is:

- Sale of real estate: [M.G.L. c. 44, §63](#) and [M.G.L. c. 44, §63A](#)
- Gifts and grants: [M.G.L. c. 44, §53A](#) and [M.G.L. c. 53A½](#)
- Bond proceeds: [M.G.L. c. 44, §20](#)
- [Sale of moveable property: M.G.L. c. 44, § 53](#)

This policy further entails the following expectations regarding revenues:

- The Assessing Department will maintain property assessments for the purpose of taxation at full and fair market value as prescribed by state law.
- Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service [costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets for asset replacement.](#)
- The Building Department will notify the Finance Director of any moderate-to-large developments that could impact building permit volume.
- Department heads will strive to be informed of all available grants and other aid and will carefully consider any related restrictive covenants or matching requirements (both dollar and level-of-effort) to determine the cost-benefit of pursuing them.
- Revenue estimates will be adjusted throughout the budget cycle as more information becomes available.

#### B. Expenditure Guidelines

Annually, the Town will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.

#### C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually create and provide the Town Manager with a detailed budget forecast. The Finance Director shall also annually prepare a three-year financial projection of revenues and expenditures for all operating funds.

These forecasts shall be used as planning tools in developing the following year's operating budget as well as the five-year capital improvement plan.

To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid shall be conservative based on historical trend analyses and shall use generally accepted forecasting techniques and appropriate data. To avoid potential revenue deficits, estimates for local receipts (e.g., inspection fees, investment income, license fees) should generally not exceed 90% of the prior year's actual collections without firm evidence that higher revenues are achievable.

Additionally, the forecast model should assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively, considering the Town's three-year average by property class.
- The Town will annually meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will pay the service on existing debt and adhere to its Debt Management policy.
- The Town will make its annual pension contributions and continue appropriating to its other postemployment benefits trust fund.
- The Town will build and maintain reserves in compliance with its Financial Reserves policy.

## **OVERLAY**

### **PURPOSE**

To set guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is an account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes. Effective December 7, 2016, the Municipal Modernization Act ([Chapter 218 of the Acts of 2016](#)) provides for a single overlay account. Previously, a community had to maintain separate overlay reserves for each fiscal year and could not use the surplus from one year to cover another year's deficit without a multistep process involving the assessors, accounting officer, and local legislative body. However, the Act allows all existing overlay balances to be transferred to a single account. Although this policy treats overlay as a single account, to continue historical information and facilitate reconciliations, the Town may elect to maintain subsidiary ledgers by levy year for overlay balances.

### **APPLICABILITY**

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

### **POLICY**

#### A. Annual Overlay

Each year, the Board of Assessors shall vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town's Tax Recap Sheet. The Principal Assessor will propose this annual overlay amount to the Board of Assessors based on the following:

- Current balance in the overlay account
- Five-year average of granted abatements and exemptions
- Potential abatement liability in cases pending before, or on appeal from, the Appellate Tax Board (ATB)
- Timing of the next certification review by the Division of Local Services (scheduled every five years under the Municipal Modernization Act) The Board of Assessors shall notify the Finance Director of the amount of overlay voted

#### B. Excess Overlay

Annually, the Finance Director and Director of Assessing will conduct an analysis to see if there is any excess in the overlay account by factoring the following:

- Current balance in the overlay account after reconciling with the Town Accountant's records

- Balance of the property tax receivables, which represents the total real and personal property taxes still outstanding for all levy years
- Estimated amount of potential abatements, including any cases subject to ATB hearings or other litigation

Upon determining any excess in the overlay account, the Principal Assessor shall present the analysis to the Board of Assessors for its review.

### C. Overlay Surplus

If there is an excess balance in the overlay account, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote. If the Town Manager makes a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing. At the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

After being certified, Town Meeting may appropriate overlay surplus for any lawful purpose until the end of the fiscal year. However, the appropriation should be as prescribed in the Town's Forecasting policy (re: treatment of one-time revenues) and its Financial Reserves policy (re: overlay surplus). Overlay surplus not appropriated by year-end closes to the General Fund's undesignated fund balance.

## **DEBT MANAGEMENT**

### **PURPOSE**

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating so as to achieve long-term interest savings.

### **APPLICABILITY**

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision making and in the Finance Director's debt reporting. It also applies to the Finance Director's budget analysis duties. Additionally, in the role as Treasurer/Collector, the statutory responsibilities associated with debt management.

### **POLICY**

Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, shall only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues.

#### A. Debt Financing

Debt may be financed either within the levy, or beyond the levy (a debt exclusion which requires a Proposition 2 ½ voter referendum).

In financing with debt, the Town **will:**

1. Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified.
2. **Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects.**
3. Confine long-term **(QUESTION)** borrowing to capital improvements and projects that cost at least \$100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.
4. Restrict debt exclusion borrowing to proposals which meet all three of these criteria:
  - (1) useful life of 20 years or more
  - (2) estimated cost of the **principal payment in the first year of the debt issuance** must be **greater than 1%** of the prior year's General Fund revenue
  - (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.



5. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
6. The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.
7. As debt within the levy decreases annually, this amount shall be used for capital, future debt, or set aside for future capital.

#### B. Debt Limits and Targets

The Town will adhere to these debt parameters:

1. Total annual debt service, including debt exclusions and any self-supporting debt, shall be limited to 10% of General Fund revenues, with a target of 5-7%.
2. As dictated by state statute MGL ch 44 section 10, the Town's debt limit shall be 5% of its most recent equalized valuation.
3. The Town shall endeavor to gradually and consistently pursue future debt issuances financed by within-levy dollars with a target of 3% of prior year's General Fund budget.

#### C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
2. The Town will limit bond maturities to no more than 10 years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
3. For non-excluded debt the Town will generally choose terms less than 20 years and structure as level principal payments, so that over time the annual debt payment goes down, opening up capacity for future capital.
4. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
5. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

#### D. Bond Refunding

To achieve potential debt service savings on long-term debt through bond refunding, the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.

4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

#### E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.
3. The Town will not rely on reserves to sustain operating deficits. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress, but then the Town will either reduce spending to within the limits of recurring revenues, or seek approval for additional revenues from the voters of the Town.
4. The Town will not defer current costs to a future date. This includes costs such as pension costs or benefits costs. From time to time, the State offers municipalities the option of deferring payments to their pension system, or other costs, as a short-term way of balancing a fiscal year's budget. However, it is the intention of the Town of Sudbury not to rely on these options.
5. The Town will follow the policies as outlined in this policy statement.

#### F. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.
3. The Finance Director, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year.

## **INVESTMENTS**

### **PURPOSE**

To ensure the Town's public funds achieve the highest possible, reasonably available rates of return while following prudent standards associated with safety, liquidity, and yield, this policy establishes investment guidelines and responsibilities. It is further designed to comply with the Governmental Accounting Standards Board's recommendation that each community disclose its key policies affecting cash deposits and other long-term investments to ensure they are managed prudently and not subject to extraordinary risk.

### **APPLICABILITY**

This policy pertains to short-term operating funds, including general funds, special revenue funds, bond proceeds, capital project funds, and to all accounts designated as long-term (e.g., trusts, stabilization funds, other postemployment benefits trust fund (OPEB), and others the Town may set aside for long-term use, including scholarship and perpetual care funds). It does not pertain to the Town's retirement fund, which is managed by the Middlesex County Retirement Board. This policy applies to the Finance Director, in the role as Treasurer, his or her designee(s), and any advisors or other professionals in their responsibilities for investing and managing Town funds.

### **POLICY**

The Finance Director shall invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to generally accepted diversification, collateralization, and the prudent investment principles regarding safety, liquidity, and yield.

See additional details in the Town of Sudbury Investment Policy ([TODO: ADD DOC TO WEBSITE AND LINK](#)) document as well as the [Town of Sudbury CPA Investment Policy](#) document.

