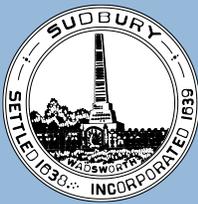


SUDBURY SELECT BOARD  
TUESDAY APRIL 23, 2024  
7:00 PM, ZOOM

Item #	Time	Action	Item
	7:00 PM		CALL TO ORDER
			Opening remarks by Chair
			Reports from Town Manager
			Reports from Select Board
			Public comments
<b>CONSENT CALENDAR</b>			
1.		<i>VOTE</i>	Vote to designate the week of May 21-27, 2024 as National Public Works week in the Town of Sudbury, and to sign a proclamation in that regard, as requested by DPW Director Dan Nason.
2.		<i>VOTE</i>	Vote to proclaim May 2024 as Military Appreciation Month and sign a proclamation in that regard.
3.		<i>VOTE</i>	Vote to accept a \$12,015 grant from the Sudbury Foundation to Park & Recreation, with funds to be used toward the Spring Fest event.
<b>MISCELLANEOUS</b>			
4.			Meet with resident Kay Bell to discuss numbering issues on petition Article 45 on the 2024 ATM Warrant.
5.		<i>VOTE</i>	Discussion and potential vote on resolution opposing expansion of private jet hangar space at Hanscom Field. Rami Alwan, Chair of Energy and Sustainability Committee, to attend.
6.		<i>VOTE</i>	FY23 Audit Presentation by representatives from Powers & Sullivan, LLC.
7.		<i>VOTE</i>	Discussion regarding 2024 Annual Town Meeting: consent calendar, positions on articles; other.
8.			Discussion of Town Manager review
9.		<i>VOTE</i>	Vote to review and possibly approve the minutes of 3/12/24 and 3/26/24.

*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. Some items may be taken out of order or not be taken up at all. The Chair will strive to honor timed items as best as possible. The Chair reserves the right to accept public comment on any item and may establish time limits.*



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**CONSENT CALENDAR ITEM**

**1: Proclamation Public Works Week May 2024**

REQUESTOR SECTION

Date of request:

Requestor: DPW Director Dan Nason

Formal Title: Vote to designate the week of May 21-27, 2024 as National Public Works week in the Town of Sudbury, and to sign a proclamation in that regard, as requested by DPW Director Dan Nason.

Recommendations/Suggested Motion/Vote: Vote to designate the week of May 21-27, 2024 as National Public Works week in the Town of Sudbury, and to sign a proclamation in that regard, as requested by DPW Director Dan Nason.

Background Information:  
attached proclamation

Financial impact expected:

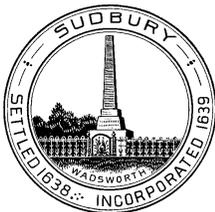
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM



## TOWN OF SUDBURY

Office of Select Board  
www.sudbury.ma.us

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843  
978-639-3381  
Fax: 978-443-0756

Email: [selectboard@sudbury.ma.us](mailto:selectboard@sudbury.ma.us)

### *Proclamation*

National Public Works Week  
May 19–25, 2024  
“Advancing Quality of Life for All”

WHEREAS, public works professionals focus on infrastructure, facilities and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life and well-being of the people of Sudbury, Massachusetts; and,

WHEREAS, these infrastructure, facilities and services could not be provided without the dedicated efforts of public works professionals, who are engineers, managers, and employees at all levels of government and the private sector, who are responsible for rebuilding, improving, and protecting our nation’s transportation, water supply, water treatment and solid waste systems, public buildings, and other structures and facilities essential for our citizens; and,

WHEREAS, it is in the public interest for the citizens, civic leaders and children in Sudbury, Massachusetts to gain knowledge of and to maintain an ongoing interest and understanding of the importance of public works and public works programs in their respective communities; and,

WHEREAS, the year 2024 marks the 64th annual National Public Works Week sponsored by the American Public Works Association/Canadian Public Works Association be it now,

RESOLVED, We, the Sudbury Select Board, do hereby designate the week May 19-25, 2024 as National Public Works Week; We urge all citizens to join with representatives of the American Public Works Association and government agencies in activities, events, and ceremonies designed to pay tribute to our public works professionals, engineers, managers, and employees and to recognize the substantial contributions they make to protecting our national health, safety, and quality of life for all.

IN WITNESS WHEREOF, we have hereunto set our hands and signed this 23rd day of April in the year two thousand and twenty-four.

SUDBURY SELECT BOARD:

*Janie W. Dretler*

Janie W. Dretler, Chair

*Lisa V. Kouchakdjian*

Lisa Kouchakdjian, Vice-chair

*Daniel E. Carty*

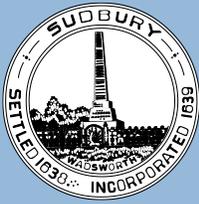
Daniel E. Carty, Member

*Jennifer S. Roberts*

Jennifer S. Roberts, Member

*Charles G. Russo*

Charles G. Russo, Member



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**CONSENT CALENDAR ITEM**

**2: Military appreciation month - May**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to proclaim May 2024 as Military Appreciation Month and sign a proclamation in that regard.

Recommendations/Suggested Motion/Vote: Vote to proclaim May 2024 as Military Appreciation Month and sign a proclamation in that regard.

Background Information:

Financial impact expected:

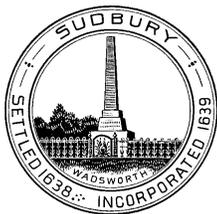
Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM



## TOWN OF SUDBURY

Office of Select Board

[www.sudbury.ma.us](http://www.sudbury.ma.us)

Flynn Building  
278 Old Sudbury Rd  
Sudbury, MA 01776-1843

### Military Appreciation Month Proclamation

**WHEREAS,** The freedom and security that citizens of the United States enjoy today are direct results of the bloodshed and continued vigilance given by the United States Armed Forces over the history of our great nation; and

**WHEREAS,** the sacrifices that such members of the United States Armed Forces and of the family members that support them, have preserved the liberties that have enriched this nation making it unique in the world community; and

**WHEREAS,** the United States Congress, in two thousand and four, passed a resolution proclaiming May as National Military Appreciation Month, calling all Americans to remember those who gave their lives in defense of freedom and to honor the men and women of all of our Armed Services who have served and are now serving our Country, together with their families; and

**WHEREAS,** the month of May was selected for this display of patriotism because during this month, we celebrate Victory in Europe (VE) Day, Military Spouse Day, Loyalty Day, Armed Forces Day/Week, National Day of Prayer, and Memorial Day;

**NOW, THEREFORE, WE,** the Select Board of Sudbury, Massachusetts do hereby proclaim the period May 1, through May 31, 2024 as a special time to show appreciation for our Military and proclaim it as

#### MILITARY APPRECIATION MONTH

We encourage all Sudbury citizens to join us in showing our gratitude by the appropriate display of flags and ribbons during the designated period.

**IN WITNESS WHEREOF,** we hereunto set our hands and the Seal of Sudbury, Massachusetts to be affixed this 23<sup>rd</sup> day of April, 2024.

#### SELECT BOARD

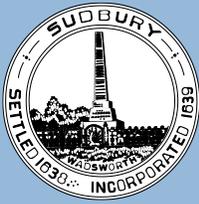
*Jamie W. Dretler*  
Jamie W. Dretler, Chair

*Lisa V. Kouchakdjian*  
Lisa V. Kouchakdjian, Vice Chair

*Daniel E. Carty*  
Daniel E. Carty

*Jennifer S. Roberts*  
Jennifer S. Roberts

*Charles G. Russo*  
Charles G. Russo



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**CONSENT CALENDAR ITEM**

**3: Accept Park & Rec grant**

REQUESTOR SECTION

Date of request:

Requestor: Dennis Mannone

Formal Title: Vote to accept a \$12,015 grant from the Sudbury Foundation to Park & Recreation, with funds to be used toward the Spring Fest event.

Recommendations/Suggested Motion/Vote: Vote to accept a \$12,015 grant from the Sudbury Foundation to Park & Recreation, with funds to be used toward the Spring Fest event

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

## Fall Fest 2023

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*2023 09/14 - Sudbury Program Grant Application - Due Date 7/3/2023*

### *Town of Sudbury - Park and Recreation Department*

---

40 Fairbanks Road  
Sudbury, MA 01776

SardagnolaT@sudbury.ma.us  
O: 978-639-3227

### *Mara Huston*

---

mara@hustonfam.net  
O: 978-621-6365

Attachment3.a: Spring Fest Grant Request Packet (6202 : Accept Park & Rec grant)

# Application Form

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## *Sudbury Program Grant Application*

**THIS IS THE APPLICATION FOR THE SUDBURY PROGRAM.**

### *Type of Organization*

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If your nonprofit is based outside of Sudbury, you must speak to staff before applying for a Sudbury Program Grant. Please contact Sudbury Foundation Executive Director Sonia Shah at shah@sudburyfoundation.org or 978-443-0849 to get approval before starting the application.

#### **Describe your Organization\***

*Reminder: The Foundation makes grants to Sudbury-based nonprofit organizations, the Town of Sudbury (and through the Town, its boards, commissions and departments), the Sudbury Public Schools (SPS) and Lincoln-Sudbury Regional High School (LSRHS). The Foundation will also consider applications from public and nonprofit organizations located outside of Sudbury for projects that substantially benefit Sudbury residents.*

Town of Sudbury department/committee (including SPS and LSRHS)

### *Project Overview*

---

#### **Project Name\***

Fall Fest 2023

#### **Project Description\***

*Please summarize the project in 2-3 sentences.*

Our annual Fall Fest to bring Sudbury residents together for intergenerational fun at Haskell Field on Saturday, 23rd, 2023, 12-5pm. We'll have games, music, tables for local organizations, food trucks, and an opportunity for community fun.

#### **Check the funding category to which you are applying:\***

Community Building/Town Betterment

#### **Project Amount Requested\***

\$12,015.00

## Total Project Cost\*

\$12,015.00

## Provide a breakdown of estimated project costs.\*

*Indicate which costs would be covered by this grant.*

The budget includes:

- Entertainers - children's entertainer and a featured musician (\$2250)
- lawn game purchases to be reused in future events (\$300)
- inflatable game rental, setup, staffing, insurance (\$5465)
- food truck guaranteed income (\$3000) This is only paid if the food trucks don't meet their minimum sales. In 2022, all food trucks met their minimum sales and we didn't pay anything.
- Salary for Park and Rec Staff (\$1000). Park and Recreation Commission (PRC) members will volunteer. LS Students will also be invited to volunteer and earn community service hours.

We will also use the Corn Hole equipment which was bought with the grant funds in 2022.

Community groups, Town departments, and local businesses will have the opportunity to have a table at the event. Any fees collected from these tables will be used to cover expenses for the event. The Park and Recreation Commission will discuss these fees at the July meeting. Any unused funds will be returned as we did for 2022 Fall Fest.

## Project Time Frame\*

*Example: December 2022 to June 2023*

September 23, 2023

## Project Details

*Answer each question below clearly and concisely.*

*Please note that we tried to provide adequate space for you to answer each question fully. Do not feel like you have to use all of the space provided. If you need additional space to adequately answer any question, please send an email to Tricia at [brunner@sudburyfoundation.org](mailto:brunner@sudburyfoundation.org).*

## Describe the issue you hope to address through the proposed project.\*

*Include a brief history and context of the project and how it aligns with your strategic plan, if appropriate. If the project already exists, include past metrics.*

This is a repeat of the very successful Fall Fest held in September 2022. The Health and wellbeing section of the Sudbury Master Plan calls for strengthening social and civic engagement through providing free public gathering opportunities. This directly aligns with the Sudbury Foundation's strategic goal to build a stronger community. The 2022 Fall Fest drew over 1000 with more than 320 families to Haskell Field for 3.5 hours. We're expanding our offering to 5 hours of community fun.

### Describe the activities involved.\*

The event will have entertainment, activities, food and booths to attract a variety of people. There will be a child entertainer present for the entire event so parents can wander to/from at their leisure. A local band will be playing music for everyone to enjoy. Activities will include lawn games like corn hole, giant Jenga, giant Connect Four, and giant checkers. The Special Olympics will be hosting Bocce Ball for attendees. The SMILE/Lyons playground will be open for all to enjoy. We plan to contract with Perfect Parties USA to setup, manage, and takedown multiple inflatable games for the kids. Sudbury Police, Fire and Ambulance will be there with some vehicles for the people to explore and for our protection. Goodnow Library and the Sudbury Senior Center will also be involved.

We will invite community and town departments to have tables at the event. Groups will be able register through the [www.SudburyRec.com](http://www.SudburyRec.com) website. Local vendors will also be able to reserve tables. The PRC will be discussing policies and fees for these tables at their July meeting. Any fees collected will be offset expenses for the day.

We received a lot of praise for the variety food trucks at the 2022 Fall Fest. For this year, we have Mediterranean food and hand-crafted sandwiches with pickle specialty confirmed. The LS Crew Team will open their snack shack. We are actively reaching out to more trucks to provide a variety of food.

### Describe the population that will be served by this project.

We are working to provide a fun time for every generation in Sudbury. The kids and families will have many choices of what to do. Adults and seniors will enjoy the music, games and various booths. Everyone will find something to do. Everyone will have the opportunity to buy foods that interests them. Last year, we saw people mingling with friends and neighbors throughout the event. We're looking forward to providing this opportunity again.

### What is the estimated number of individuals that will be served by this project?\*

1000

### The number of individuals served by this project based in Sudbury.\*

*Best estimate.*

900

### Provide a detailed timeline for the project.\*

*Include milestones. (Ex: Dec 2022 - Meet with consultant, Jan 2023 - Hold first training, Jun 2022 - Present report to trustees).*

Current - Reaching out to food vendors, entertainment, and activity suppliers to confirm contracts.

July - PRC set policy for table rental and appropriate fees based on non-profit, for-profit status.

July- September - Park and Recreation Department (PRD) to reach out to local community groups (scouts, clubs, etc), Town departments and local vendors to participate.

August-September - PRD will publicize the event to include email, social media, flyers throughout town, electronic sign board at Hudson Rd Fire Station. We'll partner with the schools, PTOs, the Town, and Senior Center to help spread the word.

August-September - PRD to reach out to LS for Community Service invitation to students.

September 23 - Fall Fest fun at Haskell Field

October-November - finalize all contract payments.

January - March 2024 - return unused funds to Sudbury Foundation

January - March 2024 - write final report.

### What are the skills your team possesses to successfully complete this project?\*

The PRC staff are professionals in creating fun, engaging programs for the community. During the pandemic, they created focused events that were very well attended. The Fall Fest 2022 was a continuation of this success. They have continued to offer an array of inviting opportunities throughout the Fairbank Community Center construction project. The PRD will be leading the efforts for the Fall Fest 2023 with the support of the PRC.

### How will this project fit with your organizational goals?\*

*If you work for the Town of Sudbury, how will this project fit with Town goals?*

This project will directly address the Health and Wellness goal in the Master Plan to bring people together by providing free events available for all residents.

### How will this project fit with the Sudbury Program funding categories?\*

*Sudbury Foundation funding categories: Youth Development and Opportunity, Community Building/Town Betterment, Underserved Populations, and Preservation of Community Character and Assets (Historic Preservation and Environmental Preservation).*

This event will address the Foundation's priority to encourage participation in community events.

### What are the anticipated outcomes of the project?\*

*Include how you plan to track, measure and/or report on them.*

Success will be based on the participation of community groups and attendance of community members. We will compare these metrics with those of Fall Fest 2022.

### How will the activity be sustained after grant funding has ended?\*

The PRC is committed to increasing community events going forward. The PRD budget is based on a revolving fund requiring external funding for free community events. If approved, this grant will enable the PRD and PRC to create a fun and engaging event for the community.

The Town Manager transition in 2022-2023 has postponed the PRC's discussion to determine more funding opportunities for free community events.

### If you will be working with a consultant, did you get specific quotes or are you estimating costs?\*

Not applicable

### If you will be working with a consultant, have you selected a consultant?\*

Not applicable

## *Attachments for Town of Sudbury/LSRHS*

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### **Complete and Upload A Project Budget\***

Use this [budget template](#).

*Once you have completed the budget, please upload it as an excel spreadsheet rather than as a PDF.*

SF Proj Budget Fall Fest 2023.xlsx

### **Town Manager/Superintendent Signature\***

Please download and complete [this authorization form](#), get a signature from the Town Manager or School Superintendent, and upload here.

Signed Fall Fest 2023 TM Signature Page.pdf

**Optional 1: Other relevant support or promotional material**

**Optional 2: Other relevant support or promotional material**

## *Applicant's Electronic Signature*

---

### **Electronic Signature\***

*I hereby affirm that the information provided in this application is accurate and complete to the best of my knowledge.*

*Enter name below.*

Mara Huston

### **Title\***

Park and Recreation Commissioner

### **Date Signed\***

07/03/2023

## File Attachment Summary

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### *Applicant File Uploads*

- SF Proj Budget Fall Fest 2023.xlsx
- Signed Fall Fest 2023 TM Signature Page.pdf



## Sudbury Foundation Project Budget Template - Town of Sudbury

Department: Park and Recreation

Project Name: Fall Fest 2023 Anticipated Project Start Date: June 2023

Project Length: 1 Day Event; 3 months Planning

This Request	Total Project Budget	% of Total Project
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**Income Sources** *(Adjust these categories to suit your agency.)*

* Government Grants			
* Foundation Grants	\$12,015	\$12,015	100.0%
* Corporate Grants			
Individual Contributions			
Earned Income			
Program Fees			
Membership Dues			
Events			
Other			
Interest Income			
Other Income			
<b>Total Income</b>			

**Expenses** *(Adjust these categories to suit your agency.)*

Salaries & Wages	\$1,000		
Employee Benefits & Taxes			
<b>Total Personnel</b>	<b>\$1,000</b>		
Rent/Mortgage/Utilities			
Equipment Rental/Maintenance	\$5,465		
Supplies & Materials	\$300		
Telephone/Communications			
Postage/Printing/Copying			
Insurance			
Fundraising Expenses			
Professional Development			
Consultants			
Travel			
Other	\$5,250		
<b>Total Expenses</b>	<b>\$12,015</b>		
<b>Excess of Revenue Over Expenses</b>			

**Additional Information**

Funders List (include grant status: pending, committed, anticipated, etc.):

In-Kind Support:

Budget Narrative (optional):

Attachment 3.a: Spring Fest Grant Request Packet (6202 : Accept Park & Rec grant)



THE SUDBURY  
FOUNDATION

**Town Manager/Superintendent Approval Form  
for Sudbury Program Grant Application**

Authorization from the Town Manager or School Superintendent is required in order to submit a grant application to the Sudbury Foundation.