## CAPITAL ASSETS

### PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

### APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, [Select Board](#), [Sudbury Public School Committee](#), and Finance Committee.

### POLICY

#### A. Capital Improvement Plan

The Town Manager shall maintain an inventory of all Town 'capital assets' (defined in Appendix A), their age, value, and condition. The Town Manager will update and adopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a four-year projection of capital needs and expenditures, which details the estimated cost, description and anticipated funding sources for capital projects. The CIP should govern projects undertaken either to build, buy, expand or replace a long-life asset or to an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

Annually, the minimum level of capital spending the town should target year to year should be equivalent to 6% of the prior year's General Fund budget, drawn equally from within-levy debt and cash capital sources.

The 6% target shall guide how much capital spending can be planned in each year of the CIP.

1. The Town Manager shall establish criteria to determine capital asset prioritization, including but not limited to:
  - mitigation of safety hazards
  - legal compliance
  - ADA compliance (Americans with Disabilities Act)
  - operating cost reduction
  - service or efficiency improvement
  - availability of outside funding sources
  - conformance to asset replacement schedule
  - enhancement of quality of life
2. The Town Manager shall consult with Department Heads annually regarding the composition and prioritization of the capital plan and create an ordered list sorted by urgency score, with appropriate justification.
3. A Capital Project Submission Sheet shall be required for every item listed on the five-year CIP.

4. The CIP shall not include items that cost less than \$20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget.
5. Alongside the CIP prioritization, potential Funding Sources shall be identified. Wherever possible, funding sources should be derived from 'cash capital' and within levy debt funding options. Funding sources for capital may include:
  - Community Preservation Act (CPA) funds (if eligible; Open Space, Recreation, Historic)
  - Town Manager's Capital Budget (items <\$100K)
  - New growth dedicated to capital
  - Capital Stabilization Fund
  - Special-purpose stabilization funds
  - Free Cash
  - In-levy Debt
  - Dedicated revenue sources (i.e. Sewataro revenue share).
  - Capital Exclusion
  - Debt Exclusion
6. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.
7. The CIP shall not include items deemed to be departmental maintenance. Rather, such smaller, shorter life maintenance items should be included in departmental budgets.
8. Annually, the Town shall request LSRHS's 5 and 15 year capital plans. The Town's obligation per the LSRHS agreement shall be factored into the Town CIP.

#### B. Risk Management

1. The Town will maintain an effective risk management program that provides adequate coverage, minimizes losses, and reduces costs.
2. The Town will annually work with the Town's insurance carrier to update all listings of Town owned assets and the value and condition of such covered assets.

#### C. Reporting

1. Annually, the 5 year capital improvement plan shall be posted and accessible for public view on town website for public review at all times, reflecting updates for any changes made. The Capital Project Submission Sheet for each project on the 5 year CIP shall be posted and linked from the CIP.
2. The Town Manager will submit a capital program annually to the Capital Improvement Advisory Committee (CIAC). The proposed program will detail each capital project, the estimated cost, description and funding.
3. The Town Manager shall submit Town Meeting articles for the CIB by January 31<sup>st</sup>.
4. The Select Board shall report all requests for capital appropriations to the Finance Committee on or before February 5. (Bylaws Article IV Section 5).
5. The Town Manager will present the CIB for approval at the Annual Town Meeting (generally the 1<sup>st</sup> Monday in May).

## **OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)**

### **PURPOSE**

To provide the basis for a responsible plan for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy provides guidelines designed to ensure OPEB sustainability and achieve generational equity among those called upon to financially support OPEBs, thereby avoiding transferring costs into the future.

### **APPLICABILITY**

This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment.

### **BACKGROUND**

In addition to salaries, the Town of Sudbury compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health, dental, and life. These are collectively referred to as other postemployment benefits or OPEBs.

OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially. As part of a long-range plan to fund this obligation, the Town established an OPEB Trust Fund, which allows for long-term asset investment at higher rates of return than those realized by general operating funds.

### **POLICY**

The Town of Sudbury is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.

#### **A. Accounting and Reporting**

The Finance Director will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board.

The Town Auditor shall ensure that the Town's independent audit firm reviews compliance with the provisions of this policy as part of its annual audits.

#### **B. Mitigation**

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Finance Director shall monitor proposed laws

affecting OPEBs and Medicare and analyze their impacts. The Human Resources Director shall regularly audit the group insurance and retiree rolls and drop any participants found to be ineligible based on work hours, active Medicare status, or other factors.

### C. Funding

To address the OPEB liability, decision makers shall analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town shall derive funding to invest in the OPEB trust from taxation, free cash, and any other legal form.

## Appendices

### Appendix A: Definition of Capital

#### Sudbury Capital Asset “Definition”

Capital Assets are the community-owned collection of significant, long-lasting, and expensive real and personal property used in the operation of government, including land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. In order to be included in Sudbury’s Capital Improvement Program, Capital Assets must cost \$20,000 or more and have a useful life of 5 or more years. Items or improvements that do not meet this threshold should be included within the Town’s operating budget.

### Appendix B: Protection of Credit Rating Policy

Maintenance of the highest-level credit rating possible is important to the continued financial health of Sudbury as it reduces the costs of issuing debt. Credit rating firms consider management practices to be very important factors. Poor management practices can inadvertently jeopardize the financial health of a local government. To be proactive in assuring the Town of Sudbury does not engage in these practices, the [Select Board](#) of the Town of Sudbury has adopted the following credit rating protection policies. The Town will not rely on reserves to sustain operating budgets. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress. In the subsequent year, the Town will either reduce spending to within the limits of recurring [revenues](#) or seek approval for additional revenues from the voters of the Town. The Town will not defer current costs, such as pension or benefit costs, to a future date.



Policy Decision	Description	Comments
1 Name a second document for Action Plan (versus Policy doc)	"How to achieve targets Plan": For example: consider over time increasing the in-levy debt capacity. E.g. when there is capital that we might have historically considered paying with debt or capital exclusions, attempt to fit within the levy. FIRE STATION EXAMPLE...	
2 HOWTO: initially achieve Capital Stabilization Fund target balance	Map out in How to document, plan to get to 2% target. (Approach may include "wheel of free cash")	
3 overall reserves target	10-12 percent of prior year General Fund budget (Stabilization funds (5%) + Free Cash (3%) + Capital Stabilization Fund (2%))	
4 free cash target	year-to-year goal of maintaining free cash in the range of 3-5 percent of prior year General Fund budget	
5 acceptable uses of free cash what to do with free cash in excess of max	Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures)	
6 target	appropriate any excess above 5 % of the General Fund to reserves or to offset unfunded liabilities or to set aside for existing debt	
7 general Stabilization Fund target	5% of prior year general fund budget	
8 general Stabilization Fund withdrawal policy	If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance	
9 general Stabilization Fund replenishment policy	Replenishment of the funds should be made annually at the Fall Town Meeting, or the earliest available meeting after Free Cash has been certified.	
10 capital-related Special Purpose Stabilization Fund(s) target	2% of prior year General Fund budget (per DLS) Capital Stabilization Fund (target of 2% of prior year general fund budget). Also we are recommending not using fund until target balance is achieved. If funds are used they should be replenished at the next Town Meeting as free cash allows.	
11 Capital Stabilization Fund target Close Melone Stabilization Fund and transfer	DLS recommendation "Close Melone Stabilization Fund"	
12 to Capital Stabilization Fund		
13 Limit the number of stabilization funds to small few that have clear but broadly defined purposes	does Turf fund fit this recommendation (clear but broadly defined?) and to what degree do we want to limit stabilization funds?	

- 14 Turf Stabilization Fund
  - Do we want to keep this? DLS recommendation to eliminate special purpose stabilization funds. Currently we put \$20K a year in (\$10K from field maintenance enterprise fund and \$10K from the general fund.)
  - Sale of moveable property: M.G.L. c. 44, § 53 \*\*\* DLS option... if we want to divert to Capital Stabilization, we could accept 4th para of ... M.G.L. c. 40 § 5B and specify a percentage of each sale (of moveable property e.g. Vehicles that will be dedicated, without further appropriation, to the capital stabilization fund.
- adopt Sale of Moveable property policy (to fix
  - 15 Vehicle Surplus bylaw problem)
    - 16 use of Overlay Surplus funds policy
      - Annual Capital Spending (non-debt) target
        - 17 policy
          - target of 3% of prior year's General Fund budget [see DLS pg 22 terminology and targets]
          - How to determine how much each year, considering 'catch up contributions' - we chose to not specify within Policies (consider for
            - 18 OPEB Trust Fund annual contribution policy
              - How To document)
- 19 special one-time revenue to offset Debt policy
  - In policies, "set aside for existing debt" e.g. Sewataro. Can't 'pre-pay' in this year's debt payment, but can make conscious decision to set aside revenue and not to raise corresponding amount of funds from levy next year for next years payment
  - New growth (residential or commercial) permanently adds to the tax base. The Town should attempt to dedicate 50 to 75% of all (commercial?) new growth levy amounts to capital expenditures or reserves. In talking to Dennis determined this was too aggressive. Changed to "The Town should endeavor to contribute any new growth in excess of 1 percent of prior year's general fund budget to capital expenditures or reserves."
- special New growth revenue towards capital
  - 20 expenditures policy
    - Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets for asset replacement.
- Policy on "Town departments that charge fees
  - 21 (Enterprise Funds and recreation programs...)"

22 Overlay Surplus transparency  
 Minimizing debt by maximizing use of  
 23 available funds

At the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account

Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects

Confine long-term borrowing to capital improvements and projects that cost at least \$100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.

24 Long-term borrowing circumstances

25 Debt exclusion circumstances

Restrict debt exclusion borrowing to proposals which meet all three of these criteria:

- (1) useful life of 20 years or more;
- (2) estimated cost of the **principal payment in the first year** of the debt issuance must be greater than **1% of the prior year's general fund revenue** ; and
- (3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.

The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.

As debt within the levy decreases annually, this amount shall be used for capital, future debt, or set aside for future capital.

26 Debt within the levy

1.Total debt service, including debt exclusions and any self-supporting debt, shall be limited to 10 percent of general fund revenues, with a target balance of 5-7 percent.

27 Total debt service limit

The Town will limit bond maturities to no more than 10 years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).

28 Bond term limit 10 years except for...

NOTE: is this too aspirational / infeasible  
 Might we make the notional 1% a value that the Select Board initially sets at lower bar, and increases as we gain more discipline and debt within the levy capacity? (Back of envelope: 1% of prior years general fund revenue is ~ \$1M. Only purchases of around \$20M or more would have first year Principal payment of > \$1M. ?? So this would say Broadacres, Sewataro would not have qualified for a debt exclusion.)

29 Debt re-funding options	Issue debt with optional call dates no later than 10 years from issue
30 Annual Capital Spending Target Requirement for adding item to CIB and CIP 31 list	Annually, the minimum level of capital funding (spending) the town should target year to year should be equivalent to 6% of the prior year's general fund budget, (drawn equally from within-levy debt and cash capital sources). require a Capital Project Submission Sheet for every item listed on CIB (this year) and CIP (5 years plan)
32 CIP inclusion / exclusion threshold	The CIP shall not include items that cost less than \$20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget. Alongside the CIP prioritization, potential Funding Sources shall be identified. Wherever possible, funding sources should be derived from 'cash capital' and within levy debt funding options. Funding sources for capital may include:
require potential funding sources including CPA eligibility be in the CIP (for each project 33 submission)	<ul style="list-style-type: none"> <li>-Community Preservation Act (CPA) funds (if eligible; Open Space, Recreation, Historic)</li> <li>-Town Manager's Capital Budget (items &lt;\$100K)</li> <li>-New growth dedicated to capital</li> <li>-Capital Stabilization Fund</li> <li>-Special-purpose stabilization funds</li> <li>-Free Cash</li> <li>-In-levy Debt</li> <li>-Dedicated revenue sources (i.e. Sewataro revenue share).</li> <li>-Capital Exclusion</li> <li>-Debt Exclusion</li> </ul>
34 put maintenance and small, shorter life capital in Dept budget	The CIP shall not include items deemed to be departmental maintenance. Rather, such smaller, shorter life maintenance items should be included in departmental budgets

do not include / itemize LSRHS capital in  
 35 Sudbury CIP

LSRHS capital assets, while funded by Sudbury and Lincoln taxpayers, are not to be itemized in the Town of Sudbury Capital Improvement Plan. Rather, a single line item per year in each of the 5 and 15 year plans shall represent Sudbury’s contribution to LSRHS’s own independent capital plan (We did not choose to do this).

36 Transparency of CIP edits

Annually, the 5 year capital improvement plan shall be posted and accessible for public view on town website for public review at all times, reflecting updates for any changes made. The Capital Project Submission Sheet for each project on the 5 year CIP shall be posted and linked from the CIP.

37 Continue CIAC?

or eliminate this step from policies: "The Town Manager will submit a capital program to the Capital Improvement Advisory Committee (CIAC). The proposed program will detail each capital project, the estimated cost, description and funding. \*\*\*\* POLICY DECISION – IF WE FOLLOW DLS TAB’S RECOMMENDATION TO DISCONTINUE CIAC FOR LEANER, CENTRALIZED PROCESS / EMPOWERED TOWN MANAGER... THEN CAN ELIMINATE THIS STEP OF SUBMITTING TO CIAC. \*\*\*"

38 Deadlines

confirm Jan 31 for articles for CIB, Feb 5 bylaw to send to Fincom appropriate and compatible dates

Prescriptive Use of Free Cash (Wheel of Free  
 39 Cash)

Decided to keep out of Policies, more appropriate for How to Get There document

Decided not to address in Policies, other than to list M.G.L. c. 40 § 5B with laws we comply with. \*\*\* DLS option... if we want to divert to Capital Stabilization, we could accept 4th para of ... M.G.L. c. 40 § 5B and specify a percentage of each sale (of moveable property e.g. Vehicles that will be dedicated, without further appropriation, to the capital stabilization fund.

40 Moveable property

Town Manager shall maintain an inventory of all 'capital assets" (see Financial Policies Draft Appendix for definition).

41 Capital Asset Inventory

42 Debt Schedule Length Policy

Removed policy of "The Town will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within 10 years."

Changed to 3. For non-excluded debt the Town will generally choose terms less than 20 years and structure as level principal payments, so that over time the annual debt payment goes down, opening up capacity for future capital.



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**7: Town Forum discussion**

REQUESTOR SECTION

Date of request:

Requestor: Vice chair Roberts

Formal Title: Discussion on Annual Town Forum. Vice Chair Roberts to provide update.

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM



**From:** [Roberts, Jennifer](#)  
**To:** [Hayes, Henry](#); [Dretler, Janie](#); [Golden, Patricia](#); [Frank, Leila](#)  
**Cc:** [Duchesneau, Adam](#); [sgarvin@samiotes.com](mailto:sgarvin@samiotes.com)  
**Subject:** Town Forum on Master Plan - for Select Board Packet  
**Date:** Friday, April 30, 2021 10:19:49 AM

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Hi,

A couple weeks ago Adam, Steve G, and I met to discuss having the Annual Town Forum focus on the Master Plan. Below is a recap of our conversation. I will be updating the Select Board on 5/4. Can this email please be added to our Select Board meeting packet?