To be completed by the grant applicant:

Applicant's Name: Tricia Sardagnola

Applicant's Title: Youth Coordinator, Park & Rec

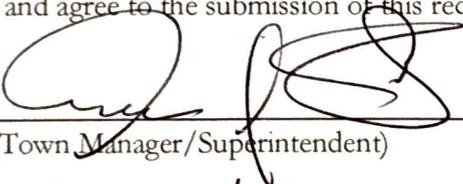
Project Name: Fall Fest 2023

Amount Requested: \$12,015

Total Project Cost: \$12,015

To be signed by the Town Manager/School Superintendent:

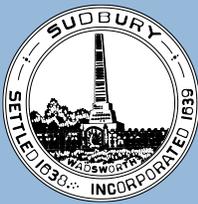
By signing below, you are indicating that you have reviewed the details of the grant request and agree to the submission of this request to the Sudbury Foundation.

  
 \_\_\_\_\_  
 Name (Town Manager/Superintendent)

Town Manager  
 \_\_\_\_\_  
 Title

7/2/23  
 \_\_\_\_\_  
 Date

Attachment3.a: Spring Fest Grant Request Packet (6202 : Accept Park & Rec grant)



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**

**4: Petition article discussion**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Meet with resident Kay Bell to discuss numbering issues on petition Article 45 on the 2024 ATM Warrant.

Recommendations/Suggested Motion/Vote: Meet with resident Kay Bell to discuss numbering issues on petition Article 45 on the 2024 ATM Warrant.

Background Information:  
attached memo from petitioner Kay Bell regarding numbering question, and copy of art 45 as printed in the warrant.

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting: Kay Bell, petitioner

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

April 3, 2024

Dear Select Board Chair and Members,

Regarding Article 45 of the 2024 Annual Town Meeting Warrant old numbering and new numbering are the crux of some confusion.

In drafting the Citizen's Petition I worked with the numbering of chapter and section as it appeared in the 2023 Special Town Meeting Warrant Article 2 which was passed as amended. Town Counsel reviewed my draft and offered some edits, but made no comment about the numbering scheme. If the Select Board would like the numbering in the petition to follow the old numbering scheme I have no objection. I would request that Town Counsel confirm that such a change is proper.

At the 2023 Special Town Meeting Article 1 passed. It included assigning a "chapter, article, section" numbering scheme and some reorganization of the General Bylaws.

2023 Special Town Meeting Article 2 proposed additional amendments to the General Bylaws and was passed with amendments itself. The preamble to the proposed amendments to the General Bylaws in Town Meeting Article 2 is found on page 2 of the warrant:

**ARTICLE 2. CODIFICATION OF GENERAL BYLAWS: ADDITIONAL SPECIFIC CHANGES**

To see if the Town will vote to adopt the following minor substantive specific changes to the General Bylaws as set forth in the Final Draft of the Code of the Town of Sudbury, dated September 2023, on file with the Town Clerk, with text to be inserted shown in underline and text to be deleted shown in ~~strike through~~, and, further, to authorize Town Counsel, following consultation with the Town Clerk and the Town Manager, to make clerical and ministerial non-substantive revisions to grammar and the like as needed for consistency:

On page 3 of the Town Meeting warrant a proposed amendment to the definition of discrimination appears and it uses the "chapter, article, section" scheme to identify the passage in the General Bylaws to amend:

**Ch. 20, Equal Opportunity.**

Section 20-4, definition of "discriminatory, discriminate, or discrimination:

Includes all action which denies or tends to deny equal employment opportunity because of race, color, ~~religion, sex, national origin~~ or age, religious creed, national origin, sex, gender identity, sexual orientation, which shall not include persons whose sexual orientation involves minor children as the sex object, genetic information, pregnancy or a condition related to said pregnancy, including, but not limited to, lactation or the need to express breast milk for a nursing child, ancestry or status as a veteran (as defined by state statutes).

In the General Bylaws currently posted (effective as of September 6, 2023) an "article, section, subsection" numbering scheme is used. On page 60 there is:

ARTICLE VII (A)

EQUAL EMPLOYMENT OPPORTUNITY

Also on page 60 in Article VII (A) is:

SECTION 4. As used in this bylaw, the following terms shall have the following meanings:

On the page 61 among the definitions is this subsection:

- F. "Discriminatory", "Discriminate", or "Discrimination" includes all action which denies or tends to deny equal employment opportunity because of race, color, religion, sex, national origin or age, (as defined by State Statutes).

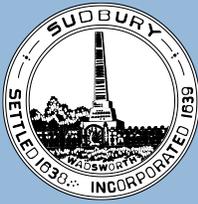
In the old numbering scheme the passage referenced is Article VII (A), Section 4, Subsection F.

In the new numbering scheme the passage referenced is Chapter 20, Section 20-4.

I am happy to come to the next Select Board meeting to talk about the numbering difference.

Thank you for your dedication to serving our community.

Kay Bell, 348 Old Lancaster Road



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**

**5: Hanscom resolution discussion**

REQUESTOR SECTION

Date of request:

Requestor: Rami Alwan, Energy Comm Chair

Formal Title: Discussion and potential vote on resolution opposing expansion of private jet hangar space at Hanscom Field. Rami Alwan, Chair of Energy and Sustainability Committee, to attend.

Recommendations/Suggested Motion/Vote: Discussion and potential vote on resolution opposing expansion of private jet hangar space at Hanscom Field. Rami Alwan, Chair of Energy and Sustainability Committee, to attend.

Background Information:

**From:** Rami Alwan <<mailto:ralwan@verizon.net>>  
**To:** Select Board's Office <<mailto:selectboardsoffice@sudbury.ma.us>>  
**Subject:** Hanscom Field  
**Date:** Monday, April 1, 2024 12:26:36 PM  
**Attachments:** [Draft Sudbury Hanscom Resolution.docx](#)

Dear Select Board,

At our March meeting the ESC voted in favor of the attached resolution. This is a resolution opposing the expansion of private jet hanger space at Hanscom Field. We feel unanimously that this goes against sustainability, against our belief in being a green community and again our hopes for the future of the State.

It is our hope that you can take up this resolution, vote in favor of it, and the forward it the Governor's office. If you need further information please feel free to reach out to me or any other members of the ECS.

Thank you in advance,  
Rami Alwan

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

## Resolution Opposing private jet hangar expansion at Hanscom Civil Airport or Anywhere

WHEREAS Massport, the owner of Hanscom Field, the largest private jet airport in New England (as distinct from Hanscom Air Force Base), has proposed to build additional hangars on nearly 50 acres for the exclusive use of private luxury travel - which would result in hundreds of thousands of tons of additional greenhouse gas (GHG) emissions - **in opposition to every Climate Goal that our towns, cities, the Commonwealth and the nation have set forth**, and

WHEREAS private jet emissions from Hanscom *already* cancel 50% of the climate benefits from *all* solar PV *ever* installed in Massachusetts, thereby single-handedly negating emissions reductions that the towns and cities in MA have struggled to achieve over many years, and

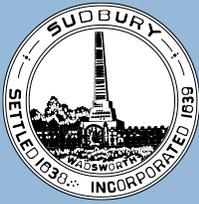
WHEREAS private jets are recognized as the most polluting form of travel *per passenger* for their carbon footprint and are referred to as super-emitters, and

WHEREAS expansion of private jet facilities anywhere else would also result in the expanded use of super-emitting private jets, and

WHEREAS in the midst of the climate crisis it is not appropriate and equitable to support and provide the means that allow the ultra-wealthy to contribute dramatically and disproportionately to climate change (e.g. a typical car emits c. 5 tons of CO<sub>2</sub>e per year where a typical private jet emits c. 20 tons of CO<sub>2</sub>e per 2.5 hour flight),

NOW, BE IT THEREFORE RESOLVED that the Select Board of the town of Sudbury opposes the expansion of private jet facilities at Hanscom Field or anywhere because such expansion is contrary to the critical and urgent greenhouse gas emission reduction and equity goals for the Commonwealth of Massachusetts and the realities of climate science, and

BE IT FURTHER RESOLVED that the Select Board of the town of Sudbury requests that the Governor take all possible actions to prevent the private jet hangar expansion from proceeding at Hanscom Field or anywhere.



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**  
**6: FY23 Audit Presentation**

REQUESTOR SECTION

Date of request:

Requestor: Dennis Keohane, Finance Director

Formal Title: FY23 Audit Presentation by representatives from Powers & Sullivan, LLC.

Recommendations/Suggested Motion/Vote: FY23 Audit Presentation by representatives from Powers & Sullivan, LLC.

Background Information:  
attached are two reports that will be discussed. Presentation provided by Powers & Sullivan

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

# Town of Sudbury, Massachusetts

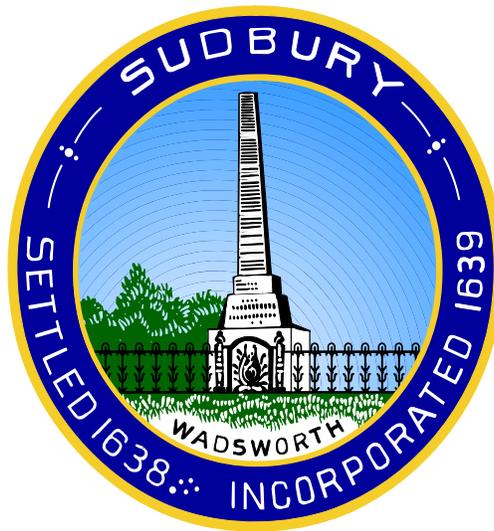
## Annual Comprehensive Financial Report



For the Year Ended June 30, 2023

# TOWN OF SUDBURY, MASSACHUSETTS

## ANNUAL COMPREHENSIVE FINANCIAL REPORT



For the Year Ended  
June 30, 2023

**Prepared by:**

**The Finance Division**

TOWN OF SUDBURY, MASSACHUSETTS  
ANNUAL COMPREHENSIVE FINANCIAL REPORT

JUNE 30, 2023

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## *Introductory Section*



The Goodnow Library. Listed on the National Register of Historic Places.

# ***Introductory Section***

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# Town of Sudbury

Finance Director's Office

278 Old Sudbury Road

Sudbury, MA 01776

## Letter of Transmittal

December 22, 2023

To the Honorable Select Board and Citizens of the Town of Sudbury:

I am pleased to transmit to you the Town of Sudbury's Annual Comprehensive Financial Report (ACFR) for the fiscal year ended June 30, 2023. This report has been prepared by Sudbury's Finance Division in conformity with accounting principles generally accepted in the United States of America (GAAP) as prescribed by the Government Accounting Standards Board (GASB).

The report consists of management's representations concerning the finances of the Town. Consequently, management assumes full responsibility for the completeness and reliability of all of the information presented in this report. To provide a reasonable basis for making these representations, management has established a comprehensive internal control framework that is designed both to protect the assets of the Town from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the Town's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements will be free from material misstatement. As management, we assert that, to the best of our knowledge and belief, this financial report is complete and reliable in all material respects.

The Town's financial statements have been audited by Powers & Sullivan, LLC, a firm of licensed certified public accountants, who have been hired by and report to the Town's Select Board. The independent auditors' unmodified ("clean") opinion on the Town's financial statements for the fiscal year ended June 30, 2023, is presented as the first component of the financial section of this report on pages 15 - 17.

The independent audit of the financial statements of the Town was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Town's separately issued Reports on Internal Control Over Financial Reporting, Compliance and Federal Award Programs.

GAAP require that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement MD&A and should be read in conjunction with it. The Town's MD&A can be found immediately following the report of the independent auditors.

## History and Profile of the Town

The Town of Sudbury was settled in 1638 and incorporated as a Town in 1639. At that time, Sudbury boundaries included (by 1653) all what is now Wayland (which split off in 1780), and parts of Framingham, Marlborough, Stow and Maynard. Sudbury is a charming community, rooted deeply in New England's history; the Sudbury Center Historic District has changed little since 1800. The Town is located in Middlesex County along the major highways of Route 20 in the south and Route 117 in the north, and bisected by Route 27, and lies approximately twenty miles from Boston and twenty-six miles from Worcester. Sudbury is bordered by Wayland on the east; Framingham on the south; Hudson, Maynard, Marlborough, and Stow on the west; Concord on the northeast; and Acton on the north. Sudbury also borders Lincoln, with which it shares a regional high school. It is situated near the junctions of Route 128, the Mass Pike and Route 495, providing an excellent location for residents, businesses and commuters.

The Town has a current population of 18,965 and occupies a land area of 24.7 square miles. Sudbury is categorized by the Metropolitan Area Planning Council (MAPC) as an Established Suburb. These residential suburbs are characterized by single-family homes on moderately sized lots, with a relatively affluent population. Multi-unit housing and commercial developments are limited in their extent, although Sudbury does have some major employment and retail centers primarily located along the Town's Route 20 Corridor.

Sudbury is a desirable community to live and work in due to its location, excellent public school system, attractive neighborhoods, high property values, and well managed local government.

## Organizational Structure

The Town is governed by an open Town Meeting, an elected Select Board, and an appointed Town Manager. Local legislative decisions for the town are made by an open town meeting. The Town implemented its current charter on July 1, 1996. This charter provided for appointment of a Town Manager by the Select Board. The Town Manager has broad responsibility for day-to-day management of Town affairs, as well as preparation of annual operating and capital budgets. For budgeting purposes, the Town services are divided into six program areas, and the Town Manager has authority to move funds as needed within a program area, but not to transfer funds between these areas.

The Town provides education in grades K-8 through the Sudbury Public Schools; the Lincoln-Sudbury Regional High School District (LSRHSD) provides education in grades 9 through 12. Through June 30, 2017, the Minuteman Regional Vocational Technical High School located in Lexington provided vocational technical education in grades 9 through 12. As of July 1, 2017, Sudbury withdrew from the Minutemen Regional District and the Assabet Valley Regional Technical High School in Marlborough was chosen to provide vocation technical education for new student enrollment. Each District's School Committee is elected and responsible for appointing the Superintendent of Schools, who has responsibility for the daily administration of the school system.

## Reporting Entity

The basic financial statements along with the combining statements and schedules included in this report relate to the activities under the direction and control of the Town Manager, Select Board and School Committees, which include the activities of the Town's Community Preservation Fund and Affordable Housing Trust Fund. The Sudbury Housing Authority (local branch for Massachusetts Public Housing Programs) and Sudbury Water District are excluded from this report because these activities fall outside the direction and control of the Town Manager and Select Board.

## Financial Management, Policies and Initiatives

The Town Manager is responsible for the development of the Town's capital improvement plan, and annual capital and operating budgets. The School Committee is responsible for annually recommending capital and operating budgets for Sudbury's public school district. An appointed Finance Committee, consisting of nine members, makes recommendations to the Town Meeting on operating budgets and other Town Meeting articles that have a financial impact to the Town.

The Town is engaged in developing a multi-year framework for three critical areas of long-term financial planning: (1) establishing and maintaining reserves, (2) addressing significant unfunded liabilities and (3) developing a funding strategy for the acquisition, replacement and enhancements of capital assets. As part of this ongoing effort, the Select Board formed The Strategic Financial Planning Committee for Capital Funding and The Strategic Financial Planning Committee for OPEB Liabilities.

The Strategic Financial Planning Committee for OPEB Liabilities was created to generate, evaluate and report on strategies and options, both short and long term, for dealing with the unfunded OPEB liabilities facing the Town of Sudbury (including the Sudbury Public Schools) and LSRHSD. As a result, the Town transferred \$4,500,000 from the Health Claims Trust Fund to establish the OPEB Trust Fund in FY15. The Town annually appropriates money to continue funding its OPEB liability. As of June 30, 2023, the balance in the fund was \$13.8 million. While further policy development is expected to continue in the near future, long-term planning, execution and coordination particularly amongst the towns of Lincoln, Sudbury and LSRHSD will reside on a permanent basis through the development and continued use of OPEB Trusts.

## Local Economic Condition

Sudbury's economic base is limited but steady with approximately 6,700 individuals employed in 750 establishments within the boundaries of the Town, with an annual payroll of approximately \$509 million. The majority of businesses in Sudbury are small and service oriented; retail, professional and technical services, educational services, and health care account for more than 60% of all jobs. Local unemployment remains below state and national rates, and the median household effective buying income is among the highest in Massachusetts.

The Town's tax base is diverse and market values remain extremely strong. Our tax base is primarily residential, at 92%, and the 10 largest taxpayers account for only 4.83% of the tax levy.

The Town's financial outlook remains strong. Property tax collections remain stable and Sudbury has become well adept at controlling budget growth commensurate with economic conditions. On January 5, 2021, S&P Global Ratings assigned its 'AAA' long-term rating to Sudbury. The rating highlighted the Town's very strong economy, strong management, strong budgetary performance, very strong budgetary flexibility, very strong debt and contingent liability position, and strong institutional framework score. This rating was affirmed, with a stable outlook, on May 17, 2023.

## Accounting System and Budgetary Control

The management of the Town is responsible for establishing and maintaining adequate internal controls to:

- Properly safeguard assets.
- Provide reasonable assurance on the accuracy and reliability of the accounting records used in the preparation of the basic financial statements.
- Provide reasonable assurance relative to compliance with legal and contractual constraints on the custody and use of assets.

The Town adopts an annual appropriated budget for its general and community preservation funds, which are accounted for on a line item basis. Legally binding appropriations are voted annually for the major categories of Personal Services, Expenditures, Benefits and Insurances and Debt Service. Transfers within an expenditure category may be made with the approval of the Department Head and Town Accountant. Transfers between expenditure categories may be approved by the Town Manager. The School Committee maintains bottom-line authority for all legally binding appropriations made for Education expenditures.

Encumbrance accounting, under which purchase orders, contracts and other commitments for expenditures are recorded to reserve that portion of the applicable appropriation, is employed in the Governmental Funds to maintain budgetary control.

An analysis of all legally adopted budgets is presented on pages 74 – 79 of this report.

## Collective Bargaining Agreements

Town employees (other than managerial and confidential employees) are entitled to join unions and to bargain collectively on questions of wages, hours and other terms and conditions of employment. The Town currently has approximately 580 full and part-time employees, of which approximately 80% belong to unions or other collective bargaining groups.

## Awards and Acknowledgments

The Town received the GFOA Distinguished Budget Presentation Award for its budget report for the fiscal year ended June 30, 2023. The award reflects the community's commitment to meeting the highest principles of governmental budgeting. We believe that the Town's budget document for the fiscal year ended June 30, 2024 continues to meet the requirements for this recognition and have submitted it to the GFOA to determine its eligibility for another award.