**The 2021 Annual Town Forum** will present the final Master Plan and Action Plan to Sudbury residents and staff.

**Notes:**

- Forum can be a joint Planning Board/Select Board effort.
- Ideal Timing would be October 2021 but not within 3 weeks of a Fall Special Town Meeting.
- We believe this is good timing as people will be more ready to return to normal life (and will be forward-thinking). (Hopefully!)
- We can play by ear depending on the state of COVID-19 if it is held in-person or via Zoom (or a combination).
- On April 28th the Planning Board approved the final version of the Master Plan. They are finalizing a letter to be included in one of the documents. Then the finalized documents will be released and posted for everyone's consumption.
- Planning Department/Planning Board will continue to map out how Action Plan will be implemented.

**2021 Forum Planning Timing:**

- May: Jen to update full Select Board on plan for Forum (5/4).
- After Spring Town Meeting: Select Board and Planning Board will identify members (one each) to work on content of Forum.
- June: Work will start on the Forum with the identified members of the Select Board, Planning Board, and also a member from Planning Department staff.
- August: The three organizers will schedule a joint Select Board/Planning Board meeting to provide overview of Forum plan.
- October (tentative): Forum.

Thanks!

Jen



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**8: Discussion on Key Performance Indicators**

REQUESTOR SECTION

Date of request:

Requestor: Selectman Schineller

Formal Title: Town Manager to provide update on Key Performance Indicators (KPI) projects.

Recommendations/Suggested Motion/Vote: Town Manager to provide update on Key Performance Indicators (KPI) projects.

Background Information:  
see attached documents on BFRT, CWMP, Eversource, Fairbank, ADA Project update, and Town Hall project update.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM

Update: 2021-05-11

Beth Suedmeyer,  
Staff Project Lead

### Bruce Freeman Rail Trail Phase 2D

<https://sudbury.ma.us/pcd/2017/10/01/bruce-freeman-rail-trail-update-info/>



**Goal:** Create rail trail from Concord line south ending at Station Road.

Original Target	Current Target
2024	2024

Risk		Controls (Options)
FY22 State Funding at risk Final Design misses advertising deadline	Low	<ul style="list-style-type: none"> <li>Final Design on schedule</li> <li>Ongoing dialogue with MassDOT re: schedule and progress</li> </ul>
Final Design Funds may be insufficient to complete	Low	<ul style="list-style-type: none"> <li>Final Design Contract under budget.</li> <li>Take from Planning, DPW, Town Mgr budget (cut services)</li> </ul>

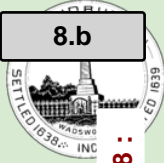
Original Plan	Current Budget
\$1,171,967	\$1,265,872

Milestone	Original	Current (Actual)	Notes
25% Design with Sketch Plans Submitted to MassDOT	2019-08-30	<del>(2019-11-27)</del>	DONE.
MassDOT Sketch Plans Reviewed and Design Public Hearing Scheduled	2019-11-15	<del>(2020-06-22)</del>	DONE. MassDOT didn't route sketch plans for review until late Jan 2020. Letter from BOS to MassDOT 2020-02-12. Covid. Last of Comment Resolution Meetings June 22, 2020.
MassDOT Design Public Hearing	2019-11-04	<del>(2020-07-30)</del>	DONE. July 16-30, 2020
Final Design RFP release	2020-08-31	<del>(2020-08-31)</del>	DONE. Released with 9/25 deadline for responses.
Final Design Contract Signed	2020-10-31	<del>(2020-11-05)</del>	
75% Design Submitted to MassDOT	2021-04-08	<b>2021-05-12</b>	75% submission delay not anticipated to affect 100% design submission or construction timeline
100% Design Submitted to MassDOT	2021-10-25		
Final Design (PSE) Submitted to MassDOT	2021-12-15		
MassDOT Advertises Construction RFP	2022-04-23		FY22 funding requires advertising by June 2022.
Trail complete	2024		MPO TIP Funding programmed for FY22. Estimate 2 year construction.

Funding Source	Appropriated	Unspent	Contracts
2014 Town Meeting (for 25%)	\$202,492	\$0	25% Design - VHB Original
Donation Friends of BFRT (for 25%)	\$58,700	0	25% Design - VHB Original
Planning, DPW, Town Manager budgets	\$30,550	\$0	25% VHB Amendments
2016 Town Meeting (75% design)	\$150,000	<b>\$0</b>	Fuss & O'Neill Design
2017 Town Meeting (for advancing design)	\$330,000	<b>\$46,465</b>	<ul style="list-style-type: none"> <li>25% Structural Jacobs (\$146,700)</li> <li>Leaves \$183,300 for 75/100% Design</li> </ul>
Planning, DPW, Town Manager budgets	\$36,675	\$0	25% Jacobs Amendment
2018 Special Town Meeting (for advancing design)	\$650,000	\$650,000	Fuss & O'Neill Design
<b>TOTAL</b>	<b>\$1,458,417</b>	<b>\$696,464</b>	

Tracking Started: 2019-03-02

# Comprehensive Wastewater Management Plan (CWMP) Updates



Dan Nason,  
Staff Project Lead

**Goal:** Completion of Town-wide Comprehensive Wastewater Management Plan and Environmental Impact Report

Original Target	Current Target
2021	2021

Risk	Level	Controls (Options)
Public Outreach/Education & Gaining Support for CWMP and Future Town Meeting	Low	<ul style="list-style-type: none"> <li>Public support has been mostly positive. Aggressive outreach/education plan starting April 2021 to bring the Project to the public for education and solicitation of comments is in place. The Town, with assistance from Woodard &amp; Curran and a professional public relations firm (working through the SRF Loan Program), is developing and implementing an aggressive outreach/education plan with a goal of bringing the public up to date with the CWMP to build consensus before the Town brings a final CWMP to Town Meeting. Due to COVID restrictions, an alternative plan through virtual meetings, social media and mailings are in the works.</li> </ul>

Original Plan	Current Budget
\$500,000	\$500,000

Milestone	Original	Current (Actual)	Notes
Assess existing conditions	2019 SEPT	2019 SEPT	Reviewed Study Areas Town-wide and updated Needs Areas; State Revolving Fund (SRF) Loan Application
Update Flows & Loads & disposals options	2019 NOV	2020 NOV	Historical water use records utilized to determine current and build out flows. Hydrogeological investigations completed on several sites. Final discharge proposed at Curtis Middle School field.
Review & Update 2013 Report	2019 NOV	ONGOING	2013 Report dealt with Route 20 only. This is updated and includes comprehensive review of entire Town, both existing and future conditions.
Public Participation	ONGOING	ONGOING	Due to COVID restrictions, outreach has been limited to webpage updates, Town internal meetings and Memorandums. An aggressive approach is due to start 4/21 with a sub-contractor working alongside W&C to provide Town-wide virtual meetings, neighborhood virtual meetings, social media updates, Town-wide mailings and collaboration through the Sudbury Chamber of Commerce for the route 20 Business District.
Single Report Update	2020 SEPT	2021 MAY/JUNE	Draft Recommended Plan ready for Regulatory filing. Coordination with MassDEP is on-going.
MEPA Filing	2020	2021 JUNE	Filing through the Massachusetts Environmental Policy Act (MEPA) Office to determine Final Recommended Plan Scope of Work
Report Update / SEIR	2021	2021 NOV	Final filing as determined above
Project completion	2021	2021	

Funding Source	Appropriated	Unspent	Contracts
May 7, 2019 Annual Town Meeting – Article 23 –Comprehensive Wastewater Management Plan Impact Report	\$500,000	\$0	Executed contract with Woodard & Curran (W&C) 8/19/2019
2019 State Revolving Fund (SRF) Loan	\$500,000	\$191,536	Contract on Budget
	\$	\$0	
	\$	\$	
	\$	\$0	
	\$	\$	
<b>TOTAL</b>	\$500,000	\$191,536	

Attachment 8.b: CWMP Project Status Update 21-04-15 (4578)