The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town of Sudbury for its ACFR for the fiscal year ended June 30, 2022. This was the eleventh year that the Town has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized ACFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe that our current ACFR continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

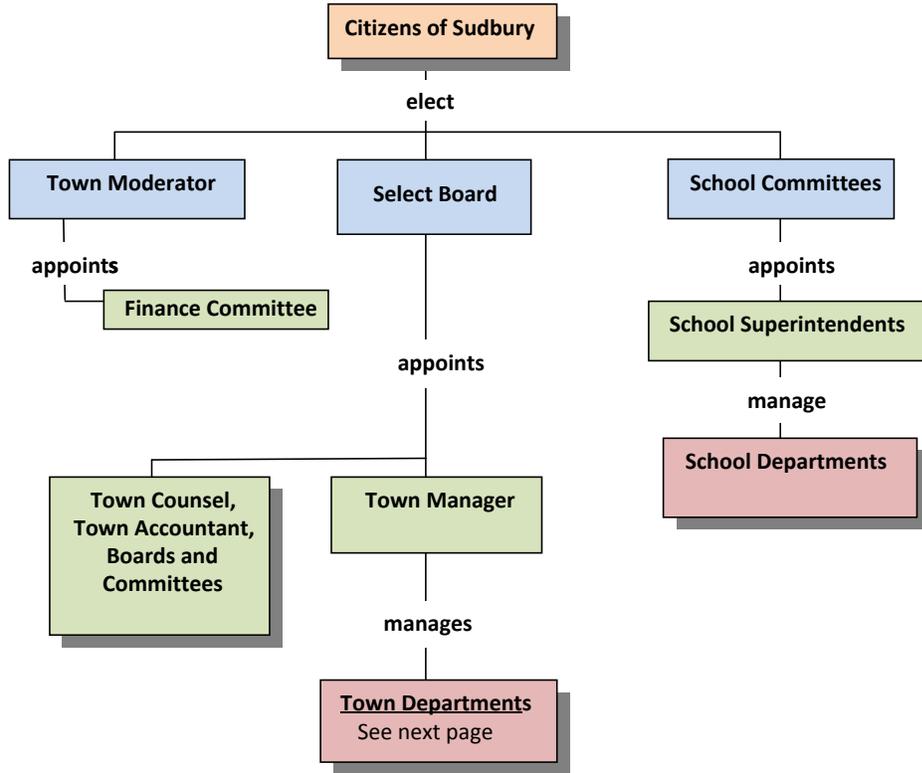
The preparation of this report would not have been possible without the efficient and dedicated services of the Finance Department. Special thanks also go to the certified public accounting firm of Powers & Sullivan, LLC for their advice and assistance in the preparation.

Respectfully,

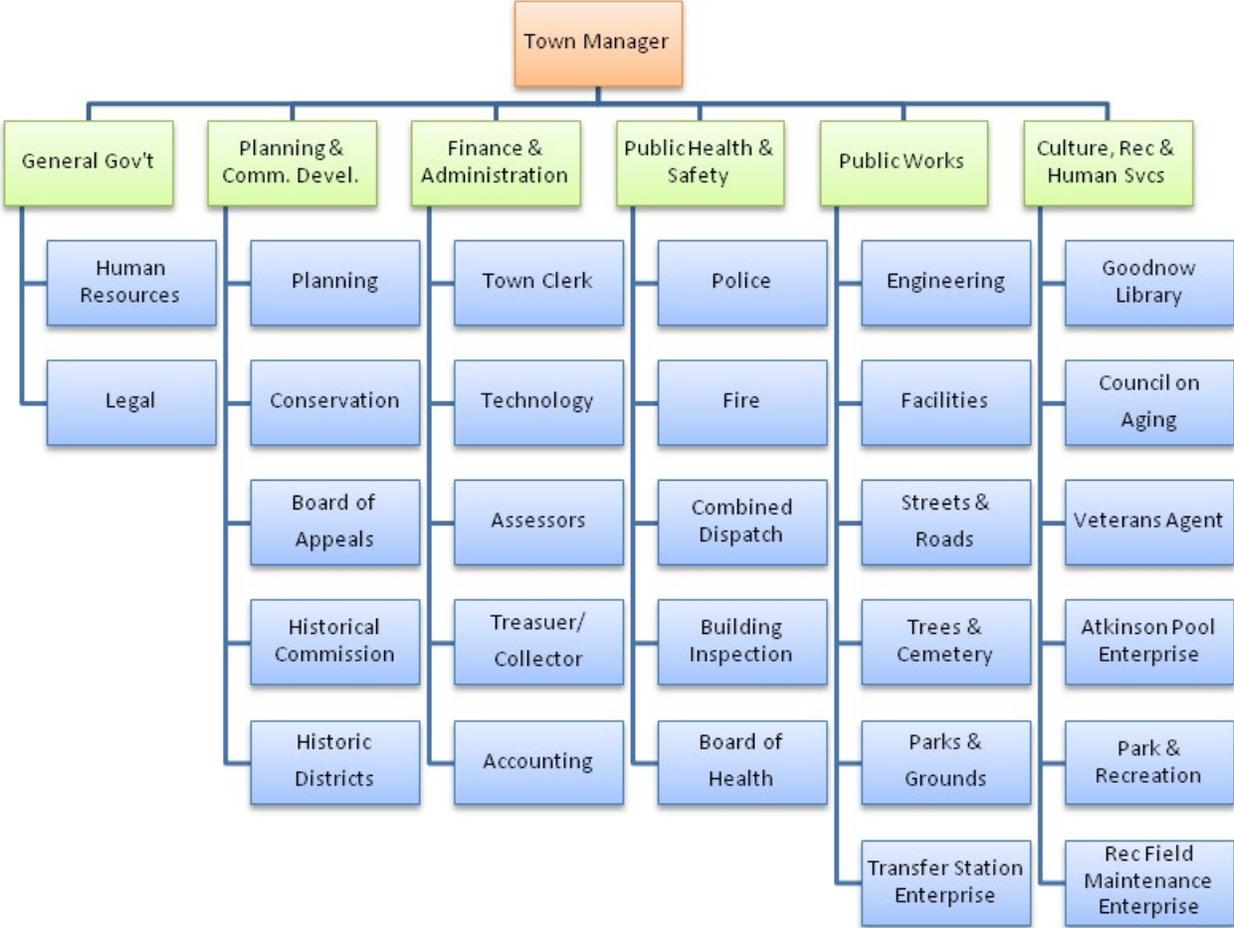


Dennis J. Keohane, CPA  
Finance Director/Treasurer-Collector

### Town of Sudbury Organizational Chart



Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)



Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

## Principal Town Officials As of June 30, 2023

### Elected Officials

#### Select Board

Janie W. Dretler, Chair  
Lisa V. Kouchakdjian, Vice Chair  
Daniel E. Carty, Member  
Jennifer S. Roberts, Member  
Charles G. Russo, Member

#### School Committee

Silvia M. Nerssessian, Chair  
Meredith Gerson, Vice Chair  
Nicole Burnard, Member  
Mandy Sim, Member  
Sarah Troiano, Member

### Appointed Officials

#### Department

#### Department Head

#### Title

Town Manager	Andrew Sheehan	Town Manager
Asst. Town Manager/Human Resources	Maryanne Bilodeau	Asst. Town Manager/HR Director
Finance & Treasurer/Collector	Dennis Keohane	Finance Director/Treasurer-Collector
Accounting	Laurie Dell'Olio	Town Accountant
Assessors	Cynthia Gerry	Director of Assessing
Clerk	Beth Klein	Town Clerk
Conservation	Lori Capone	Conservation Coordinator
Planning & Community Development	Adam Burney	Director of Planning & Community Dev.
Information Systems	Mark Thompson	Technology Administrator
Police	Scott Nix	Police Chief
Fire	John Whalen	Fire Chief
Building Inspection	Andrew Lewis	Inspector of Buildings
School Department	Brad J. Crozier	Superintendent
Public Works	Daniel Nason	Director of Public Works
Facilities	Sandra Duran	Combined Facilities Director
Health	Vivian Zeng	Health Director
Senior Center	Debra Galloway	Council on Aging Director
Veterans Affairs	Michael Hennessy	Veteran's Agent
Park & Recreation	Dennis Mannone	Park, Recreation, and Aquatic Director
Library	Esmé Green	Library Director



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Town of Sudbury  
Massachusetts**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2022

*Christopher P. Morrill*

Executive Director/CEO

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Sudbury  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2022**

*Christopher P. Morill*

Executive Director

Attachment6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

# *Financial Section*



Historic Sudbury Town Center.

# *Financial Section*

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100 Quannapowitt Parkway, Suite 100  
 Wakefield, Massachusetts 01880  
 T. 781.914.1700 | F. 781.914.1700  
 info@pas.cpa | www.pas.cpa

## Independent Auditor's Report

To the Honorable Select Board  
 Town of Sudbury, Massachusetts

## Report on the Audit of the Financial Statements

### Opinions

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Sudbury, Massachusetts, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Town of Sudbury, Massachusetts' basic financial statements as listed in the table of contents.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Sudbury, Massachusetts, as of June 30, 2023, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Town of Sudbury, Massachusetts and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town of Sudbury, Massachusetts' ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town of Sudbury, Massachusetts' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not

express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

### Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Sudbury, Massachusetts' basic financial statements. The accompanying combining statements, as listed in the table of contents, are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining statements are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

### Other Information

Management is responsible for the other information included in the Annual Comprehensive Financial Report. The other information comprises the introductory and statistical sections but does not include the basic financial statements and our auditor's report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

### Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 22, 2023, on our consideration of the Town of Sudbury, Massachusetts' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Sudbury, Massachusetts' internal control over financial reporting and compliance.

*Powers & Sullivan LLC*

December 22, 2023

# ***Management's Discussion and Analysis***

## ***Management's Discussion and Analysis***

As management of the Town of Sudbury, we offer readers of these financial statements this narrative overview and analysis of the financial activities for the year ended June 30, 2023. We encourage readers to consider the information presented in this report. All amounts, unless otherwise indicated, are expressed in whole dollars.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP) for states and local governmental entities. Users of these financial statements (such as investors, rating agencies and management) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

### **Financial Overview**

- The assets and deferred outflows of resources of the Town of Sudbury exceeded the liabilities and deferred inflows of resources at the close of the most recent year by \$26.7 million (net position).
- The Town has reported a \$50.5 million Net Other Postemployment Benefits (OPEB) liability, as well as \$11.5 million of deferred outflows of resources and \$28.8 million of deferred inflows of resources related to OPEB on the statement of net position.
- The Town made a contribution to the OPEB trust fund in 2023 totaling \$714,000. The OPEB trust fund reported net position of \$13.8 million at year-end.
- The Town has reported a \$66.8 million Net Pension liability, as well as \$7.2 million of deferred outflows of resources and \$2.0 million of deferred inflows of resources related to pensions on the statement of net position.
- At the close of the current year, the Town's general fund reported a fund balance of \$22.5 million, an increase of \$1.7 million in comparison with the prior year. Total fund balance represents 18.8% of general fund expenditures.

### ***Overview of the Financial Statements***

This discussion and analysis are intended to serve as an introduction to the Town of Sudbury's basic financial statements. These basic financial statements comprise of three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements.

**Government-wide financial statements.** The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net position* presents information on all assets, deferred outflows of resources, liabilities, and deferred inflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, public works, health and human services, culture and recreation, community preservation, and interest. The business-type activities include the Town's swimming pool, transfer station and recreation field maintenance operations.

**Fund financial statements.** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

**Governmental funds.** *Governmental funds* are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Sudbury adopts an annual appropriated budget for its general and community preservation funds. Budget to actual schedules have been provided to demonstrate compliance with these budgets.

**Proprietary funds.** The Town maintains one type of proprietary fund.

*Proprietary funds* are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its swimming pool, transfer station and recreation field maintenance operations, all of which are considered to be major funds.

**Fiduciary funds.** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for propriety funds.

The Town maintains two different fiduciary funds. The other postemployment benefits trust fund is used to accumulate funds for future payments of other postemployment benefits for retirees such as health and life insurance. The private purpose trust fund is used to account for resources held in trust, for which principal and investment income exclusively benefit individuals, private organizations, or other governments.

**Notes to the basic financial statements.** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

## Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. Sudbury's assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$26.7 million at the close of 2023, an increase of \$5.8 million from the prior year.

Net position includes \$100.8 million as the net investment in capital assets (e.g., land, buildings and building improvements, machinery and equipment and infrastructure); less any related debt used to acquire those assets that are still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of the net position, \$15.3 million, represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position has a year-end deficit balance of \$89.4 million. The primary reason for this deficit balance is the recognition of the \$50.5 million net OPEB liability and the \$66.8 million net pension liability. These are long-term unfunded liabilities that will not require significant short-term resources.

At the end of the current year, the Town is able to report positive balances in two of the three categories of net position, for the Town as a whole and for its governmental activities. Its business-type activities report positive balances in one of the two categories. Details related to the Town's governmental and business-type activities follow.

**Governmental Activities.** The Town of Sudbury's assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources for governmental activities by \$26.2 million at the close of 2023.

	2023	2022
<b>Assets:</b>		
Current assets.....	\$ 84,987,763	\$ 61,007,468
Capital assets, non depreciable.....	92,747,853	68,614,871
Capital assets, net of accumulated depreciation.....	57,380,422	58,181,495
<b>Total assets.....</b>	<b>235,116,038</b>	<b>187,803,834</b>
<b>Deferred outflows of resources.....</b>	<b>18,540,096</b>	<b>20,709,620</b>
<b>Liabilities:</b>		
Current liabilities (excluding debt).....	16,300,935	10,266,606
Noncurrent liabilities (excluding debt).....	116,818,058	102,532,561
Current debt.....	39,379,081	3,035,376
Noncurrent debt.....	23,987,740	26,054,821
<b>Total liabilities.....</b>	<b>196,485,814</b>	<b>141,889,364</b>
<b>Deferred inflows of resources.....</b>	<b>30,921,288</b>	<b>46,169,090</b>
<b>Net position:</b>		
Net investment in capital assets.....	100,098,226	97,706,169
Restricted.....	15,333,129	14,113,790
Unrestricted.....	(89,182,323)	(91,364,959)
<b>Total net position.....</b>	<b>\$ 26,249,032</b>	<b>\$ 20,455,000</b>

	2023	2022
<b>Program Revenues:</b>		
Charges for services.....	\$ 6,651,834	\$ 6,355,830
Operating grants and contributions.....	13,497,699	11,441,564
Capital grants and contributions.....	1,607,104	1,782,924
<b>General Revenues:</b>		
Real estate and personal property taxes, net of tax refunds payable.....	98,762,980	95,045,900
Tax and other liens.....	160,167	133,575
Motor vehicle and other excise taxes.....	4,588,534	4,190,308
Community preservation tax.....	2,377,855	2,232,661
Penalties and interest on taxes.....	400,916	328,291
Payments in lieu of taxes.....	51,296	40,450
Grants and contributions not restricted to specific programs.....	7,055,572	6,800,683
Unrestricted investment income (loss).....	592,106	(455,921)
<b>Total revenues.....</b>	<b>135,746,063</b>	<b>127,896,265</b>
<b>Expenses:</b>		
General government.....	6,492,684	5,966,036
Public safety.....	14,151,127	13,169,881
Education.....	94,636,623	88,851,266
Public works.....	9,435,495	8,148,055
Health and human services.....	1,715,162	1,588,051
Culture and recreation.....	2,633,722	2,459,211
Community preservation.....	456,533	422,114
Interest.....	441,185	670,441
<b>Total expenses.....</b>	<b>129,962,531</b>	<b>121,275,055</b>
<b>Excess (Deficiency) before transfers.....</b>	<b>5,783,532</b>	<b>6,621,210</b>
<b>Transfers.....</b>	<b>10,500</b>	<b>-</b>
<b>Change in net position.....</b>	<b>5,794,032</b>	<b>6,621,210</b>
<b>Net position, beginning of year.....</b>	<b>20,455,000</b>	<b>13,833,790</b>
<b>Net position, end of year.....</b>	<b>\$ 26,249,032</b>	<b>\$ 20,455,000</b>

Overall, the governmental activities net position increased by \$5.8 million during the current year. Governmental activities were increased due to positive budgetary results in the general fund and community preservation fund, as well as the recognition of capital grants totaling \$1.6 million. These increases were offset by a combined increase of \$1.1 million in the net OPEB liability, net pension liability, and changes in the related deferred outflows and inflows of resources.

The increase in the pension and OPEB liabilities has had the impact of decreasing the unrestricted net position, while the receipt of grant funds has increased the restricted net position. The net investment in capital assets has decreased due to the issuance of short-term notes. This decrease was offset by the payment of capital related debt and by acquiring capital assets with Town resources.

The governmental expenses totaled \$130.0 million of which \$21.8 million (16.7%) was directly supported by program revenues consisting of charges for services, operating and capital grants and contributions. General revenues totaled \$114.0 million, primarily coming from property taxes, grants and contributions not restricted to specific programs, and motor vehicle excise taxes.

Governmental activities operating grants and contributions increased \$2.1 million from the prior year. The increase is primarily due to an increase of \$1.2 million in on behalf payments received from the Massachusetts Teachers' Retirement System, as well as the recognition of \$1.0 million of grant receipts in connection with the federal American Rescue Plan Act (ARPA).

Governmental activities expenses increased \$8.7 million from the prior year, of which \$1.1 million is attributable to the change in expenses recognized for the net pension and OPEB liabilities and related deferred outflows and inflows of resources. Education expense increased \$5.8 million due to a \$1.3 million increase for its share of the long-term liabilities, a \$1.2 million increase in nonemployer contributions made to the Massachusetts Teachers' Retirement System on behalf of the Town by the Commonwealth of Massachusetts, and a \$1.2 million increase in expenses charged to the state's Circuit Breaker program. Education expense also increased as a result of increased spending from the operating budget and from the ARPA grant compared to the prior year.

Public works expense increased by \$1.3 million and public safety expense increased by \$981,000. These increased are primarily due to increased spending from the operating budgets and the change in expenses recognized for the net pension and OPEB liabilities.

**Business-type Activities.** The Town's assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources for business-type activities by \$474,000 at the close of 2023.