Update: 2021-05-03  
Law Office

**Eversource Litigation**

<https://sudbury.ma.us/selectboard/category/spotlight/eversource/>



Goal:

Original Target	Current Target

Risk	Controls (Options)

Original Plan	Current Budget
\$185,000	\$

Eversource Appropriations and Spending				
Acct #	Appropriation	Orig. Amt.	Spent	Balance
0011206/555016	STM 5/16 Art 2	\$ 185,000.00	\$ 185,000.00	\$ -
0011206/556018	ATM 5/17 Art 12	\$ 200,000.00	\$ 200,000.00	\$ -
	STM 10/17 Art 9	\$ 300,000.00	\$ 300,000.00	\$ -
	Reserve Fund Transfer 1, 12/12/17	\$ 200,000.00	\$ 200,000.00	\$ -
	Reserve Fund Transfer 2, 3/5/18	\$ 120,000.00	\$ 120,000.00	\$ -
	ATM 5/18 Art 12	\$ 115,000.00	\$ 115,000.00	\$ -
	ATM 5/19 Art 18	\$ 75,000.00	\$ 75,000.00	\$ -
0011206/550120	ATM 9/20 Art 15	\$ 150,000.00	\$ 120,733.55	\$ 29,266.45
Total Balance:		\$ 1,345,000.00	\$ 1,315,733.55	\$ 29,266.45

Tracking Started: 2021-02-09



# Fairbank Community Center

Bill Barletta,  
Staff Project Lead

**Goal:** Replacement of current building

Original Target	Current Target
2024	2024

Risk		Controls (Options)
Secure OPM, take from feasibility to design phases	Low	<ul style="list-style-type: none"> <li>RFQ clearly states deadline.</li> </ul>
Final Design to Construction	Low	<ul style="list-style-type: none"> <li>This project has an aggressive timeline, delays on decisions may impact timeline and costs based on rates at any given time.</li> </ul>

Original Plan	Current Budget
\$28,832,000	\$28,832,000



Milestone	Original	Current (Actual)	Notes
Interview and select OPM	2021-01-29	Completed	Compass. 14 RFQ proposals rcv'd 2021 Jan 14 NLT 2 PM, Interviews 2021 Jan 28. Compass selected to enter negotiations.
Architect / Designer Selection	2021 FEB	Completed 2021 April	BH+A. <a href="#">Contact for Site Survey in place with Town, site survey work begun 4/14/21. Draft Survey due 6/8/21 and Final on 7/22/21. OPM has contracted for GeoTech exploration, to be incorporated with Site Survey for use by architect in design.</a> 12 submissions, 3 interviews scheduled 2021 April 15. responses due/18 Mar. Walk through/11 Mar. RFQ/25 Feb.
SD/DD/CD/100% CD	2022 JAN		
CMR Selection (if required)	2021 SUMMER		2021 May/Construction begins; duration of 20 months
Early Bid packages	2021 FALL		
Bidding	2022 FEB		
Construction	2022 MAY thru 2023 DEC		
Demolition			
Project completion	2024	2024	

Funding Source	Appropriated	Unspent	Contracts
2020 Annual Town Meeting (passed Nov 2020 Ballot)	\$28,832,000	\$28,818,870	
	\$	0	
	\$	\$0	
	\$	\$	
	\$	\$0	
	\$	\$	
<b>TOTAL</b>	\$28,832,000	\$28,818,870	

Attachment 8.d: Fairbank SB Project Status Update 21-04-29



8.e

Attachment 8.e: KPI - ADA - Project Status Update 21-04-29

Update: 2021-04-29

## ADA Self-Assessment & Transition Plan

Henry Hayes  
Staff Project Lead

**Goal: Upgrades, adjustments and repairs to increase accessibility for Town resources**

Original Target	Current Target
2026?	2026?

Risk	Controls (Options)
	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>

Original Plan	Current Budget
\$	\$

Milestone	Original	Current (Actual)	Notes
Institute for Human Centered Design (IHCD) as consultant - evaluation	2020 SUMMER	2021 Feb	Finalizing. (5) public schools and 14 public buildings – including one (1) police station, three (3) fire stations, one (1) library, two (2) DPW facilities, two (2) historic buildings, one (1) transfer station and four (4) municipal buildings. The outdoor facility set includes 11 recreation facilities.
Community feedback	2021 Apr 14		Finalizing. Expecting final report May/June 2021. Public meeting held 27 April 2021 with COD.
36-60 month Compliance Issues	INFO		If the work done in any 36-month period is greater than \$100,000, the “work being performed” is required to comply. In addition, an accessible entrance and an accessible toilet room, telephone and drinking fountain (if toilets, telephones and drinking fountains are provided) shall also be provided.
Transition Plan			
Project completion	2026?		

Funding Source	Appropriated	Unspent	Contracts
	\$	\$	
	\$	0	
	\$	\$0	
	\$	\$	
	\$	\$0	
	\$	\$	
<b>TOTAL</b>	\$	\$	

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# Town Hall Restoration/ Rehabilitation Design (2017 Town Meeting Article 31)

PBC  
Project Lead

**Goal: Upgrades, adjustments and repairs to increase accessibility for Town resources**



8.f

Original Target	Current Target
2026?	2026?

Risk	Controls (Options)
	<ul style="list-style-type: none"> <li></li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>

Original Plan	Current Budget
\$	\$

Milestone	Original	Current (Actual)	Notes
Preparing Design and Construction Documents and Associated Cost Estimates			Design documents are approximately 90% complete. Project undergoing review by Sudbury Historic Districts Commission, Sudbury Historical Commission and Sudbury Commission on Disability. Current design issues being considered by the Commissions include whether or not the Town Hall Front Entrance should remain accessible by all as part of the final design documents and the exterior configuration of the new rear entrance.
100% Design			Upon receipt of Certificate of Appropriateness from the Sudbury Historic Districts Commission, project design will be presented to Historical Commission, Commission on Disability and Sudbury Design Review Board for review and approval. Upon incorporating review comments from the above review agencies into the 100% design, the design will be presented to the Sudbury Planning Board for Site Plan Review.
Project completion	2026?		

Funding Source	Appropriated	Unspent	Contracts
CPC Funds	\$600,000	\$193,253.43	Total Spent in FY21 \$1,386.00 Total Spent in prior fiscal years: \$406,746.57
	\$	0	
	\$	\$0	
	\$	\$	
	\$	\$0	
	\$	\$	
	\$	\$	
<b>TOTAL</b>	\$600,000	\$193,253.43	

Attachment 8.f: KPI - Town Hall - Project Status Update 21-04-

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SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**9: Minutes review**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Review open session minutes of 3/30/21 and possibly vote to approve minutes.

Recommendations/Suggested Motion/Vote: Review open session minutes of 3/30/21 and possibly vote to approve minutes.

Background Information:  
attached draft

Financial impact expected:

Approximate agenda time requested: 30 minutes

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM

SUDBURY SELECT BOARD  
TUESDAY MARCH 30, 2021

(Meeting can be viewed at [www.sudburytv.org](http://www.sudburytv.org))

Present: Chair Janie Dretler, Vice-Chair Jennifer Roberts, Select Board Member Daniel E. Carty, Select Board Member William Schineller, Select Board Member Charles Russo, Town Manager Henry L. Hayes, Jr.

The statutory requirements as to notice having been complied with, the meeting was convened at 7:00 p.m. via Zoom telecommunication mode.

Chair Dretler announced the recording of the meeting and other procedural aspects included in the meeting. She acknowledged the Board had just adjourned in Executive Session.