	2023	2022
<b>Assets:</b>		
Current assets.....	\$ 1,030,456	\$ 946,198
Capital assets, non depreciable.....	192,500	192,500
Capital assets, net of accumulated depreciation.....	466,750	510,489
<b>Total assets.....</b>	<b>1,689,706</b>	<b>1,649,187</b>
<b>Deferred outflows of resources.....</b>	<b>151,545</b>	<b>122,914</b>
<b>Liabilities:</b>		
Current liabilities (excluding debt).....	34,019	31,147
Noncurrent liabilities (excluding debt).....	1,182,623	1,006,233
<b>Total liabilities.....</b>	<b>1,216,642</b>	<b>1,037,380</b>
<b>Deferred inflows of resources.....</b>	<b>151,034</b>	<b>302,695</b>
<b>Net position:</b>		
Net investment in capital assets.....	659,250	702,989
Unrestricted.....	(185,675)	(270,963)
<b>Total net position.....</b>	<b>\$ 473,575</b>	<b>\$ 432,026</b>

	<u>2023</u>	<u>2022</u>
<b>Program Revenues:</b>		
Charges for services.....	\$ 904,622	\$ 1,067,502
<b>Expenses:</b>		
Swimming pool.....	352,841	334,151
Transfer station.....	267,278	294,598
Recreation field maintenance.....	232,454	200,705
<b>Total expenses.....</b>	<b><u>852,573</u></b>	<b><u>829,454</u></b>
<b>Excess (Deficiency) before transfers.....</b>	<b>52,049</b>	<b>238,048</b>
<b>Transfers.....</b>	<b><u>(10,500)</u></b>	<b><u>-</u></b>
<b>Change in net position.....</b>	<b>41,549</b>	<b>238,048</b>
<b>Net position, beginning of year.....</b>	<b><u>432,026</u></b>	<b><u>193,978</u></b>
<b>Net position, end of year.....</b>	<b><u>\$ 473,575</u></b>	<b><u>\$ 432,026</u></b>

Business-type net position of \$659,000 represents the net investment in capital assets and a deficit of \$186,000 is unrestricted. The negative unrestricted net position is the result of recording \$951,000 of net pension liabilities and \$214,000 of net OPEB liabilities that have not been factored into the rates and fees charged. The Town’s business-type activities net position increased by \$42,000 in the current year.

The swimming pool enterprise fund net position increased by \$50,000. This increase was the result of positive operating results, offset by a change in long-term accruals. Operating revenues decreased \$77,000 from the prior year due to a decrease in rental activity.

The transfer station enterprise fund net position increased by \$17,000. This increase was the result of positive operating results, offset by a change in long-term accruals. Operating revenues and expenses both experienced decreases over the prior year.

The recreation field maintenance enterprise fund net position decreased by \$26,000. This decrease was the result of decreased operating revenues, increased field maintenance expenses and a transfer to the turf field stabilization fund.

**Financial Analysis of the Governmental Funds**

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of the Town of Sudbury’s governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town’s financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government’s net resources available for spending at the end of the year.

As of the end of the current year, governmental funds reported combined ending fund balances of \$24.6 million, of which \$22.5 million is for the general fund, \$10.4 million is for the community preservation fund, a deficit of \$23.5 million is for the general capital projects fund, and \$15.2 million is for nonmajor governmental funds. Cumulatively there was a decrease of \$18.9 million in fund balances from the prior year.

The general fund is the chief operating fund. At the end of the current year, unassigned fund balance of the general fund totaled \$12.7 million, while total fund balance was \$22.5 million. Of the fund balance, \$140,000 was restricted for employee benefits, while \$9.1 million has been committed for specific special purpose stabilization funds and Town articles, and \$485,000 has been assigned for encumbrances. Total fund balance represents 18.8% of general fund expenditures, while unassigned fund balance represents 10.7% of general fund expenditures. The Town's general fund increased by \$1.7 million during 2023 which is primarily due to revenues coming in over budget by \$2.1 million and appropriation turnbacks of \$1.2 million, offset by the budgeted use of free cash.

The community preservation fund is used to account for the acquisition, creation, preservation, or rehabilitation of areas of open space, historic preservation, community housing and recreation. Fund balance increased by \$2.1 million in 2023, which is due to expected timing differences between the receipt and expenditure of surcharge and state grant revenues. The Town collected \$2.4 million from property tax surcharges in 2023, while expenditures totaled \$1.4 million and related to various projects and debt service costs.

The general capital projects fund is used to account for the acquisition and construction of capital assets. Fund balance decreased by \$23.0 million in 2023, which is due to expected timing differences between the receipt and expenditure of bond proceeds and other financing sources. Expenditures for various Town projects totaled \$24.1 million in 2023, and the fund has \$36.8 million of outstanding bond anticipation notes to fund the year-end deficit. The major addition included over \$18 million for the Fairbank Community Center project.

The nonmajor governmental funds represent the activity of nonmajor capital projects, special revenue funds and permanent trust funds. Fund balance increased by \$405,000 in 2023, which is due to timing differences between the receipt and expenditure of state and federal grant funds, other contributions and donations, and police and fire details.

### ***General Fund Budgetary Highlights***

The Town adopts an annual appropriated budget for its general fund. The original 2023 approved budget for the general fund authorized \$110.2 million in appropriations and other amounts to be raised, as well as \$5.2 million of encumbrances and capital articles carried forward from the prior year.

During the year, the Town approved supplemental appropriations totaling \$5.5 million of which \$4.1 million was from the use of free cash. These supplemental appropriations included increases of \$2.9 million for public works and \$1.9 million for education. Total revenues came in over budget by \$2.1 million, which primarily related to license and permit collections and departmental receipts. Total expenditures came in under budget by \$1.2 million.

### ***Capital Asset and Debt Administration***

**Capital Assets.** In conjunction with the annual operating budget, the Town annually prepares a capital budget for the upcoming year and a five-year Capital Improvement Plan (CIP) that is used as a guide for future capital expenditures.

The Town's investment in capital assets for its governmental and business-type activities as of June 30, 2023, amounts to \$150.8 million (net of accumulated depreciation). This investment in capital assets includes land, construction in progress, intangible assets, land improvements, buildings and improvements, machinery and equipment, vehicles, and infrastructure. The Town invested approximately \$27.7 million for capital asset additions in 2023 which primarily related to the Fairbank Community Center, fire station construction, Town-wide infrastructure projects and various vehicle purchases.

There were no major business-type capital asset events during the current year.

**Debt Administration.** Outstanding long-term governmental debt, as of June 30, 2023, totaled \$26.6 million, a decrease of \$2.0 million from the prior year. The decrease was due to budgeted principal payments and the amortization of bond premiums, offset by \$500,000 of bonds issued for the Comprehensive Wastewater Management Plan.

Of the total outstanding long-term governmental debt, \$5.1 million is related to community preservation projects, \$1.1 million is related to school projects, \$4.2 million is related to public safety projects, \$15.6 million is related to general government projects, and \$539,000 is for unamortized bond premiums.

Please refer to notes 4, 6 and 7 to the basic financial statements for further discussion of the major capital and debt activity.

### ***Requests for Information***

This financial report is designed to provide a general overview of the Town of Sudbury's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Finance Director, Flynn Building, 278 Old Sudbury Road, Sudbury, Massachusetts 01776.

# ***Basic Financial Statements***

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## STATEMENT OF NET POSITION

JUNE 30, 2023

	Primary Government		
	Governmental Activities	Business-type Activities	Total
<b>ASSETS</b>			
CURRENT:			
Cash and cash equivalents.....	\$ 60,714,220	\$ 1,030,456	\$ 61,744,676
Investments.....	15,665,411	-	15,665,411
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes.....	1,329,923	-	1,329,923
Tax liens.....	3,094,307	-	3,094,307
Community preservation.....	26,196	-	26,196
Motor vehicle and other excise taxes.....	493,254	-	493,254
Departmental and other.....	869,156	-	869,156
Intergovernmental.....	2,508,288	-	2,508,288
Tax foreclosures.....	287,008	-	287,008
Total current assets.....	<u>84,987,763</u>	<u>1,030,456</u>	<u>86,018,219</u>
NONCURRENT:			
Capital assets, nondepreciable.....	92,747,853	192,500	92,940,353
Capital assets, net of accumulated depreciation.....	57,380,422	466,750	57,847,172
Total noncurrent assets.....	<u>150,128,275</u>	<u>659,250</u>	<u>150,787,525</u>
TOTAL ASSETS.....	<u>235,116,038</u>	<u>1,689,706</u>	<u>236,805,744</u>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>			
Deferred outflows related to pensions.....	7,137,370	103,050	7,240,420
Deferred outflows related to OPEB.....	11,402,726	48,495	11,451,221
TOTAL DEFERRED OUTFLOWS OF RESOURCES.....	<u>18,540,096</u>	<u>151,545</u>	<u>18,691,641</u>
<b>LIABILITIES</b>			
CURRENT:			
Warrants payable.....	4,693,244	28,041	4,721,285
Accrued payroll.....	3,811,177	4,035	3,815,212
Tax refunds payable.....	600,134	-	600,134
Accrued interest.....	424,275	-	424,275
Other liabilities.....	1,869,212	-	1,869,212
Unearned revenue.....	4,829,350	-	4,829,350
Compensated absences.....	73,543	1,943	75,486
Notes payable.....	36,812,000	-	36,812,000
Bonds payable.....	2,567,081	-	2,567,081
Total current liabilities.....	<u>55,680,016</u>	<u>34,019</u>	<u>55,714,035</u>
NONCURRENT:			
Compensated absences.....	661,892	17,483	679,375
Net pension liability.....	65,894,154	951,382	66,845,536
Net OPEB liability.....	50,262,012	213,758	50,475,770
Bonds payable.....	23,987,740	-	23,987,740
Total noncurrent liabilities.....	<u>140,805,798</u>	<u>1,182,623</u>	<u>141,988,421</u>
TOTAL LIABILITIES.....	<u>196,485,814</u>	<u>1,216,642</u>	<u>197,702,456</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>			
Taxes paid in advance.....	208,676	-	208,676
Deferred inflows related to pensions.....	2,004,647	28,943	2,033,590
Deferred inflows related to OPEB.....	28,707,965	122,091	28,830,056
TOTAL DEFERRED INFLOWS OF RESOURCES.....	<u>30,921,288</u>	<u>151,034</u>	<u>31,072,322</u>
<b>NET POSITION</b>			
Net investment in capital assets.....	100,098,226	659,250	100,757,476
Restricted for:			
Employee benefits.....	140,186	-	140,186
Permanent funds:			
Expendable.....	515,304	-	515,304
Nonexpendable.....	1,254,167	-	1,254,167
Gifts and grants.....	3,019,926	-	3,019,926
Community preservation.....	10,403,546	-	10,403,546
Unrestricted.....	(89,182,323)	(185,675)	(89,367,998)
TOTAL NET POSITION.....	<u>\$ 26,249,032</u>	<u>\$ 473,575</u>	<u>\$ 26,722,607</u>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

## STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2023

Functions/Programs	Expenses	Program Revenues			Net (Expense) Revenue
		Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	
<b>Primary Government:</b>					
<i>Governmental Activities:</i>					
General government.....	\$ 6,492,684	\$ 1,447,820	\$ 931,558	\$ -	\$ (4,113,306)
Public safety.....	14,151,127	2,560,046	174,545	-	(11,416,536)
Education.....	94,636,623	1,463,005	11,071,953	-	(82,101,665)
Public works.....	9,435,495	505,264	817,815	658,475	(7,453,941)
Health and human services.....	1,715,162	174,520	346,718	-	(1,193,924)
Culture and recreation.....	2,633,722	452,687	80,110	-	(2,100,925)
Community preservation.....	456,533	48,492	75,000	948,629	615,588
Interest.....	441,185	-	-	-	(441,185)
Total Governmental Activities.....	<u>129,962,531</u>	<u>6,651,834</u>	<u>13,497,699</u>	<u>1,607,104</u>	<u>(108,205,894)</u>
<i>Business-Type Activities:</i>					
Swimming Pool.....	352,841	403,329	-	-	50,488
Transfer Station.....	267,278	284,604	-	-	17,326
Recreation Field Maintenance.....	<u>232,454</u>	<u>216,689</u>	<u>-</u>	<u>-</u>	<u>(15,765)</u>
Total Business-Type Activities.....	<u>852,573</u>	<u>904,622</u>	<u>-</u>	<u>-</u>	<u>52,049</u>
Total Primary Government.....	<u>\$ 130,815,104</u>	<u>\$ 7,556,456</u>	<u>\$ 13,497,699</u>	<u>\$ 1,607,104</u>	<u>\$ (108,153,845)</u>

See notes to basic financial statements.

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

## STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2023

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
<b>Changes in net position:</b>			
Net (expense) revenue from previous page.....	\$ (108,205,894)	\$ 52,049	\$ (108,153,845)
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	98,762,980	-	98,762,980
Tax and other liens.....	160,167	-	160,167
Motor vehicle and other excise taxes.....	4,588,534	-	4,588,534
Community preservation tax.....	2,377,855	-	2,377,855
Penalties and interest on taxes.....	400,916	-	400,916
Payments in lieu of taxes.....	51,296	-	51,296
Grants and contributions not restricted to specific programs.....	7,055,572	-	7,055,572
Unrestricted investment income.....	592,106	-	592,106
<i>Transfers, net</i> .....	10,500	(10,500)	-
Total general revenues and transfers.....	113,999,926	(10,500)	113,989,426
Change in net position.....	5,794,032	41,549	5,835,581
<i>Net position:</i>			
Beginning of year.....	20,455,000	432,026	20,887,026
End of year.....	\$ 26,249,032	\$ 473,575	\$ 26,722,607

See notes to basic financial statements.

(Concluded)

**GOVERNMENTAL FUNDS  
BALANCE SHEET**

JUNE 30, 2023

	General	Community Preservation	General Capital Projects	Nonmajor Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash and cash equivalents.....	\$ 20,774,212	\$ 3,916,107	\$ 17,302,662	\$ 18,721,239	\$ 60,714,220
Investments.....	7,572,988	6,468,994	-	1,623,429	15,665,411
Receivables, net of uncollectibles:					
Real estate and personal property taxes.....	1,329,923	-	-	-	1,329,923
Tax liens.....	3,094,307	-	-	-	3,094,307
Community preservation.....	-	26,196	-	-	26,196
Motor vehicle and other excise taxes.....	493,254	-	-	-	493,254
Departmental and other.....	-	-	-	869,156	869,156
Intergovernmental.....	-	-	-	2,508,288	2,508,288
Tax foreclosures.....	287,008	-	-	-	287,008
Due from other funds.....	332,886	-	-	-	332,886
<b>TOTAL ASSETS.....</b>	<b>\$ 33,884,578</b>	<b>\$ 10,411,297</b>	<b>\$ 17,302,662</b>	<b>\$ 23,722,112</b>	<b>\$ 85,320,649</b>
<b>LIABILITIES</b>					
Warrants payable.....	\$ 463,033	\$ 2,285	\$ 3,965,890	\$ 262,036	\$ 4,693,244
Accrued payroll.....	3,804,106	-	-	7,071	3,811,177
Tax refunds payable.....	600,134	-	-	-	600,134
Due to other funds.....	-	-	-	332,886	332,886
Other liabilities.....	1,484,635	-	-	384,577	1,869,212
Unearned revenue.....	-	-	-	4,829,350	4,829,350
Notes payable.....	-	-	36,812,000	-	36,812,000
<b>TOTAL LIABILITIES.....</b>	<b>6,351,908</b>	<b>2,285</b>	<b>40,777,890</b>	<b>5,815,920</b>	<b>52,948,003</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Taxes paid in advance.....	203,210	5,466	-	-	208,676
Unavailable revenue.....	4,848,607	20,731	-	2,685,327	7,554,665
<b>TOTAL DEFERRED INFLOWS OF RESOURCES.....</b>	<b>5,051,817</b>	<b>26,197</b>	<b>-</b>	<b>2,685,327</b>	<b>7,763,341</b>
<b>FUND BALANCES</b>					
Nonspendable.....	-	-	-	1,254,167	1,254,167
Restricted.....	140,186	10,382,815	1,621,307	13,966,698	26,111,006
Committed.....	9,144,645	-	-	-	9,144,645
Assigned.....	485,370	-	-	-	485,370
Unassigned.....	12,710,652	-	(25,096,535)	-	(12,385,883)
<b>TOTAL FUND BALANCES.....</b>	<b>22,480,853</b>	<b>10,382,815</b>	<b>(23,475,228)</b>	<b>15,220,865</b>	<b>24,609,305</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES.....</b>	<b>\$ 33,884,578</b>	<b>\$ 10,411,297</b>	<b>\$ 17,302,662</b>	<b>\$ 23,722,112</b>	<b>\$ 85,320,649</b>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET  
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION

JUNE 30, 2023

Total governmental fund balances.....		\$	24,609,305
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....			150,128,275
Accounts receivable are not available to pay for current-period expenditures and, therefore, are unavailable in the funds.....			7,554,665
The statement of net position includes certain deferred inflows of resources and deferred outflows of resources that will be amortized over future periods. In governmental funds, these amounts are not deferred.....			(12,172,516)
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....			(424,275)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:			
Bonds payable.....	(26,554,821)		
Net pension liability.....	(65,894,154)		
Net OPEB liability.....	(50,262,012)		
Compensated absences.....	<u>(735,435)</u>		
Net effect of reporting long-term liabilities.....			<u>(143,446,422)</u>
Net position of governmental activities.....		\$	<u>26,249,032</u>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**GOVERNMENTAL FUNDS**  
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2023

	General	Community Preservation	General Capital Projects	Nonmajor Governmental Funds	Total Governmental Funds
<b>REVENUES:</b>					
Real estate and personal property taxes, net of tax refunds.....	\$ 98,638,533	\$ -	\$ -	\$ -	\$ 98,638,533
Tax liens.....	160,167	-	-	-	160,167
Motor vehicle and other excise taxes.....	4,461,635	-	-	-	4,461,635
Penalties and interest on taxes.....	397,402	3,514	-	-	400,916
Payments in lieu of taxes.....	51,296	-	-	-	51,296
Licenses and permits.....	1,313,248	-	-	-	1,313,248
Fines and forfeitures.....	15,876	-	-	-	15,876
Intergovernmental - teachers retirement.....	7,343,630	-	-	-	7,343,630
Intergovernmental.....	6,952,173	948,629	-	5,866,884	13,767,686
Departmental and other.....	895,999	-	-	4,962,245	5,858,244
Community preservation taxes.....	-	2,381,654	-	-	2,381,654
Contributions and donations.....	-	-	180,000	100,642	280,642
Investment income.....	314,423	125,900	-	151,783	592,106
<b>TOTAL REVENUES.....</b>	<b>120,544,382</b>	<b>3,459,697</b>	<b>180,000</b>	<b>11,081,554</b>	<b>135,265,633</b>
<b>EXPENDITURES:</b>					
Current:					
General government.....	3,571,174	-	83,818	1,307,736	4,962,728
Public safety.....	9,763,925	-	3,142,013	799,339	13,705,277
Education.....	70,513,078	-	24,509	5,640,157	76,177,744
Public works.....	8,026,296	-	20,802,333	1,443,830	30,272,459
Health and human services.....	948,037	-	-	454,099	1,402,136
Culture and recreation.....	1,527,401	-	-	437,762	1,965,163
Community preservation.....	-	358,108	-	138,349	496,457
Pension benefits.....	5,993,875	-	-	-	5,993,875
Pension benefits - teachers retirement.....	7,343,630	-	-	-	7,343,630
Property and liability insurance.....	449,118	-	-	-	449,118
Employee benefits.....	8,728,958	-	-	-	8,728,958
State and county charges.....	238,389	-	-	-	238,389
Debt service:					
Principal.....	1,598,503	870,000	-	-	2,468,503
Interest.....	577,657	147,893	-	-	725,550
<b>TOTAL EXPENDITURES.....</b>	<b>119,280,041</b>	<b>1,376,001</b>	<b>24,052,673</b>	<b>10,221,272</b>	<b>154,929,987</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>1,264,341</b>	<b>2,083,696</b>	<b>(23,872,673)</b>	<b>860,282</b>	<b>(19,664,354)</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Issuance of bonds.....	-	-	500,000	-	500,000
Premium from issuance of bonds and notes.....	-	-	282,118	-	282,118
Transfers in.....	670,500	-	75,000	279,259	1,024,759
Transfers out.....	(279,259)	-	-	(735,000)	(1,014,259)
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>391,241</b>	<b>-</b>	<b>857,118</b>	<b>(455,741)</b>	<b>792,618</b>
<b>NET CHANGE IN FUND BALANCES.....</b>	<b>1,655,582</b>	<b>2,083,696</b>	<b>(23,015,555)</b>	<b>404,541</b>	<b>(18,871,736)</b>
<b>FUND BALANCES AT BEGINNING OF YEAR.....</b>	<b>20,825,271</b>	<b>8,299,119</b>	<b>(459,673)</b>	<b>14,816,324</b>	<b>43,481,041</b>
<b>FUND BALANCES AT END OF YEAR.....</b>	<b>\$ 22,480,853</b>	<b>\$ 10,382,815</b>	<b>\$ (23,475,228)</b>	<b>\$ 15,220,865</b>	<b>\$ 24,609,305</b>

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

See notes to basic financial statements.

RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,  
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS  
TO THE STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2023

Net change in fund balances - total governmental funds.....		\$ (18,871,736)
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....	27,693,029	
Depreciation expense.....	<u>(4,361,120)</u>	
Net effect of reporting capital assets.....		23,331,909
<p>Revenues in the Statement of Activities that do not provide current financial resources are unavailable in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable differ between the two statements. This amount represents the net change in unavailable revenue.....</p>		
		480,430
<p>The issuance of long-term debt provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are unavailable and amortized in the Statement of Activities.</p>		
Issuance of bonds.....	(500,000)	
Premium from issuance of bonds and notes.....	(282,118)	
Net amortization of premium from issuance of bonds.....	377,391	
Debt service principal payments.....	<u>2,468,503</u>	
Net effect of reporting long-term debt.....		2,063,776
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....	30,932	
Net change in accrued interest on long-term debt.....	(93,026)	
Net change in deferred outflow/(inflow) of resources related to pensions.....	11,903,751	
Net change in net pension liability.....	(12,028,732)	
Net change in deferred outflow/(inflow) of resources related to net OPEB liability.....	1,261,331	
Net change in net OPEB liability.....	<u>(2,284,603)</u>	
Net effect of recording long-term liabilities.....		<u>(1,210,347)</u>
Change in net position of governmental activities.....		\$ <u>5,794,032</u>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**PROPRIETARY FUNDS**  
STATEMENT OF NET POSITION

JUNE 30, 2023

	Business-type Activities - Enterprise Funds			
	Swimming Pool	Transfer Station	Recreation Field Maintenance	Total
<b>ASSETS</b>				
CURRENT:				
Cash and cash equivalents.....	\$ 566,477	\$ 334,240	\$ 129,739	\$ 1,030,456
NONCURRENT:				
Capital assets, non depreciable.....	-	192,500	-	192,500
Capital assets, net of accumulated depreciation.....	457,876	8,874	-	466,750
Total noncurrent assets.....	457,876	201,374	-	659,250
<b>TOTAL ASSETS.....</b>	<b>1,024,353</b>	<b>535,614</b>	<b>129,739</b>	<b>1,689,706</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>				
Deferred outflows related to pensions.....	53,678	24,797	24,575	103,050
Deferred outflows related to OPEB.....	22,277	18,729	7,489	48,495
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES.....</b>	<b>75,955</b>	<b>43,526</b>	<b>32,064</b>	<b>151,545</b>
<b>LIABILITIES</b>				
CURRENT:				
Warrants payable.....	9,215	2,586	16,240	28,041
Accrued payroll.....	99	2,065	1,871	4,035
Compensated absences.....	1,544	399	-	1,943
Total current liabilities.....	10,858	5,050	18,111	34,019
NONCURRENT:				
Compensated absences.....	13,894	3,589	-	17,483
Net pension liability.....	495,574	228,929	226,879	951,382
Net OPEB liability.....	98,194	82,555	33,009	213,758
Total noncurrent liabilities.....	607,662	315,073	259,888	1,182,623
<b>TOTAL LIABILITIES.....</b>	<b>618,520</b>	<b>320,123</b>	<b>277,999</b>	<b>1,216,642</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Deferred inflows related to pensions.....	15,076	6,965	6,902	28,943
Deferred inflows related to OPEB.....	56,085	47,153	18,853	122,091
<b>TOTAL DEFERRED INFLOWS OF RESOURCES.....</b>	<b>71,161</b>	<b>54,118</b>	<b>25,755</b>	<b>151,034</b>
<b>NET POSITION</b>				
Net investment in capital assets.....	457,876	201,374	-	659,250
Unrestricted.....	(47,249)	3,525	(141,951)	(185,675)
<b>TOTAL NET POSITION.....</b>	<b>\$ 410,627</b>	<b>\$ 204,899</b>	<b>\$ (141,951)</b>	<b>\$ 473,575</b>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**PROPRIETARY FUNDS**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION**  
**YEAR ENDED JUNE 30, 2023**

	Business-type Activities - Enterprise Funds			
	Swimming Pool	Transfer Station	Recreation Field Maintenance	Total
<b>OPERATING REVENUES:</b>				
Charges for services.....	\$ 403,329	\$ 284,604	\$ 216,689	\$ 904,622
<b>OPERATING EXPENSES:</b>				
Cost of services and administration.....	317,973	258,407	232,454	808,834
Depreciation.....	34,868	8,871	-	43,739
<b>TOTAL OPERATING EXPENSES.....</b>	<b>352,841</b>	<b>267,278</b>	<b>232,454</b>	<b>852,573</b>
<b>OPERATING INCOME (LOSS).....</b>	<b>50,488</b>	<b>17,326</b>	<b>(15,765)</b>	<b>52,049</b>
<b>TRANSFERS:</b>				
Transfers out.....	-	-	(10,500)	(10,500)
<b>CHANGE IN NET POSITION.....</b>	<b>50,488</b>	<b>17,326</b>	<b>(26,265)</b>	<b>41,549</b>
<b>NET POSITION AT BEGINNING OF YEAR.....</b>	<b>360,139</b>	<b>187,573</b>	<b>(115,686)</b>	<b>432,026</b>
<b>NET POSITION AT END OF YEAR.....</b>	<b>\$ 410,627</b>	<b>\$ 204,899</b>	<b>\$ (141,951)</b>	<b>\$ 473,575</b>

See notes to basic financial statements.

**PROPRIETARY FUNDS**  
STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2023

	Business-type Activities - Enterprise Funds			
	Swimming Pool	Transfer Station	Recreation Field Maintenance	Total
<b><u>CASH FLOWS FROM OPERATING ACTIVITIES:</u></b>				
Receipts from customers and users.....	\$ 403,329	\$ 287,404	\$ 216,689	\$ 907,422
Payments to vendors.....	(112,046)	(131,120)	(83,172)	(326,338)
Payments to employees.....	(206,184)	(137,810)	(139,532)	(483,526)
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>85,099</b>	<b>18,474</b>	<b>(6,015)</b>	<b>97,558</b>
<b><u>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:</u></b>				
Transfers out.....	-	-	(10,500)	(10,500)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....</b>	<b>481,378</b>	<b>315,766</b>	<b>146,254</b>	<b>943,398</b>
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR.....</b>	<b>\$ 566,477</b>	<b>\$ 334,240</b>	<b>\$ 129,739</b>	<b>\$ 1,030,456</b>
<b><u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u></b>				
Operating income (loss).....	\$ 50,488	\$ 17,326	\$ (15,765)	\$ 52,049
Adjustments to reconcile operating income to net cash from operating activities:				
Depreciation.....	34,868	8,871	-	43,739
Deferred (outflows)/inflows related to pensions.....	(89,525)	(41,356)	(40,986)	(171,867)
Deferred (outflows)/inflows related to OPEB.....	(3,460)	(4,559)	(406)	(8,425)
Changes in assets and liabilities:				
Departmental and other.....	-	2,800	-	2,800
Warrants payable.....	499	(4,307)	6,280	2,472
Accrued payroll.....	(808)	253	854	299
Compensated absences.....	683	333	-	1,016
Net pension liability.....	90,465	41,790	41,416	173,671
Net OPEB liability.....	1,889	(2,677)	2,592	1,804
<b>Total adjustments.....</b>	<b>34,611</b>	<b>1,148</b>	<b>9,750</b>	<b>45,509</b>
<b>NET CASH FROM OPERATING ACTIVITIES.....</b>	<b>\$ 85,099</b>	<b>\$ 18,474</b>	<b>\$ (6,015)</b>	<b>\$ 97,558</b>

See notes to basic financial statements.

FIDUCIARY FUNDS  
STATEMENT OF FIDUCIARY NET POSITION

JUNE 30, 2023

	OPEB Trust Fund	Private Purpose Trust Fund
<b>ASSETS</b>		
Cash and cash equivalents.....	\$ 57,678	\$ 19,395
Investments:		
Government sponsored enterprises.....	4,079,267	-
Equity securities.....	9,219,422	-
Equity mutual funds.....	-	193,167
International equity securities.....	460,255	-
<b>TOTAL ASSETS.....</b>	<b>13,816,622</b>	<b>212,562</b>
<b>NET POSITION</b>		
Restricted for OPEB benefits.....	13,816,622	-
Held in trust for other purposes.....	-	212,562
<b>TOTAL NET POSITION.....</b>	<b>\$ 13,816,622</b>	<b>\$ 212,562</b>

See notes to basic financial statements.

Attachment6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**FIDUCIARY FUNDS**  
STATEMENT OF CHANGES IN FIDUCIARY NET POSITION

YEAR ENDED JUNE 30, 2023

	OPEB Trust Fund	Private Purpose Trust Fund
<b>ADDITIONS:</b>		
Contributions:		
Employer contributions.....	\$ 714,453	\$ -
Employer contributions for other postemployment benefit payments.....	1,902,479	-
Total contributions.....	<u>2,616,932</u>	<u>-</u>
Net investment income:		
Investment income.....	1,226,338	16,825
Less: investment expense.....	(39,350)	-
Net investment income (loss).....	<u>1,186,988</u>	<u>16,825</u>
TOTAL ADDITIONS.....	<u>3,803,920</u>	<u>16,825</u>
<b>DEDUCTIONS:</b>		
Benefit payments.....	1,902,479	-
Health and human services.....	-	840
Educational scholarships.....	-	4,500
TOTAL DEDUCTIONS.....	<u>1,902,479</u>	<u>5,340</u>
NET INCREASE (DECREASE) IN NET POSITION.....	1,901,441	11,485
NET POSITION AT BEGINNING OF YEAR.....	<u>11,915,181</u>	<u>201,077</u>
NET POSITION AT END OF YEAR.....	<u>\$ 13,816,622</u>	<u>\$ 212,562</u>

See notes to basic financial statements.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The accompanying basic financial statements of the Town of Sudbury, Massachusetts (Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

**A. Reporting Entity**

The Town is a municipal corporation that is governed by an elected Select Board (Board). For financial reporting purposes, the Town has included all funds, organizations, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units. It has been determined that there are no component units that meet the requirements for inclusion in the Town's financial statements.

**Joint Venture**

A joint venture is an organization (resulting from a contractual arrangement) that is owned, operated and governed by two or more participants as a separate and specific activity subject to joint control in which the participants retain an ongoing financial interest or ongoing financial responsibility. Joint control means that no single participant has the ability to unilaterally control the financial or operating policies of the joint venture.

The Town participates in the following joint venture to pool resources and share the costs, risks, and rewards of providing goods and services to venture participants directly, or for the benefit of the general public or specified recipients.

***Lincoln Sudbury Regional High School District (LSRHSD)***

The Lincoln Sudbury Regional High School District (LSRHSD) is governed by a six-member school committee consisting of three elected representatives from the Town. The Town is indirectly liable for the LSRHSD's debt and other expenditures and is assessed annually for its share of operating and capital costs. The Town does not have an equity interest. For the year ended June 30, 2023, the Town's assessment totaled \$27,869,763. Separate financial statements may be obtained by writing to the Finance Director of the LSRHSD at 390 Lincoln Road, Sudbury, MA 01776.

**B. Government-Wide and Fund Financial Statements*****Government-Wide Financial Statements***

The government-wide financial statements (i.e., statement of net position and statement of activities) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

*Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

*Major Fund Criteria*

Major funds must be reported if the following criteria are met:

- If the total assets, deferred outflows of resources, liabilities, deferred inflows of resources, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, deferred outflows of resources, liabilities, deferred inflows of resources, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets, deferred outflows of resources, liabilities, deferred inflows of resources, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation*Government-Wide Financial Statements*

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

### *Fund Financial Statements*

*Governmental* fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for unmatured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *community preservation fund* is a special revenue fund used to account for the 3% local real estate tax surcharge on nonexempt property (and matching state trust fund distribution) that can be used for open space, historic resource and affordable housing purposes. Property exempt from the surcharge consists of the first \$100,000 of all residential property and also property owned by low income seniors with a low or moderate income as defined by Massachusetts Department of Revenue (DOR) guidelines. Disbursements from this fund must originate from the Community Preservation Committee and be approved by Town Meeting.

The *general capital projects fund* is used to account for the construction and renovation of Town projects.

The nonmajor governmental funds consist of other special revenue, capital project and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

*Proprietary* fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principle ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *swimming pool enterprise fund* is used to account for recreational swimming pool activities.

The *transfer station enterprise fund* is used to account for the transfer station activities.

The *recreation field maintenance enterprise fund* is used to account for recreation field maintenance activities.

*Fiduciary* fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *OPEB trust fund* is used to account for the activities of the Other Postemployment Benefit trust fund, which accumulates resources to provide other postemployment benefits to eligible retirees and their beneficiaries.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The donor restrictions and trustee policies only allow the trustees to authorize spending of the realized investment earnings. The Town's private purpose trust fund includes activities for scholarships, gifts to the financially needy and youth of Sudbury, cemetery improvements and maintenance of the walking trail at Haskell Field.

#### D. Cash and Investments

##### *Government-Wide and Fund Financial Statements*

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value.

#### E. Fair Value Measurements

The Town reports required types of financial instruments in accordance with the fair value standards. These standards require an entity to maximize the use of observable inputs (such as quoted prices in active markets) and minimize the use of unobservable inputs (such as appraisals or valuation techniques) to determine fair value. Fair value standards also require the government to classify these financial instruments into a three-level hierarchy, based on the priority of inputs to the valuation technique or in accordance with net asset value practical expedient rules, which allow for either Level 2 or Level 3 depending on lock up and notice periods associated with the underlying funds.

Instruments measured and reported at fair value are classified and disclosed in one of the following categories:

Level 1 – Quoted prices are available in active markets for identical instruments as of the reporting date. Instruments, which are generally included in this category, include actively traded equity and debt securities, U.S. government obligations, and mutual funds with quoted market prices in active markets.

Level 2 – Pricing inputs are other than quoted in active markets, which are either directly or indirectly observable as of the reporting date, and fair value is determined through the use of models or other valuation methodologies. Certain fixed income securities, primarily corporate bonds, are classified as Level 2 because fair values are estimated using pricing models, matrix pricing, or discounted cash flows.

Level 3 – Pricing inputs are unobservable for the instrument and include situations where there is little, if any, market activity for the instrument. The inputs into the determination of fair value require significant management judgment or estimation.

In some instances, the inputs used to measure fair value may fall into different levels of the fair value hierarchy and is based on the lowest level of input that is significant to the fair value measurement.

Market price is affected by a number of factors, including the type of instrument and the characteristics specific to the instrument. Instruments with readily available active quoted prices generally will have a higher degree of market price observability and a lesser degree of judgment used in measuring fair value. It is reasonably possible that change in values of these instruments will occur in the near term and that such changes could materially affect amounts reported in these financial statements. For more information on the fair value of the Town's financial instruments, see Note 2 - Cash and Investments.

#### F. Accounts Receivable

##### *Government-Wide and Fund Financial Statements*

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

##### *Real Estate, Personal Property Taxes and Tax Liens*

Real estate and personal property taxes are levied and based on values assessed on January 1<sup>st</sup> of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1<sup>st</sup>, November 1<sup>st</sup>, February 1<sup>st</sup> and May 1<sup>st</sup> and are subject to penalties and interest if they are not paid by the respective due date.

Real estate tax liens are processed one year after the close of the valuation year on delinquent properties and are recorded as receivables in the year they are processed.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

*Motor Vehicle Excise*

Motor vehicle excise taxes are assessed annually for each vehicle registered and are recorded as receivables in the year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

*Community Preservation Surcharges*

Community preservation surcharges are levied annually at a rate of 3% of resident's real estate tax bills with exemptions for the first \$100,000 of residential property and property owned by qualified persons with low income and seniors (60+) with low or moderate income defined by DOR guidelines. The surcharge is due with the real estate tax on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Overdue surcharges are included on the tax liens processed on delinquent real estate taxes. Surcharges are recorded as receivables in the year of the levy.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

*Departmental and Other*

Departmental and other receivables consist primarily of amounts due from ambulance charges, police details and facility services. These receivables are recorded when the applicable service has been performed.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

*Intergovernmental*

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

G. Inventories*Government-Wide and Fund Financial Statements*

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

H. Capital Assets*Government-Wide and Proprietary Fund Financial Statements*

Capital assets, which include land, intangible assets, buildings and improvements, machinery and equipment, vehicles, infrastructure (e.g., roads, treatment plants, pump stations, sewer mains and similar items) and construction-in-progress, are reported in the applicable governmental or business-type activity column of the government-wide financial statements and in the proprietary fund financial statements. Capital assets are

recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets; donated works of art, historical treasures and similar assets; and capital assets received in service concession arrangements are recorded at acquisition value.