**Call to Order/Roll Call**

Select Board Roll Call: Roberts-aye, Schineller-aye, Russo-aye, Carty-aye, Dretler-aye

**Opening remarks by Chair**

- Update regarding Annual Town Election – congratulated all
- Possibility of opening regional COVID vaccine center in Acton
- Sudbury Clean-up day April 24
- COA seeking members

**Reports from Town Manager**

- Reminded public can submit comments regarding ADA Self-Assessment and Transition Plan by April 1, 2021
- Community Input Survey – Residents and Town Staff are invited to complete survey – due by April 14, 2021
- Town Manager Office Hours – April 8, 3-4 PM
- Sudbury Clean-up Day – April 24

**Reports from Select Board**

Board Member Russo

- Thanked town staff for running election
- Happy Holidays to all
- Planning Board presented final comments on Master Plan last week and finalize at next meeting
- Attended ConCom meeting
- Governor signed Net Zero plan
- Participated in BFRT Advisory Meeting
- CDC Directors spoke of impending doom regarding increase in COVID and people must listen and April vacation coming up.

Vice-Chair Roberts

- Thanked all who participated in yesterday's Annual Town Election
- Significant Climate Legislation that passed on Friday in State, working towards Net Zero and what impacts it has on current projects in town.

Board Member Carty

- Thanked all who participated in Election



- Selectman Office hours tomorrow

Board Member Schineller

- Thanked all for participation in Town Election
- He and Vice-Chair Roberts met in Financial Policies Subcommittee yesterday

**Citizen's comments on items not on agenda**

There were no citizen's comments.

**KP Law to provide training on public hearings**

Present: Counsel Brian Riley

Attorney Riley presented the public hearing topic and related statutes in conjunction with Open Meeting Law.

In his presentation, Mr. Riley presented the KP/Law document "How to Conduct a Public Hearing, which covered three types of Public Hearings:

Adjudicatory Hearings - Hearings dealing with legal rights, duties, license violations or dangerous dog hearings.

Application Hearings - Hearings dealing with applications for license, permit, variance or other approval

Regulatory Hearings – Hearings dealing with adoption or amendment aspects

*Four Step Process:*

1. Notice
2. Open the Hearing
3. Collect Evidence and Deliberate and Decide
4. Board Members presented several questions in regard to hearings.

**Meeting Minutes 3/16/21**

Board Members agreed to further discuss the 3/16/21 meeting minutes at the next Board meeting.

**Interview candidate for Sudbury Housing Trust**

Present: Karl Pops, 74 Bay Drive

Mr. Pops expressed his interest in participating in the Sudbury Housing Trust and his background in architecture.

Chair Dretler read in the words of the motion. Board Member Carty moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Russo-aye, Roberts-aye, Schineller-aye, Carty-aye, Dretler-aye

VOTED: To appoint Karl Pops, 74 Bay Drive, to the Sudbury Housing Trust for a term expiring May 31, 2023.

Resident Pat Brown, 42 Whispering Pine Road, mentioned staggering the term of appointments. Chair Dretler noted that the Housing Trust did have related discussion during their last meeting.

**Consent Calendar**

Board Member Russo requested that Consent item 13 – Vote to sign Annual Town Meeting warrant, be removed from the Consent Calendar and addressed later in the meeting.

**Vote to accept a grant in the amount of \$75,000 from the Sudbury Foundation, which is the second and final installment of a two-year \$150,000 grant to fund playground renovations at the Loring and Nixon schools**

Chair Dretler read in the words of the motion. Board Member Russo moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Carty-aye, Schineller-aye, Roberts-aye, Russo-aye, Dretler-aye

VOTED: To accept a grant in the amount of \$75,000 from the Sudbury Foundation, which is the second and final installment of a two-year \$150,000 grant to fund playground renovations at the Loring and Nixon schools.

**Pursuant to the provisions of G.L. c. 83, §4, Article XII s. 1 and 3, of the Sudbury General Bylaws, and any other enabling authority, VOTE to accept the Grant of Easement set forth in the document entitled “DECLARATION OF RESTRICTIVE COVENANTS AND GRANT OF EASEMENT REGARDING STORMWATER MANAGEMENT SYSTEM” granted by The Apartments at Cold Brook Crossing LLC for stormwater system maintenance purposes upon the property at 16 & 36 North Road.**

Chair Dretler read in the words of the motion. Board Member Russo moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Carty-aye, Schineller-aye, Roberts-aye, Russo-aye, Dretler-aye

VOTED: To accept the Grant of Easement set forth in the document entitled “DECLARATION OF RESTRICTIVE COVENANTS AND GRANT OF EASEMENT REGARDING STORMWATER MANAGEMENT SYSTEM” granted by The Apartments at Cold Brook Crossing LLC for stormwater system maintenance purposes upon the property at 16 & 36 North Road.

**Pursuant to the provisions of G.L. c. 83, §4, Article XII s. 1 and 3, of the Sudbury General Bylaws, and any other enabling authority, VOTE to accept the Grant of Easement set forth in the document entitled “DECLARATION OF RESTRICTIVE COVENANTS AND GRANT OF EASEMENT REGARDING STORMWATER MANAGEMENT SYSTEM” granted by Quarry North Road LLC, declarant of the Cold Brook Crossing Condominium, for stormwater system maintenance purposes upon the property at 16 & 36 North Road.**

Chair Dretler read in the words of the motion. Board Member Russo moved in the words of the Chair. Vice-Chair Roberts seconded the motion.

It was on motion 5-0; Carty-aye, Schineller-aye, Roberts-aye, Russo-aye, Dretler-aye

VOTED: To accept the Grant of Easement set forth in the document entitled “DECLARATION OF RESTRICTIVE COVENANTS AND GRANT OF EASEMENT REGARDING STORMWATER MANAGEMENT SYSTEM” granted by Quarry North Road LLC, declarant of the Cold Brook Crossing Condominium, for stormwater system maintenance purposes upon the property at 16 & 36 North Road.

**Interview five (5) candidates for appointment to the Diversity, Equity and Inclusion Commission: Sue Abrams, 24 Hudson Rd; Susan Tripi, 23 Belcher Dr; Nuha Muntasser, 193 Dutton Rd; Yana Bloomstein, 84 Carriage Way and Tanisha Tate, 50 Fairbank Circle. Following interview, vote whether to appoint the**

**following four (4) candidates to the Diversity, Equity and Inclusion Commission for terms to expire May 31, 2022.**

The Board presented several questions to each candidate.

Candidate Sue Abrams, 24 Hudson Road, presented her related background in education, co-chairmanship of Sudbury Community for Racial and Social Justice and involvement with METCO and EMI. Provided training in the areas of anti-racism and anti-bias and received advanced degrees in multicultural education. She noted that her membership in CIAC would not prohibit her from DEI Commission membership.

Candidate Susan Tripi, 23 Belcher Drive, stated that as a former nonprofit fundraiser, executive and leader, her life's work has been about social justice, addressing inequality in: gender bias, income, housing rights, education, and consumer patterns so that such groups in the United States (and across the world) are granted access to resources that leverage human rights with improving their quality of life, access and inclusion. Ms. Tripi confirmed she would be able to effectively initiate necessary dialog.

Candidate Yana Bloomstein, 84 Carriage Way, detailed that she was a person who immigrated from Russia when she was five years old in 1981 and understood the importance of welcoming community. She added that as an ESL instructor and sign language interpreter she has worked with populations from approximately 20 different cultures and will strive to represent people of all races, ethnicities, gender identities, sexual orientations, religions, backgrounds and countries of origin.

Candidate Tanisha Tate, 50 Fairbank Circle, stated that as a METCO student LSRHS graduating class of 1990, she worked as a METCO representative and provided teaching and coaching service at the High School. She noted that she continued with her equality mission while working in the public health field in the Town of Acton. She confirmed her mission to facilitate change.

Candidate Nuha Muntasser, 193 Dunton Road, noted she was a second generation American and was Muslim. She spoke of her personal experience with injustice and bullying. She detailed her legal experience and membership in the Innocence Network, The Sudbury Democratic Town Community and Amnesty International. Ms. Muntasser confirmed that she would advance the mission of compassion and empathy towards all if appointed to the DEI Commission.