Intangible assets consist of various conservation easements.

All purchases and construction costs in excess of \$10,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year.

Capital assets (excluding land) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Land improvements.....	30
Buildings and improvements....	10 - 40
Machinery and equipment.....	5 - 20
Vehicles.....	4 - 20
Infrastructure.....	20

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

#### *Governmental Fund Financial Statements*

Capital asset costs are recorded as expenditures in the acquiring fund in the year of the purchase.

#### I. Deferred Outflows/Inflows of Resources

##### *Government-Wide Financial Statements (Net Position)*

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, deferred outflows of resources, represents a consumption of net assets that applies to a future period and so will not be recognized as an outflow of resources (expense/expenditure) until then. The Town has reported deferred outflows of resources related to pensions and OPEB in this category.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents an acquisition of net assets that applies to a future period and so will not be recognized as an inflow of resources (revenue) until that time. The Town has reported deferred inflows of resources related to taxes paid in advance, pensions and OPEB in this category.

#### *Governmental Fund Financial Statements*

In addition to liabilities, the governmental funds balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, deferred inflows of resources, represents assets that have been recorded in the governmental fund financial statements but the revenue is not available and so will not be recognized as an inflow of resources (revenue) until it becomes available. The Town has reported unavailable revenues and taxes paid in advance in this category.

J. Interfund Receivables and Payables

During the course of operations, transactions occur between and within individual funds that may result in amounts owed between funds.

*Government-Wide Financial Statements*

Transactions of a buyer/seller nature between and within governmental funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net position as “internal balances”.

*Fund Financial Statements*

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as “Due from other funds” or “Due to other funds” on the balance sheet.

K. Interfund Transfers

During the course of operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

*Government-Wide Financial Statements*

Transfers between and within governmental funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as “Transfers, net”.

*Fund Financial Statements*

Transfers between and within funds are not eliminated from the individual fund statements and are reported as transfers in and transfers out.

L. Net Position and Fund Equity*Government-Wide Financial Statements (Net Position)*

Net position reported as “net investment in capital assets” includes capital assets, net of accumulated depreciation, less the principal balance of outstanding debt used to acquire capital assets. Unspent proceeds of capital related debt are not considered to be capital assets.

Net position is reported as restricted when amounts are not available for appropriation or are legally restricted by outside parties for a specific future use.

Net position has been “restricted for” the following:

“Employee benefits” represents amounts previously accumulated for self-insurance activities.

“Permanent funds – expendable” represents amounts held in trust for which the expenditures are restricted by various trust agreements.

“Permanent funds – nonexpendable” represents amounts held in trust for which only investment earnings may be expended.

“Gifts and grants” represents amounts restricted for federal and state grant funds and gifts for specific purposes.

“Community preservation” represents amounts restricted for affordable housing, open space and historic purposes.

Sometimes the Town will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted net position and unrestricted net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Town’s policy to consider restricted net position to have been depleted before unrestricted net position is applied.

#### *Fund Financial Statements (Fund Balances)*

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

“Nonspendable” fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

“Restricted” fund balance includes amounts subject to constraints placed on the use of resources that are either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

“Committed” fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority. Town Meeting is the highest level of decision-making authority for the government that can, by adoption of an article prior to the end of the year, commit fund balance. Once adopted, the limitation imposed by the article remains in place until a similar action is taken to remove or revise the limitation.

“Assigned” fund balance includes amounts that are constrained by the Town’s intent to be used for specific purposes but are neither restricted nor committed. The Finance Director is authorized to assign fund balance. Town Meeting may assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year’s appropriated budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment. Conversely, as discussed above, an additional action is essential to either remove or revise a commitment.

“Unassigned” fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund. The general fund is the only fund that reports a positive unassigned fund balance.

The Town’s spending policy is to spend restricted fund balance first, followed by committed, assigned and unassigned fund balance. Most governmental funds are designated for one purpose at the time of their creation. Therefore, any expenditure from the fund will be allocated to the applicable fund balance classifications in the

order of the aforementioned spending policy. The general fund and certain other funds may have more than one purpose.

#### M. Long-term Debt

##### *Government-Wide and Proprietary Fund Financial Statements*

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net position. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the straight-line method. Bonds payable are reported net of the applicable bond premium or discount.

##### *Governmental Fund Financial Statements*

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

#### N. Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the Middlesex County Retirement System and the Massachusetts Teachers' Retirement System and additions to/deductions from the Systems' fiduciary net position have been determined on the same basis as they are reported by the Systems. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

#### O. Investment Income

Investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

#### P. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies. Compensated absence liabilities related to both governmental and business-type activities are normally paid from the funds reporting payroll and related expenditures. Compensated absences are reported in governmental funds only if they have matured.

##### *Government-Wide and Proprietary Fund Financial Statements*

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

##### *Governmental Fund Financial Statements*

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

Q. Use of Estimates*Government-Wide and Fund Financial Statements*

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the year. Actual results could vary from estimates that were used.

R. Total Column*Government-Wide Financial Statements*

The total column presented on the government-wide financial statements represents consolidated financial information.

*Fund Financial Statements*

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

S. Fund Deficits

The Fairbank Community Center, Town-wide drainage, fire station construction, CSX Corridor and Sterns Mill Dam capital projects had year-end deficits of \$18,645,736, \$2,807,248, \$2,366,223, \$813,672, and \$463,656, respectively. These deficits will be funded with available funds and bond proceeds.

**NOTE 2 – CASH AND INVESTMENTS**

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Cash Equivalents." The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit, repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth. In addition, there are various restrictions limiting the amount and length of deposits and investments.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the Town's deposits may not be returned to it. The Town's policy for custodial credit risk is to rely on FDIC and DIF insurance coverage. At year-end, the carrying amount of deposits totaled \$59,420,894 and the bank balance totaled \$62,279,741. Of the bank balance, \$1,000,000 was covered by Federal Depository Insurance, \$25,506,820 was covered by the Depositor's

Insurance Fund, \$604 was covered by the Securities Investor Protection Corporation Insurance and \$35,772,317 was exposed to custodial credit risk because it was uninsured and uncollateralized.

### Interest Rate Risk

The Town's investment policy limits investment maturities to one year or less for bonds and three years or less for government sponsored enterprises, as a means of managing its exposure to fair value losses arising from increasing interest rates. The Town participates in MMDT, which maintains a cash portfolio with combined average maturity of approximately 33 days.

As of June 30, 2023, the Town had the following investments and maturities:

<u>Investment Type</u>	<u>Fair value</u>	<u>Maturities</u>	
		<u>Under 1 Year</u>	<u>1-5 Years</u>
<u>Debt securities:</u>			
Government sponsored enterprises....	\$ 17,799,880	\$ 15,877,863	\$ 1,922,017
<u>Other investments:</u>			
Equity securities.....	9,219,422		
Equity mutual funds.....	2,137,965		
International equity securities.....	460,255		
Money market mutual funds.....	2,160,291		
MMDT - Cash portfolio.....	240,564		
Total investments.....	\$ 32,018,377		

### Custodial Credit Risk – Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the Town will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. The Town does not have a policy for custodial credit risk of investments.

Of the Town's investments, \$17,799,880 of government sponsored enterprises, \$9,219,422 of equity securities, and \$460,255 of international equity securities are subject to custodial credit risk.

### Credit Risk

The Town does not have a policy for credit risk of debt securities. At June 30, 2023, the Town's debt investments consisted of government sponsored enterprises that were rated AAA. The Town's investments of \$2,160,291 in money market mutual funds and \$240,564 in MMDT were unrated.

### Concentration of Credit Risk

Concentration of credit risk is the risk of loss attributed to the magnitude of the Town's investment in a single issuer. The Town places no limit on the amount the Town may invest in any one issuer. The Town did not have more than 5% of its investments in any one individual security.

Fair Value of Investments

The Town holds investments that are measured at fair value on a recurring basis. Because investing is not a core part of the Town's mission, the Town determines that the disclosures related to these investments only need to be disaggregated by major type. The Town chooses a tabular format for disclosing the levels within the fair value hierarchy.

The Town has the following recurring fair value measurements as of June 30, 2023:

Investment Type	June 30, 2023	Fair Value Measurements Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
<b>Investments measured at fair value:</b>				
<u>Debt securities:</u>				
Government sponsored enterprises.....	\$ 17,799,880	\$ 17,799,880	\$ -	\$ -
<u>Other investments:</u>				
Equity securities.....	9,219,422	9,219,422	-	-
Equity mutual funds.....	2,137,965	2,137,965	-	-
International equity securities.....	460,255	460,255	-	-
Money market mutual funds.....	2,160,291	2,160,291	-	-
Total other investments.....	13,977,933	13,977,933	-	-
Total investments measured at fair value.....	31,777,813	\$ 31,777,813	\$ -	\$ -
<b>Investments measured at amortized cost:</b>				
MMDT - Cash portfolio.....	240,564			
Total investments.....	\$ 32,018,377			

Government sponsored enterprises, equity securities, equity mutual funds, international equity securities, and money market mutual funds classified in Level 1 of the fair value hierarchy are valued using prices quoted in active markets for those securities. Matrix pricing is used to value securities based on the securities' relationship to benchmark quoted prices.

MMDT investments are valued at amortized cost. Under the amortized cost method, an investment is valued initially at its cost and adjusted for the amount of interest income accrued each day over the term of the investment to account for any difference between the initial cost and the amount payable at its maturity. If amortized cost is determined not to approximate fair value, the value of the portfolio securities will be determined under procedures established by the Advisor.

**NOTE 3 – RECEIVABLES**

At June 30, 2023, receivables for the individual major and non-major governmental funds, in the aggregate, including the applicable allowances for uncollectible accounts, are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes.... \$	1,355,884	\$ (25,961)	\$ 1,329,923
Tax liens.....	3,094,307	-	3,094,307
Community preservation fund surtax.....	26,196	-	26,196
Motor vehicle and other excise taxes.....	572,355	(79,101)	493,254
Departmental and other.....	945,865	(76,709)	869,156
Intergovernmental.....	2,508,288	-	2,508,288
Total..... \$	<u>8,502,895</u>	<u>\$ (181,771)</u>	<u>\$ 8,321,124</u>

Governmental funds report *unavailable revenue* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current year, the various components of *unavailable revenue* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivables and other assets:</u>			
Real estate and personal property taxes... \$	974,038	\$ -	\$ 974,038
Tax liens.....	3,094,307	-	3,094,307
Community preservation fund surtax.....	-	26,196	26,196
Motor vehicle and other excise taxes.....	493,254	-	493,254
Departmental and other.....	-	869,156	869,156
Intergovernmental.....	-	1,810,706	1,810,706
Tax foreclosures.....	287,008	-	287,008
Total..... \$	<u>4,848,607</u>	<u>\$ 2,706,058</u>	<u>\$ 7,554,665</u>

**NOTE 4 – CAPITAL ASSETS**

Capital asset activity for the year ended June 30, 2023, is as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 50,202,908	\$ -	\$ -	\$ 50,202,908
Construction in progress.....	2,233,726	24,454,206	(321,224)	26,366,708
Intangible assets.....	16,178,237	-	-	16,178,237
Total capital assets not being depreciated....	<u>68,614,871</u>	<u>24,454,206</u>	<u>(321,224)</u>	<u>92,747,853</u>
<u>Capital assets being depreciated:</u>				
Land improvements.....	4,178,279	332,328	-	4,510,607
Buildings and improvements.....	84,374,647	531,442	-	84,906,089
Machinery and equipment.....	14,455,457	258,418	(114,772)	14,599,103
Vehicles.....	5,094,347	1,030,975	(355,946)	5,769,376
Infrastructure.....	23,501,643	1,406,884	-	24,908,527
Total capital assets being depreciated.....	<u>131,604,373</u>	<u>3,560,047</u>	<u>(470,718)</u>	<u>134,693,702</u>
<u>Less accumulated depreciation for:</u>				
Land improvements.....	(1,891,615)	(151,947)	-	(2,043,562)
Buildings and improvements.....	(43,725,105)	(2,143,762)	-	(45,868,867)
Machinery and equipment.....	(8,878,846)	(850,507)	114,772	(9,614,581)
Vehicles.....	(4,351,494)	(501,600)	355,946	(4,497,148)
Infrastructure.....	(14,575,818)	(713,304)	-	(15,289,122)
Total accumulated depreciation.....	<u>(73,422,878)</u>	<u>(4,361,120)</u>	<u>470,718</u>	<u>(77,313,280)</u>
Total capital assets being depreciated, net.....	<u>58,181,495</u>	<u>(801,073)</u>	<u>-</u>	<u>57,380,422</u>
Total governmental activities capital assets, net....	<u>\$ 126,796,366</u>	<u>\$ 23,653,133</u>	<u>\$ (321,224)</u>	<u>\$ 150,128,275</u>
	Beginning Balance	Increases	Decreases	Ending Balance
<b>Business-Type Activities:</b>				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 192,500	\$ -	\$ -	\$ 192,500
<u>Capital assets being depreciated:</u>				
Buildings and improvements.....	1,650,181	-	-	1,650,181
Machinery and equipment.....	102,278	-	-	102,278
Vehicles.....	318,180	-	-	318,180
Total capital assets being depreciated.....	<u>2,070,639</u>	<u>-</u>	<u>-</u>	<u>2,070,639</u>
<u>Less accumulated depreciation for:</u>				
Buildings and improvements.....	(1,157,437)	(34,868)	-	(1,192,305)
Machinery and equipment.....	(84,533)	(8,871)	-	(93,404)
Vehicles.....	(318,180)	-	-	(318,180)
Total accumulated depreciation.....	<u>(1,560,150)</u>	<u>(43,739)</u>	<u>-</u>	<u>(1,603,889)</u>
Total capital assets being depreciated, net.....	<u>510,489</u>	<u>(43,739)</u>	<u>-</u>	<u>466,750</u>
Total business-type activities capital assets, net..	<u>\$ 702,989</u>	<u>\$ (43,739)</u>	<u>\$ -</u>	<u>\$ 659,250</u>

Depreciation expense was charged to functions/programs of the primary government as follows:

**Governmental Activities:**

General government.....	\$	337,545
Public safety.....		541,025
Education.....		1,643,269
Public works.....		1,673,221
Health and human services.....		4,805
Culture and recreation.....		161,255
		<u>4,361,120</u>
Total depreciation expense - governmental activities....	\$	<u>4,361,120</u>

**Business-Type Activities:**

Swimming pool.....	\$	34,868
Transfer station.....		8,871
		<u>43,739</u>
Total depreciation expense - business-type activities...	\$	<u>43,739</u>

**NOTE 5 – INTERFUND RECEIVABLES, PAYABLES AND TRANSFERS**

Interfund receivables and payables totaled \$332,886 as of June 30, 2023 and consisted of funds due to the general fund from the Chapter 90 projects fund. The outstanding balance resulted from the time lag between the dates that reimbursable expenditures are incurred, and reimbursements are received.

Interfund transfers for the year ended June 30, 2023, are summarized as follows:

Transfers Out:	Transfers In:			Total	
	General Fund	General Capital Projects	Nonmajor Governmental Funds		
General Fund.....	\$ -	\$ -	\$ 279,259	\$ 279,259	(1)
Nonmajor Governmental Funds.....	660,000	75,000	-	735,000	(2)
Recreation Field Maintenance Fund..	10,500	-	-	10,500	(3)
Total.....	<u>\$ 670,500</u>	<u>\$ 75,000</u>	<u>\$ 279,259</u>	<u>\$ 1,024,759</u>	

- (1) Represents a budgeted transfer from the general fund to the nonmajor town grants fund to cover grant deficit.
- (2) Represents a budgeted transfer from the nonmajor ambulance revolving fund to the general fund, and a transfer from the nonmajor governmental funds to the capital projects fund to reallocate resources.
- (3) Represents a budgeted transfer from the recreation field maintenance enterprise fund to the synthetic turf field stabilization fund.

**NOTE 6 – SHORT-TERM FINANCING**

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund and enterprise funds, respectively.

The Town had the following short-term financing activity during the year:

Type	Purpose	Rate (%)	Due Date	Balance at June 30, 2022	Renewed/ Issued	Retired/ Redeemed	Balance at June 30, 2023
<b>Governmental Funds:</b>							
BAN	MCWT Interim Loan Note.....	0.00%	(1)	\$ 471,600	\$ 28,400	\$ (500,000)	\$ -
BAN	Community Center.....	5.00%	2/7/2024	-	28,832,000	-	28,832,000
BAN	Drainage & Roadway Reconstruction....	5.00%	2/7/2024	-	3,400,000	-	3,400,000
BAN	Fire Station Addition.....	5.00%	2/7/2024	-	3,300,000	-	3,300,000
BAN	Land Acquisition.....	5.00%	2/7/2024	-	820,000	-	820,000
BAN	Bridge Replacement.....	5.00%	2/7/2024	-	460,000	-	460,000
Total Governmental Funds.....				\$ 471,600	\$ 36,840,400	\$ (500,000)	\$ 36,812,000

- (1) The Town entered into an interim loan with the Massachusetts Clean Water Trust (MCWT) in 2020 totaling \$500,000 for a Comprehensive Wastewater Management Plan project. During 2023 the Town drew down the remaining loan proceeds and permanently financed the project over a 20 year period. The outstanding loan has been reported as long-term debt in the Town's financial statements.

**NOTE 7 – LONG-TERM DEBT**

State law permits the Town, under the provisions of Chapter 44, Section 10, to authorize indebtedness up to a limit of 5% of its equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit." In addition, however, a Town may authorize debt in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit."

Details related to the outstanding indebtedness at June 30, 2023, and the debt service requirements are as shown on the following page.