Chair Dretler asked if the Board would consider supporting a change in the DEI mission statement to include 14 members. Roberts supported the increase in number of members. Board Members agreed to support such change in the mission statement. Chair Dretler confirmed that the vote would be taken at the next Select Board meeting.

Board Member Carty suggested that a Board Member be appointed to the DEI Commission.

**Presentation of Town Meeting article #22 (Means tested Senior Tax Exemption Extension)**

Present: Josh Fox, Board of Assessors Chair; Cynthia Gerry, Director of Assessing.

Mr. Fox provided background regarding the Means tested Senior Tax Exemption Extension, noting that 98% of the applications are granted.

Board Member Schineller stressed related benefit to the Sudbury seniors and the benefit to the Town of Sudbury, as well. Board Member Schineller if financial aspects or health promote sale of homes owned by seniors. Ms. Gerry responded that both factors contribute to the senior population selling their homes in Sudbury, and generally selling to the younger families. Mr. Fox agreed.

Vice-Chair Roberts asked about the 10% decrease in recent senior exemption grants. Ms. Gerry noted that four applicants had passed away and the pool reflects qualification for circuit breaker status.

Vice-Chair Roberts opined if increased public awareness about the senior exemption program should be considered. Ms. Gerry responded that additional work could be done, and the Assessors Department reaches as many seniors as possible as does the AARP volunteers at COA.

Ms. Gerry and Mr. Fox agreed to include Article 22 – Means tested Senior Tax Exemption Extension on the Consent Calendar.

### **COVID-19 Reopening Plan**

Town Manager Hayes confirmed that he met with Town department heads regarding the reopening plan, noting that the Commonwealth has expanded openings, lessened travel restrictions. He suggested incremental approach to openings for the Town and stressed that Town employees have done extremely well in providing services in the difficult pandemic time. Town Manager Hayes recognized the recent increase in COVID cases.

Board Member Russo agreed with the phased approach as outlined by Town Manager Hayes. He recommended the Sudbury Board of Health provide related guidance.

Board Member Schineller noted that related data supports the facts and cautious direction from the professionals was essential.

Board Member Carty recommended the same Town department matrix be in place for Sudbury schools as well, in consideration of in-person learning commencing next week.

Vice-Chair Roberts was in agreement and stressed that getting as many vaccinated as possible, was of prime importance. She inquired if the Town has received complaints about Town openings. Town Manager Hayes responded that comments about library openings were received, and comments regarding the transfer station have been addressed. Town Manager Hayes provided information about library opening aspects.

Vice-Chair Roberts suggested a chart displaying an interim department plans be included on the Town website. She indicated that such documentation would be helpful for the community.

Chair Dretler inquired about the senior tax work-off program. Town Manager Hayes responded that appropriate adjustments were made.

Town Manager Hayes confirmed that school opening plans are in place with the school departments and Public Safety department in consideration of managing increased traffic as school opening commences.

Chair Dretler asked if a letter/communication could be drafted as a tentative opening schedule communication to residents.

### **Vote to take positions on any 2021 Town Meeting articles, designate articles for placement on consent calendar**

#### **Article 16 – Construction of Housing/Living Addition - Fire Station #2**

The Board discussed FinCom vote regarding Fire Station #2. Chair Dretler stated that the this was a decision of the Select Board.

Chair Dretler supported the use of \$500,000 Melone funding as the purpose was public safety.

Chair Dretler read in the words of the motion. Vice-Chair Roberts moved in the words of the Chair. Board Member Schineller seconded the motion.

It was on motion 5-0; Carty-aye, Russo-aye, Schineller-aye, Roberts-aye, Dretler-aye

VOTED: To support Article 16 – Construction of Housing/Living Addition - Fire Station #2; with funding sources as presented.

Chair Dretler confirmed that Article #16 would not be included on the Consent Calendar.

Article 13 – Withdraw – Capital Stabilization Fund

Chair Dretler moved in the words of the motion. Vice-Chair Roberts moved on the words of the Chair. Board Member Carty seconded the motion.

It was on motion 5-0; Russo-aye, Schineller-aye, Carty-aye, Roberts-aye, Dretler-aye

VOTED: To withdraw Article 13 - Capital Stabilization Fund

Board Member Schineller acknowledged that the vote did not mean abandoning contribution to the Capital Stabilization Fund and there was intention to double funding at the next opportunity.

Board Member Russo noted that Article 21 – Street Acceptance – Anthony Drive required the approval of DPW Director Dan Nason. Town Manager Hayes confirmed an update would be provided to the Board.

Board Member Schineller motioned to put Article #22 – Means Tested Senior Tax Exemption Extension on the Consent Calendar. Board Member Russo seconded the motion.

It was on motion 5-0; Carty-aye, Roberts-aye, Russo-aye, Schineller-aye, Dretler-aye

VOTED: To put Article #22 – Means Tested Senior Tax Exemption Extension on the Consent Calendar.

Vice-Chair Roberts mentioned that the Consent Calendar should not be overloaded

Board Member Schineller acknowledged this was a usual year due to COVID and items included on the Consent Calendar served a purpose.

Resident Pat Brown added that such Consent Calendar inclusion was explained within the Annual Town Meeting Warrant booklet.

Article 18 – Front End Loader with Plow

Board Member Schineller motioned to vote to approve inclusion of Article 18 – Front End Loader with Plow on the Consent Calendar. Board Member Russo seconded the motion.

It was on motion 3-2-0; Roberts-no, Carty-aye, Russo-aye, Schineller-aye, Dretler-no

VOTED: To approve inclusion of Article 18 – Front End Loader with Plow on the Consent Calendar.

Article 19 – Multi-purpose Sidewalk Tractor

Board Member Schineller motioned to vote to approve inclusion of Article 19 – Multi-purpose Sidewalk Tractor on the Consent Calendar. Board Member Russo seconded the motion.

It was on motion 3-2-0; Roberts-no, Carty-aye, Russo-aye, Schineller-aye, Dretler-no

VOTED: To approve inclusion of Article 19 – Multi-purpose Sidewalk Tractor on the Consent Calendar.

Article 20 – Six-wheel Combo Dump Truck with Plow and Wing

Board Member Schineller motioned to vote to approve inclusion of Article 20 – Six-wheel Combo Dump Truck with Plow and Wing on the Consent Calendar. Board Member Russo seconded the motion.

It was on motion 3-2-0; Roberts-no, Carty-aye, Russo-aye, Schineller-aye, Dretler-no

VOTED: To approve inclusion of Article 20 – Six-wheel Combo Dump Truck with Plow and Wing on the Consent Calendar.



**Discussion on Town Manager evaluation process**

Chair Dretler provided detail regarding the 360-report process and requested that the number of 360 Town Manager Evaluation Reports would reflect six (6) Town Director reports, plus a Superintendent report.

Related discussion took place.

Chair Dretler read in the words of the motion. Vice-Chair Roberts moved in the words of the Chair. Board Member Russo seconded the motion.

It was on motion 4-1-0; Schineller-aye, Russo-aye, Roberts-aye, Carty-no, Dretler-aye

VOTED: To approve the number of 360 Town Manager Evaluation Reports would reflect six (6) Town Director reports, plus a Superintendent report.

Due to a previously scheduled work-related obligation, Board Member Carty left the meeting at 10:16 p.m.

**Citizen's Comments (cont.)**

Resident Pat Brown, requested that the KP Law Public Hearing documentation would be available to other Boards/Committees and the public. She further acknowledged that the TIP Bruce Freeman Rail Trail hearing transcript was made public.

**Upcoming Agenda Items**

- Vote on DEI Mission Statement and appoint the interviewed DEI Candidates interviewed – 4/6
- Town Forum discussion– 4/6
- 3/16/21 Minutes for approval – 4/6
- KPI Discussion – 4/27
- Select Board Financial Policies update – 4/27
- Special Town Meeting in Fall – To discuss in May
- Housing Choice discussion

**Warrant Discussion**

Town Manager Russo provided several warrant edits/amendments. Other edits were presented by Board members.

Vice-Chair Roberts motioned to vote to approve edits to the Annual Town Meeting Warrant. Board Member Russo seconded the motion.

It was on motion 4-0-1; Schineller-aye, Roberts-aye, Russo-aye, Dretler-aye

VOTED: To approve edits to the Annual Town Meeting Warrant

Board Member Carty was absent from the vote.

**Vote to Adjourn Meeting**

Board Member Russo motioned to adjourn the meeting. Vice-Chair Roberts seconded the motion.

It was on motion 4-0; Roberts-aye, Russo-aye, Schineller-aye, Dretler-aye

There being no further business, the meeting was adjourned at 10:40 p.m.



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**10: Citizen's Comments (cont)**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Citizen's Comments (cont)

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**MISCELLANEOUS (UNTIMED)**

**11: Upcoming Agenda Items**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Upcoming Agenda Items

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM

## POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING	DESCRIPTION
<b>May 18</b>	Town Manager Evaluation
	Interview two COA candidates
	Financial Policies Update
	BFRT Update
<b>May 22-23; rain date of June 12-13</b>	<b>Annual Town Meeting at LSRHS field; start time 12:30 PM Sat, 5/22</b>
<b>May 25</b>	Annual license renewals
	Select Board reorganization
<b>Date to be Determined</b>	Budget Strategies Task Force
	State of Emergency rescinding letter
	By-law items to examine - Special Events & Demonstration Permits; Common Victualler License Holders (Related to Farm Act exemptions, citizen request); Nuisance / Blight Bylaw; Removal Authority of members from appointments
	Citizen Leadership Forum
	Fairbank Community Center update (ongoing)
	Financial policy review (ongoing)
	Health/COVID-19 update (as of 3/18/20)
	Housing Choice discussion
	Invite Commission on Disability Chair to discuss Minuteman High School
	Lincoln BOS and LSRHS School Committee – future meeting
	Local receipts – fee schedule review
	Projects to track using form (KPIs)
	Quarterly review of approved Executive Session Minutes for possible release (February, May, August and November). Consider separate meeting solely for this purpose.
	Quarterly update on Bruce Freeman Rail Trail (BFRT) (March, June, September, December)
	Quarterly update on CSX (January, April, July, October)
	Route 20 empty corner lot – former gas station
	Sewataro Financial Statement review
	Sewataro Future planning - \$ for negotiations, insurance, contract
	Sidewalks discussion
	Town meeting recap – year in review
	Town-wide traffic assessment and improve traffic flow
	Update from SB Policy Subcommittee
	Update on crosswalks (Chief Nix/Dan Nason)
	Update on traffic policy (Chief Nix)
	Work Session with Town Counsel: Select Board/Town Manager Code of Conduct and other procedural training
<b>Standing Items for All Meetings</b>	Select Board requests for future agenda items at end of meeting
	Citizens Comments, continued (if necessary)



SUDBURY SELECT BOARD  
Thursday, May 13, 2021

**CONSENT CALENDAR ITEM**

**12: Accept Sudbury Foundation donation to SPD**

REQUESTOR SECTION

Date of request:

Requestor: Marilyn Martino, Sudbury Foundation Executive Director

Formal Title: Vote to accept a \$15,000 grant from The Sudbury Foundation to the Police Department. Funds to be expended for a department-wide training session on "Empathetics."

Recommendations/Suggested Motion/Vote: Vote to accept a \$15,000 grant from The Sudbury Foundation to the Police Department. Funds to be expended for a department-wide training session on "Empathetics."

Background Information:  
Award letter/acknowledgement form attached.

Financial impact expected:

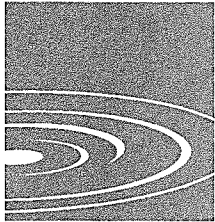
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:	
Patty Golden	Pending
Henry L Hayes	Pending
Jonathan Silverstein	Pending
Daniel E Carty	Pending
Janie Dretler	Pending
Select Board	Pending

05/13/2021 6:30 PM





**THE SUDBURY  
FOUNDATION**

Trustees  
Miner A. Crary  
Bill Spencer  
Jill M. Stansky  
Tracy L. Stewart  
Bank of America, N.A.

Trustee Emeritus  
Richard H. Davison

Staff  
Marilyn Martino  
*Executive Director*  
Tricia Brunner  
*Operations Manager*

April 22, 2021

RECEIVED  
BOARD OF SUPERVISORS  
SUDBURY, MA  
2021 MAY -3 P 12:51

Mr. Henry Hayes, Jr.  
Town Manager  
Town of Sudbury  
278 Old Sudbury Road  
Sudbury, MA 01776

Dear Henry:

On behalf of the Sudbury Foundation, I am delighted to enclose a grant check for \$15,000 to enable the Sudbury Police Department to host a department-wide training session on "Empathetics," designed to teach officers and dispatchers how to respond with empathy during difficult conversations.

Also enclosed is a Grant Acknowledgment Form describing the conditions of a Sudbury Foundation grant. Please sign and return one copy of the Form at your convenience. The second copy is included for your records.

As a condition of the grant award, the Sudbury Foundation requires a financial and programmatic report within one year of receipt of the grant check or when the project is complete. For your reference, we have enclosed a grant report outline.

Henry, the trustees of the Foundation are pleased to support this important training.

Best regards,

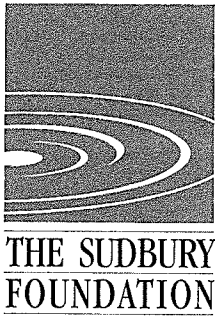
Marilyn Martino  
Executive Director

cc: Chief Scott Nix

enclosure

326 Concord Road, Sudbury, Massachusetts 01776  
tel (978) 443-0849 fax (978) 579-9536 email [contact@sudburyfoundation.org](mailto:contact@sudburyfoundation.org)

Attachment12.a: SudburyFoundationCheck\_acceptance\_PD (4574 : Accept Sudbury Foundation donation to SPD)



**GRANT ACKNOWLEDGEMENT - ONE YEAR GRANT**

Organization: Town of Sudbury  
Purpose: To fund Emotional Intelligence training for the Sudbury Police Department staff.

Total Grant Amount: \$15,000	Length of Grant: 1-time
Award Date: April 8, 2021	Payment Date: April 28, 2021

Conditions of a Sudbury Foundation grant:

- Grant funds will be used expressly for the purposes and objectives specified in the grant proposal.
- The Foundation should be notified immediately of significant changes in the management of the organization, the project manager or the project itself.
- The Foundation requires a financial statement and programmatic report describing the way in which the funds were spent and giving an appraisal of the results achieved.

Grant reports should be submitted to the Foundation upon completion of the project or within one year of receiving the grant award, whichever comes first. In some cases, the Foundation may request a Year Two report.

- It is understood that any portion of this grant not needed for the designated purpose will be repaid to the Foundation in a timely manner unless permission to do otherwise is expressly given by the Trustees.
- In all public statements, please acknowledge this grant as a gift from the Sudbury Foundation.

\* \* \*

We hereby acknowledge receipt from the Sudbury Foundation of the grant described above and agree to the conditions set forth in this Grant Acknowledgement form.

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

The executive director or board chair must sign this form. Please return the signed original to the Sudbury Foundation, 326 Concord Road, Sudbury, MA 01776. A second copy has been provided for your records.

4/28/2021

Attachment12.a: SudburyFoundationCheck\_acceptance\_PD (4574 : Accept Sudbury Foundation donation to SPD)