**Bonds Payable Schedule – Governmental Funds**

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2023
<b>General Obligation Bonds Payable:</b>				
General Obligation Refunding Bonds - CPA 2018.....	2029	\$ 2,640,000	2.00-4.00	\$ 1,430,000
General Obligation Refunding Bonds - CPA 2004.....	2024	2,455,000	1.50-2.00	215,000
General Obligation Refunding Bonds - CPA 2005.....	2025	1,590,000	1.50-2.00	235,000
ESCO Loan.....	2030	974,146	2.51	586,203
General Obligation Bonds - Police Station (exempt)....	2035	6,760,000	2.00-5.00	4,044,000
General Obligation Bonds - Johnson (exempt).....	2035	1,724,000	2.00-5.00	1,020,000
General Obligation Bonds - Nixon.....	2025	440,000	2.00-5.00	80,000
General Obligation Bonds - Police.....	2031	280,800	2.00-5.00	151,000
General Obligation Bonds - CPA Johnson.....	2035	1,000,000	2.00-5.00	600,000
General Obligation Bonds - Broadacres.....	2041	3,465,000	1.00-4.00	3,115,000
General Obligation Bonds - Camp Sewataro.....	2041	11,065,000	1.00-4.00	9,945,000
General Obligation Bonds - DPW Fuel.....	2031	1,345,000	1.00-4.00	1,075,000
General Obligation Bonds - Stearns Mill Dam.....	2026	685,000	4.00	405,000
General Obligation Bonds - Nixon Roof Refunding.....	2024	80,000	1.55-2.00	40,000
General Obligation Bonds - Pantry Brook Refunding....	2034	2,005,000	1.00-4.00	1,850,000
General Obligation Bonds - CPA 2010 Refunding.....	2031	905,000	1.00-4.00	725,000
Subtotal General Obligation Bonds Payable.....				25,516,203
<b>Direct Borrowings Payable:</b>				
Massachusetts Clean Water Trust Loan of 2023.....	2043	500,000	1.50	500,000
Total Bonds Payable.....				26,016,203
Add: Unamortized premium on bonds.....				538,618
Total Bonds Payable, net.....				\$ 26,554,821

Debt service requirements for principal and interest for Governmental general obligation bonds and direct borrowings payable in future years are shown as follows:

Year	General Obligation Bonds Payable		Direct Borrowings Payable		Total
	Principal	Interest	Principal	Interest	
2024.....	\$ 2,458,116	\$ 641,636	\$ 25,000	\$ 8,146	\$ 3,132,898
2025.....	2,207,845	555,257	25,000	7,126	2,795,228
2026.....	2,072,895	478,757	25,000	6,750	2,583,402
2027.....	1,933,273	418,379	25,000	6,376	2,383,028
2028.....	1,933,787	365,965	25,000	6,000	2,330,752
2029.....	1,939,641	313,223	25,000	5,624	2,283,488
2030.....	1,715,646	262,682	25,000	5,250	2,008,578
2031.....	1,615,000	226,977	25,000	4,876	1,871,853
2032.....	1,375,000	193,777	25,000	4,500	1,598,277
2033.....	1,375,000	165,913	25,000	4,126	1,570,039
2034.....	1,380,000	137,783	25,000	3,750	1,546,533
2035.....	1,190,000	109,640	25,000	3,376	1,328,016
2036.....	720,000	82,558	25,000	3,000	830,558
2037.....	720,000	69,350	25,000	2,624	816,974
2038.....	720,000	55,875	25,000	2,250	803,125
2039.....	720,000	42,400	25,000	1,874	789,274
2040.....	720,000	28,658	25,000	1,500	775,158
2041.....	720,000	14,462	25,000	1,126	760,588
2042.....	-	-	25,000	750	25,750
2043.....	-	-	25,000	376	25,376
Total.....	\$ 25,516,203	\$ 4,163,292	\$ 500,000	\$ 79,400	\$ 30,258,895

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2023, the Town had authorized and unissued debt as follows:

Purpose	Amount
School Building Renovations.....	\$ 621,000
DPW Fuel Storage and Management System.....	155,000
Stearns Mill Pond Dam and Dutton Road Bridge.....	1,165,000
Broadacres Farm Acquisition.....	195,000
Camp Sewataro Acquisition.....	235,000
CSX Corridor.....	1,220,500
Fairbank Community Center Design and Construction.....	28,832,000
Construction of Housing/Living Addition - Fire Station 2.....	3,300,000
Town-Wide Drainage and Roadway Reconstruction.....	3,400,000
Total.....	\$ <u>39,123,500</u>

### Changes in Long-term Liabilities

During the year ended June 30, 2023, the following changes occurred in long-term liabilities:

	Beginning Balance	Bonds and Notes Issued	Bonds and Notes Redeemed	Other Increases	Other Decreases	Ending Balance	Due Within One Year
<b>Governmental Activities:</b>							
Long-term bonds payable.....	\$ 27,984,706	\$ -	\$ (2,468,503)	\$ -	\$ -	\$ 25,516,203	\$ 2,458,116
Long-term direct borrowings payable.....	-	500,000	-	-	-	500,000	25,000
Add: Unamortized premium on bonds...	633,891	-	-	282,118	(377,391)	538,618	83,965
Total bonds payable.....	28,618,597	500,000	(2,468,503)	282,118	(377,391)	26,554,821	2,567,081
Compensated absences.....	766,367	-	-	45,705	(76,637)	735,435	73,543
Net pension liability.....	53,865,422	-	-	17,937,299	(5,908,567)	65,894,154	-
Net OPEB liability.....	47,977,409	-	-	3,613,192	(1,328,589)	50,262,012	-
Total governmental activity long-term liabilities.....	\$ <u>131,227,795</u>	\$ <u>500,000</u>	\$ <u>(2,468,503)</u>	\$ <u>21,878,314</u>	\$ <u>(7,691,184)</u>	\$ <u>143,446,422</u>	\$ <u>2,640,624</u>
<b>Business-Type Activities:</b>							
Compensated absences.....	\$ 18,410	\$ -	\$ -	\$ 2,858	\$ (1,842)	\$ 19,426	\$ 1,943
Net pension liability.....	777,711	-	-	258,979	(85,308)	951,382	-
Net OPEB liability.....	211,954	-	-	20,391	(18,587)	213,758	-
Total business-type activity long-term liabilities.....	\$ <u>1,008,075</u>	\$ <u>-</u>	\$ <u>-</u>	\$ <u>282,228</u>	\$ <u>(105,737)</u>	\$ <u>1,184,566</u>	\$ <u>1,943</u>

The governmental activities long-term liabilities are generally liquidated by the general fund, except for debt incurred and paid for by the community preservation fund, and the business-type activities long-term liabilities are generally liquidated by the applicable enterprise fund.

**NOTE 8 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS**

The Town classifies fund balance according to the constraints imposed on the use of those resources. GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The Town has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

Massachusetts General Law Ch.40 §5B allows for the establishment of stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body.

The Town maintains a general stabilization fund with a year-end balance of \$5,296,814, that is reported in the general fund as unassigned fund balance. The Town also maintains an energy stabilization fund, Melone property stabilization fund, capital stabilization fund, and synthetic turf stabilization fund with balances of \$46,000, \$1,100,000, \$1,000,100, and \$72,101, respectively. These special purpose stabilization funds are reported in the general fund as committed fund balance.

The Town maintains a workers' compensation fund with a year-end balance of \$140,186. This fund is reported in the general fund as restricted fund balance.

The Town has classified its fund balances with the following hierarchy:

	General	Community Preservation	General Capital Projects	Nonmajor Governmental Funds	Total Governmental Funds
Fund Balances:					
Nonspendable:					
Permanent fund principal..... \$	-	-	-	1,254,167	1,254,167
Restricted for:					
Workers' compensation fund.....	140,186	-	-	-	140,186
Community preservation.....	-	10,382,815	-	-	10,382,815
School lunch.....	-	-	-	776,087	776,087
Affordable housing.....	-	-	-	297,940	297,940
Revolving.....	-	-	-	5,999,523	5,999,523
Receipts reserved for appropriation.....	-	-	-	1,729,598	1,729,598
Town grants.....	-	-	-	3,019,926	3,019,926
Other special revenue fund.....	-	-	-	1,628,320	1,628,320
General capital projects.....	-	-	1,621,307	-	1,621,307
Cemetery perpetual care.....	-	-	-	309,706	309,706
Other permanent fund.....	-	-	-	205,598	205,598
Committed to:					
General government.....	544,161	-	-	-	544,161
Public safety.....	233,895	-	-	-	233,895
Education.....	2,246,047	-	-	-	2,246,047
Public works.....	3,834,305	-	-	-	3,834,305
Culture and recreation.....	68,036	-	-	-	68,036
Capital stabilization.....	1,000,100	-	-	-	1,000,100
Energy savings programs stabilization...	46,000	-	-	-	46,000
Melone property stabilization.....	1,100,000	-	-	-	1,100,000
Synthetic turf field stabilization.....	72,101	-	-	-	72,101
Assigned to:					
General government.....	41,450	-	-	-	41,450
Public safety.....	2,240	-	-	-	2,240
Education.....	236,800	-	-	-	236,800
Public works.....	177,264	-	-	-	177,264
Health and human services.....	8,832	-	-	-	8,832
Culture and recreation.....	8,355	-	-	-	8,355
Employee benefits.....	10,429	-	-	-	10,429
Unassigned.....	12,710,652	-	(25,096,535)	-	(12,385,883)
Total Fund Balances..... \$	<u>22,480,853</u>	<u>10,382,815</u>	<u>(23,475,228)</u>	<u>15,220,865</u>	<u>24,609,305</u>

## NOTE 9 – RISK FINANCING

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance. The Town participates in a premium-based health care and workers' compensation plan for its active employees. The amount of the claim settlements has not exceeded insurance coverage in any of the previous three fiscal years.

**NOTE 10 – PENSION PLAN***Plan Description*

The Town is a member of the Middlesex County Retirement System (MCRS), a cost-sharing multiple-employer defined benefit pension plan covering eligible employees of the member units. The MCRS is administered by the Middlesex Retirement Board (the "Board") on behalf of all current employees and retirees except for current teachers and retired teachers. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. The audited financial report may be obtained by visiting <http://middlesexretirement.org>.

The Town is a member of the Massachusetts Teachers' Retirement System (MTRS), a cost-sharing multi-employer defined benefit plan. MTRS is managed by the Commonwealth of Massachusetts (Commonwealth) on behalf of municipal teachers and municipal teacher retirees. The Commonwealth is a nonemployer contributor and is responsible for 100% of the contributions and future benefit requirements of the MTRS. The MTRS covers certified teachers in cities (except Boston), towns, regional school districts, charter schools, educational collaboratives and Quincy College. The MTRS is part of the Commonwealth's reporting entity and the audited financial report may be obtained by visiting <https://www.macomptroller.org/gasb-68-reports/>.

*Special Funding Situation*

The Commonwealth is a nonemployer contributor and is required by statute to make 100% of all actuarially determined employer contributions on behalf of the Town to the MTRS. Therefore, the Town is considered to be in a special funding situation as defined by GASB Statement No. 68, *Accounting and Financial Reporting for Pensions* and the Commonwealth is a nonemployer contributor in MTRS. Since the Town does not contribute directly to MTRS, there is no net pension liability to recognize. The total of the Commonwealth provided contributions have been allocated based on each employer's covered payroll to the total covered payroll of employers in MTRS as of the measurement date of June 30, 2022. The Town's portion of the collective pension expense, contributed by the Commonwealth, of \$7,343,630 is reported in the general fund as intergovernmental revenue and pension expense in the current fiscal year. The portion of the Commonwealth's collective net pension liability associated with the Town is \$89,273,660 as of the measurement date.

*Benefits Provided*

Both Systems provide retirement, disability, survivor and death benefits to plan members and beneficiaries. Massachusetts Contributory Retirement System benefits are, with certain minor exceptions, uniform from system to system. The System provides for retirement allowance benefits up to a maximum of 80% of a member's highest three-year average annual rate of regular compensation. For persons who became members on or after April 2, 2012, average salary is the average annual rate of regular compensation received during the five consecutive years that produce the highest average, or, if greater, during the last five years (whether or not consecutive) preceding retirement. Benefit payments are based upon a member's age, length of creditable service, level of compensation, and group classification. Members become vested after ten years of creditable service.

Employees who resign from service and who are not eligible to receive a retirement allowance or are under the age of 55 are entitled to request a refund of their accumulated total deductions. Survivor benefits are extended to eligible beneficiaries of members whose death occurs prior to or following retirement.

Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Board and are borne by the System.

There were no changes in benefit terms that affected the measurement of the total pension liability since the prior measurement date.

### Contributions

Chapter 32 of the MGL governs the contributions of plan members and member units. Active plan members are required to contribute to the System at rates ranging from 5% to 9% of gross regular compensation with an additional 2% contribution required for compensation exceeding \$30,000. The percentage rate is keyed to the date upon which an employee's membership commences. The member units are required to pay into the MCRS a legislatively mandated actuarially determined contribution that is apportioned among the employers based on active current payroll. The Town's actual contribution for the year ended December 31, 2022, was \$5,993,875, or 30.27% of covered payroll. The Town's actual contribution equaled its proportionate share of the required contribution. The required contribution is actuarially determined as an amount that, when combined with plan member contributions, is expected to finance the costs of benefits earned by plan members during the year, with an additional amount to finance any unfunded accrued liability.

### Pension Liabilities

At June 30, 2023, the Town reported a liability of \$66,845,536 for its proportionate share of the net pension liability. The net pension liability was measured as of December 31, 2022, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of January 1, 2022. The Town's proportion of the net pension liability was based on a projection of the Town's long-term share of contributions to the pension plan relative to the projected contributions of all participating members, actuarially determined. At December 31, 2022, the Town's proportion was 3.94%, which decreased from its proportionate share of 4.08% measured at December 31, 2021.

### Pension Expense

For the year ended June 30, 2023, the Town recognized pension expense of \$6,120,660. At June 30, 2023, the Town reported deferred outflows of resources related to pensions of \$7,240,420 and deferred inflows of resources related to pensions of \$2,033,590.

The balances of deferred outflows and inflows of resources related to pensions at June 30, 2023 consist of the following:

Deferred Category	Deferred Outflows of Resources	Deferred Inflows of Resources	Total
Differences between expected and actual experience.....	\$ 491,174	\$ -	\$ 491,174
Net difference between projected and actual earnings.....	5,374,148	-	5,374,148
Changes in assumptions.....	1,154,201	-	1,154,201
Changes in proportion and proportionate share of contributions....	220,897	(2,033,590)	(1,812,693)
Total deferred outflows/(inflows) of resources.....	\$ 7,240,420	\$ (2,033,590)	\$ 5,206,830

The deferred outflows and inflows of resources related to pensions will be recognized in pension expense as follows:

<u>Year ended June 30:</u>	
2024.....	\$ 515,805
2025.....	756,668
2026.....	1,287,686
2027.....	<u>2,646,671</u>
Total.....	\$ <u>5,206,830</u>

### Actuarial Assumptions

The total pension liability in the January 1, 2022, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement that was rolled forward to December 31, 2022:

Valuation date.....	January 1, 2022
Actuarial cost method.....	Entry Age Normal Cost Method.
Amortization method.....	Prior year's total contribution increased by 6.5% for fiscal 2023 through fiscal 2028, and thereafter the remaining unfunded liability will be amortized on a 4.0% annual increasing basis; ERI liability amortized in level payments.
Remaining amortization period.....	17 years from July 1, 2020 for non-ERI liability, and 2 years from July 1, 2020 for 2010 ERI.
Asset valuation method.....	The difference between the expected return and the actual investment return on a fair value basis is recognized over a five year period. Asset value is adjusted as necessary to be within 20% of the fair value.
Inflation rate.....	3.25%
Projected salary increases.....	Varies by length of service with ultimate rates of 4.00% for Group 1, 4.25% for Group 2 and 4.50% for Group 4.
Cost of living adjustments.....	3.0% of the first \$16,000 of retirement income.
Mortality Rates:	
Pre-Retirement.....	The RP-2014 Blue Collar Employee Mortality Table projected generationally with Scale MP-2021.
Healthy Retiree.....	The RP-2014 Blue Collar Healthy Annuitant Mortality Table projected generationally with Scale MP-2021.
Disabled Retiree.....	The RP-2014 Blue Collar Healthy Annuitant Mortality Table set forward one year and projected generationally with Scale MP-2021.
Investment rate of return/discount rate....	7.15%

*Investment Policy*

The pension plan's policy in regard to the allocation of invested assets is established by PRIT. Plan assets are managed on a total return basis with a long-term objective of achieving a fully funded status for the benefits provided through the pension plan.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the pension plan's target asset allocation as of December 31, 2022, are summarized in the following table:

Asset Class	Long-Term Expected Real Rate of Return	Long-Term Expected Asset Allocation
Domestic equity.....	6.59%	20.50%
International developed markets equity...	6.87%	12.00%
International emerging markets equity....	8.30%	4.50%
Core fixed income.....	1.53%	15.00%
High-yield fixed income.....	3.54%	8.00%
Real estate.....	3.44%	10.00%
Timber.....	4.01%	4.00%
Hedge funds, GTAA, risk parity.....	3.06%	10.00%
Private equity.....	9.49%	16.00%
		100.00%

*Rate of Return*

For the year ended December 31, 2022, the annual money-weighted rate of return on pension plan investments, net of pension plan investment expense, was -11.54%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

*Discount Rate*

The discount rate used to measure the total pension liability was 7.15% at December 31, 2022 and December 31, 2021. The projection of cash flows used to determine the discount rate assumed plan member contributions will be made at the current contribution rate and that contributions will be made at rates equal to the actuarially determined contribution rate. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

*Sensitivity of the Net Pension Liability to Changes in the Discount Rate*

The following presents the net pension liability, calculated using the discount rate of 7.15%, as well as what the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower (6.15%) or 1-percentage-point higher (8.15%) than the current rate:

	1% Decrease (6.15%)	Current Discount (7.15%)	1% Increase (8.15%)
The Town's proportionate share of the net pension liability.....	\$ 82,745,585	\$ 66,845,536	\$ 53,459,009

*Changes of Assumptions*

None.

*Changes in Plan Provisions*

None.

**NOTE 11 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS***Plan Description*

The Town of Sudbury administers a single-employer defined benefit healthcare plan (“the Retiree Health Plan”). The plan provides health, dental and life insurance for eligible retirees and their spouses through a single-employer defined Other Postemployment Benefit (OPEB) plan. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the plan. Benefit provisions are negotiated between the Town and the unions representing Town employees and are renegotiated each bargaining period. The Retiree Health Plan does not issue a publicly available financial report.

*Funding Policy*

The contribution requirements of plan members and the Town are established and may be amended by the Town. The required contribution is based on a pay-as-you-go financing requirement. The Town contributes 50 percent of the cost of current-year premiums for health and life insurance for eligible retired plan members and their spouses. Plan members receiving benefits contribute the remaining 50 percent of their premium costs for health and life insurance and all of the premiums related to dental insurance. For the year ended June 30, 2023, the Town contributed \$2.6 million to the plan. The average contribution rate for 2023 was 5.53% of covered employee payroll.

The Commonwealth of Massachusetts passed special legislation that enabled the Town to establish a postemployment benefit trust fund for the purpose of accumulating assets to pre-fund its OPEB liabilities.

The Strategic Financial Planning Committee for OPEB Liabilities was created to generate, evaluate and report on strategies and options, both short and long term, for dealing with the unfunded OPEB liabilities facing the Town of Sudbury.

During 2023, the Town pre-funded future OPEB liabilities by contributing \$714,453 to the OPEB Trust Fund in excess of the pay-as-you-go required contribution. These funds are reporting within the Fiduciary Funds financial statements. As of June 30, 2023, the balance of this fund totaled \$13.8 million.

#### *Employees Covered by Benefit Terms*

The following table represents the Plan's membership at June 30, 2023:

Active members.....	610
Inactive members currently receiving benefits....	<u>469</u>
Total.....	<u>1,079</u>

#### *Components of OPEB Liability*

The following table represents the components of the Plan's OPEB liability as of June 30, 2023:

Total OPEB liability.....	\$ 64,292,392
Less: OPEB plan's fiduciary net position.....	<u>(13,816,622)</u>
Net OPEB liability.....	<u>\$ 50,475,770</u>
The OPEB plan's fiduciary net position as a percentage of the total OPEB liability....	21.49%

#### *Significant Actuarial Methods and Assumptions*

The total OPEB liability in the July 1, 2021, actuarial valuation was determined using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified, that was updated to June 30, 2023:

Valuation date.....	July 1, 2021
Actuarial cost method.....	Entry Age Normal.
Asset valuation method.....	Fair Value.
Investment rate of return.....	5.45%
Discount rate.....	5.30%, net of investment expenses, including inflation.
Municipal bond rate.....	4.13%, based on the S&P Municipal Bond 20-Year High Grade Index - SAPIHG, as of June 30, 2023.
Inflation rate.....	2.50% as of June 30, 2023 and for future periods.
Payroll growth.....	3.00% as of June 30, 2023 and for future periods.

## Mortality rates:

Pre-Retirement.....	General: RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale MP-2016 for males and females, set forward one year for females. Teachers: RP-2014 Mortality Table for White Collar Employees projected generationally with scale MP-2016 for males and females.
Post-Retirement.....	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward one year for females. Teachers: RP-2014 Mortality for White Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females.
Disabled.....	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward one year. Teachers: RP-2014 Mortality Table for White Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females.

*Rate of Return*

For the year ended June 30, 2023, the annual money-weighted rate of return on investments, net of investment expense, was 9.00%. The money-weighted rate of return expresses investment performance, net of investment expense, adjusted for the changing amounts actually invested.

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which best-estimate ranges of expected future rates of return (expected returns, net of investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return of by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. Best estimates of arithmetic real rates of return for each major asset class included in the target asset allocation as of June 30, 2023 are summarized in the following table:

Asset Class	Long-Term Expected Asset Allocation	Long-Term Expected Real Rate of Return
Domestic Equity - Large Cap.....	66.75%	4.10%
Domestic Equity - Small/Mid Cap.....	0.00%	4.55%
International Equity - Developed Market..	3.25%	4.64%
International Equity - Emerging Market...	0.00%	5.45%
Domestic Fixed Income.....	29.50%	1.05%
International Fixed Income.....	0.00%	0.96%
Alternatives.....	0.00%	5.95%
Real Estate.....	0.00%	6.25%
Cash.....	0.50%	0.00%
Total.....	100.00%	

*Discount Rate*

The discount rate used to measure the total OPEB liability was 5.30% as of June 30, 2023 and 5.43% as of June 30, 2022. The projection of cash flows used to determine the discount rate assumed that contributions will be made in accordance with the Plan's funding policy. Based on those assumptions, the OPEB plan's fiduciary net position was projected to be insufficient to make all projected benefit payments to current plan members. Therefore, the long-term expected rate of return on the OPEB plan assets was applied to the projected benefit payments which the net position is expected to be sufficient to cover until fiscal 2076, and the municipal bond rate, based on the S&P Municipal Bond 20-Year High Grade Index published on June 30, 2023, was applied to all periods thereafter to determine the total OPEB liability.

*Changes in the Net OPEB Liability*

	Increase (Decrease)		
	Total OPEB Liability (a)	Plan Fiduciary Net Position (b)	Net OPEB Liability (a) - (b)
Balances at June 30, 2022.....	\$ 60,104,544	\$ 11,915,181	\$ 48,189,363
Changes for the year:			
Service cost.....	1,761,252	-	1,761,252
Interest.....	3,308,343	-	3,308,343
Changes of assumptions.....	1,020,732	-	1,020,732
Net investment income.....	-	1,186,988	(1,186,988)
Employer contributions.....	-	2,616,932	(2,616,932)
Benefit payments.....	(1,902,479)	(1,902,479)	-
Net change.....	<u>4,187,848</u>	<u>1,901,441</u>	<u>2,286,407</u>
Balances at June 30, 2023.....	<u>\$ 64,292,392</u>	<u>\$ 13,816,622</u>	<u>\$ 50,475,770</u>

*Sensitivity of the Net OPEB Liability to Changes in the Discount Rate*

The following table presents the net OPEB liability, calculated using the discount rate of 5.30%, as well as what the net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower (4.30%) or 1-percentage-point higher (6.30%) than the current rate.

	1% Decrease (4.30%)	Current Discount Rate (5.30%)	1% Increase (6.30%)
Net OPEB liability... \$	<u>61,069,518</u>	<u>50,475,770</u>	<u>42,060,853</u>

*Sensitivity of the Net OPEB Liability to Changes in the Healthcare Trend*

The following table presents the net OPEB liability, calculated using the current healthcare trend rate, as well as what the net OPEB liability would be if it were calculated using a healthcare trend rate that is 1-percentage-point lower or 1-percentage-point higher.

	<u>1% Decrease</u>	<u>Current Trend</u>	<u>1% Increase</u>
Net OPEB liability.....	\$ 41,255,194	\$ 50,475,770	\$ 62,202,573

*OPEB Expense and Deferred Outflows and Inflows of Resources Related to OPEB*

For the financial reporting year ended June 30, 2023, the Town recognized OPEB expense of \$3,633,583 and reported deferred outflows and inflows of resources related to OPEB from the following sources:

<u>Deferred Category</u>	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>	<u>Total</u>
Differences between expected and actual experience.....	\$ -	\$ (1,810,997)	\$ (1,810,997)
Net difference between projected and actual earnings.....	-	(530,916)	(530,916)
Changes of assumptions.....	11,451,221	(26,488,143)	(15,036,922)
Total deferred outflows/(inflows) of resources.....	\$ 11,451,221	\$ (28,830,056)	\$ (17,378,835)

Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

Reporting year ended June 30:

2024.....	\$ (1,208,248)
2025.....	(2,324,185)
2026.....	(5,660,075)
2027.....	(6,204,944)
2028.....	(2,037,645)
Thereafter.....	56,262
Total.....	\$ (17,378,835)

*Changes of Assumptions* – The discount rate was decreased from 5.43% as of June 30, 2022, to 5.30% as of June 30, 2023.

*Changes in Plan Provisions* – None.

**NOTE 12 – COMMITMENTS AND CONTINGENCIES**

The Town is committed to completing various projects throughout the Town which will be funded with long-term debt totaling approximately \$39.1 million. The general fund has various pending transactions for goods and services related to articles and encumbrances totaling \$7.4 million.

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Title 2 *U.S. Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending against the Town. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2023, cannot be ascertained, management believes any resulting liability should not materially affect the financial position of the Town at June 30, 2023.

The general fund has various commitments for goods and services related to articles and encumbrances of \$7.4 million.

### NOTE 13 – SUBSEQUENT EVENTS

Management has evaluated subsequent events through December 22, 2023, which is the date the financial statements were available to be issued.

### NOTE 14 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During 2023, the following GASB pronouncements were implemented:

- GASB Statement #91, *Conduit Debt Obligations*. This pronouncement did not impact the annual comprehensive financial report.
- GASB Statement #94, *Public-Private and Public-Public Partnerships and Availability Payment Arrangements*. This pronouncement did not impact the annual comprehensive financial report.
- GASB Statement #96, *Subscription-Based Information Technology Arrangements*. This pronouncement did not impact the annual comprehensive financial report.
- GASB Statement #99, *Omnibus 2022*. This pronouncement did not impact the annual comprehensive financial report.

The following GASB pronouncements will be implemented in the future:

- The GASB issued Statement #100, *Accounting Changes and Error Corrections*, which is required to be implemented in 2024.
- The GASB issued Statement #101, *Compensated Absences*, which is required to be implemented in 2025.

Management is currently assessing the impact the implementation of these pronouncements will have on the annual comprehensive financial report.

# ***Required Supplementary Information***

# ***General Fund Budgetary Comparison Schedule***

The General Fund is the general operating fund of the Town. It is used to account for all the financial resources, except those required to be accounted for in another fund.

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>REVENUES:</b>					
Real estate and personal property taxes, net of tax refunds.....	\$ 97,256,959	\$ 98,572,492	\$ 98,495,687	\$ -	\$ (76,805)
Tax liens.....	-	-	160,167	-	160,167
Motor vehicle and other excise taxes.....	3,991,259	3,991,259	4,315,418	-	324,159
Penalties and interest on taxes.....	246,000	246,000	397,402	-	151,402
Payments in lieu of taxes.....	37,000	37,000	51,296	-	14,296
Licenses and permits.....	651,000	651,000	1,313,248	-	662,248
Fines and forfeitures.....	8,000	8,000	15,876	-	7,876
Intergovernmental.....	6,977,091	6,977,091	6,952,173	-	(24,918)
Departmental and other.....	391,000	391,000	1,042,216	-	651,216
Investment income (loss).....	-	-	221,948	-	221,948
<b>TOTAL REVENUES.....</b>	<b>109,558,309</b>	<b>110,873,842</b>	<b>112,965,431</b>	<b>-</b>	<b>2,091,589</b>
<b>EXPENDITURES:</b>					
Current:					
General Government:					
Select Board/Town Manager					
Personal services.....	419,580	569,582	568,979	-	603
Expenditures.....	80,691	83,389	49,030	34,296	63
Total.....	500,271	652,971	618,009	34,296	666
Assistant Town Manager/Personnel					
Personal services.....	232,472	164,772	164,528	-	244
Expenditures.....	9,413	6,413	5,937	214	262
Total.....	241,885	171,185	170,465	214	506
Accounting					
Personal services.....	330,313	259,013	258,820	-	193
Expenditures.....	71,015	79,315	79,262	-	53
Total.....	401,328	338,328	338,082	-	246
Finance Committee					
Personal services.....	4,959	4,959	-	-	4,959
Assessors					
Personal services.....	224,717	224,717	210,534	-	14,183
Expenditures.....	69,022	69,022	67,023	119	1,880
Total.....	293,739	293,739	277,557	119	16,063
Finance Director/Treasurer/Collector					
Personal services.....	309,099	286,099	283,253	-	2,846
Expenditures.....	31,027	31,027	27,205	1,534	2,288
Total.....	340,126	317,126	310,458	1,534	5,134
Information Systems					
Personal services.....	225,181	245,131	244,892	-	239
Expenditures.....	492,500	526,550	348,319	177,441	790
Total.....	717,681	771,681	593,211	177,441	1,029
Law					
Personal services.....	31,683	31,683	24,429	-	7,254
Expenditures.....	338,943	353,877	183,754	170,073	50
Total.....	370,626	385,560	208,183	170,073	7,304
Town Clerk and Registrars					
Personal services.....	316,841	316,841	311,645	-	5,196
Expenditures.....	43,255	66,100	61,372	2,529	2,199
Total.....	360,096	382,941	373,017	2,529	7,395

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>Conservation</b>					
Personal services.....	146,643	146,493	144,124	-	2,369
Expenditures.....	29,748	29,898	25,482	4,394	22
Total.....	176,391	176,391	169,606	4,394	2,391
<b>Planning and Board of Appeals</b>					
Personal services.....	329,845	322,845	244,166	-	78,679
Expenditures.....	141,683	298,683	114,781	179,183	4,719
Total.....	471,528	621,528	358,947	179,183	83,398
<b>Town-Wide Operations</b>					
Expenditures.....	180,386	180,386	153,639	15,828	10,919
<b>Salary Contingency</b>					
.....	7,904	7,904	-	-	7,904
<b>Reserve Fund</b>					
.....	300,000	37,990	-	-	37,990
<b>Total General Government.....</b>	<b>4,366,920</b>	<b>4,342,689</b>	<b>3,571,174</b>	<b>585,611</b>	<b>185,904</b>
<b>Public Safety:</b>					
<b>Police</b>					
Personal services.....	3,918,037	3,918,037	3,916,237	-	1,800
Expenditures.....	530,232	577,232	549,701	27,267	264
Total.....	4,448,269	4,495,269	4,465,938	27,267	2,064
<b>Fire</b>					
Personal services.....	4,263,122	4,270,622	4,270,584	-	38
Expenditures.....	634,396	969,597	760,640	208,868	89
Total.....	4,897,518	5,240,219	5,031,224	208,868	127
<b>Building</b>					
Personal services.....	285,752	285,752	251,153	-	34,599
Expenditures.....	19,227	19,227	15,610	-	3,617
Total.....	304,979	304,979	266,763	-	38,216
<b>Salary Contingency</b>					
.....	94,900	94,900	-	-	94,900
<b>Total Public Safety.....</b>	<b>9,745,666</b>	<b>10,135,367</b>	<b>9,763,925</b>	<b>236,135</b>	<b>135,307</b>
<b>Education:</b>					
School Department.....	71,385,375	73,255,029	70,513,078	2,482,847	259,104
<b>Public Works:</b>					
<b>Engineering</b>					
Personal services.....	466,675	466,425	453,116	-	13,309
Expenditures.....	779,563	779,813	688,715	91,070	28
Total.....	1,246,238	1,246,238	1,141,831	91,070	13,337
<b>Streets and Roads</b>					
Personal services.....	1,335,991	1,135,991	1,133,239	-	2,752
Expenditures.....	3,296,496	4,472,067	2,583,238	1,862,595	26,234
Total.....	4,632,487	5,608,058	3,716,477	1,862,595	28,986
<b>Snow and Ice</b>					
Expenditures.....	424,750	905,680	905,680	-	-
<b>Trees and Cemetery</b>					
Personal services.....	373,983	373,983	338,984	-	34,999
Expenditures.....	244,460	244,460	100,504	140,035	3,921
Total.....	618,443	618,443	439,488	140,035	38,920
<b>Parks and Grounds</b>					
Personal services.....	176,443	176,443	155,671	-	20,772
Expenditures.....	115,995	199,395	170,130	24,649	4,616
Total.....	292,438	375,838	325,801	24,649	25,388

(Continued)

Attachment 6.a : Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**GENERAL FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>Facilities</b>					
Personal services.....	341,577	362,380	360,749	-	1,631
Expenditures.....	1,736,192	3,030,493	1,136,270	1,893,220	1,003
Total.....	2,077,769	3,392,873	1,497,019	1,893,220	2,634
Salary Contingency.....	3,464	3,464	-	-	3,464
<b>Total Public Works.....</b>	<b>9,295,589</b>	<b>12,150,594</b>	<b>8,026,296</b>	<b>4,011,569</b>	<b>112,729</b>
<b>Health and Human Services</b>					
<b>Board of Health</b>					
Personal services.....	422,259	430,359	430,322	-	37
Expenditures.....	115,486	115,486	110,519	58	4,909
Total.....	537,745	545,845	540,841	58	4,946
<b>Council on Aging</b>					
Personal services.....	334,993	337,593	337,581	-	12
Expenditures.....	34,409	32,809	25,394	7,000	415
Total.....	369,402	370,402	362,975	7,000	427
<b>Veterans Affairs</b>					
Personal services.....	13,594	13,594	9,357	-	4,237
Expenditures.....	61,807	56,807	34,864	1,774	20,169
Total.....	75,401	70,401	44,221	1,774	24,406
Salary Contingency.....	4,153	4,153	-	-	4,153
<b>Total Health and Human Services.....</b>	<b>986,701</b>	<b>990,801</b>	<b>948,037</b>	<b>8,832</b>	<b>33,932</b>
<b>Culture and Recreation:</b>					
<b>Goodnow Library</b>					
Personal services.....	995,665	987,665	953,923	-	33,742
Expenditures.....	339,344	347,344	338,830	8,307	207
Total.....	1,335,009	1,335,009	1,292,753	8,307	33,949
<b>Recreation</b>					
Personal services.....	221,487	223,836	223,836	-	-
Expenditures.....	68,036	68,036	-	68,036	-
Total.....	289,523	291,872	223,836	68,036	-
<b>Historic Commission</b>					
Expenditures.....	8,481	9,331	7,339	48	1,944
<b>Historic Districts Commission</b>					
Personal services.....	3,349	3,359	3,357	-	2
Expenditures.....	300	300	116	-	184
Total.....	3,649	3,659	3,473	-	186
Salary Contingency.....	4,401	4,401	-	-	4,401
<b>Total Culture and Recreation.....</b>	<b>1,641,063</b>	<b>1,644,272</b>	<b>1,527,401</b>	<b>76,391</b>	<b>40,480</b>
<b>Pension Benefits</b>					
<b>County Retirement System and Pension Benefits</b>					
Expenditures.....	6,018,875	6,018,875	5,993,875	-	25,000
<b>Employee Benefits</b>					
<b>Workers Compensation</b>					
Expenditures.....	302,847	302,847	286,990	5,685	10,172
<b>Unemployment Compensation</b>					
Expenditures.....	67,449	67,449	51,568	4,744	11,137
<b>Medical Premiums</b>					
Expenditures.....	7,866,204	7,950,574	7,736,202	-	214,372
<b>Life Insurance</b>					
Expenditures.....	4,563	4,563	2,190	-	2,373

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**GENERAL FUND**  
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -  
BUDGET AND ACTUAL

YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
Medicare Tax Expenditures.....	768,741	768,741	742,114	-	26,627
Total Employee Benefits.....	9,009,804	9,094,174	8,819,064	10,429	264,681
Property and Liability Insurance Expenditures.....	475,105	475,105	449,118	-	25,987
State and County Charges Expenditures.....	251,870	251,870	238,389	-	13,481
Debt Service Principal Expenditures.....	1,598,503	1,598,503	1,598,503	-	-
Debt Service Interest Expenditures.....	641,682	641,682	577,657	-	64,025
<b>TOTAL EXPENDITURES.....</b>	<b>115,417,153</b>	<b>120,598,961</b>	<b>112,026,517</b>	<b>7,411,814</b>	<b>1,160,630</b>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....</b>	<b>(5,858,844)</b>	<b>(9,725,119)</b>	<b>938,914</b>	<b>(7,411,814)</b>	<b>3,252,219</b>
<b>OTHER FINANCING SOURCES (USES):</b>					
Transfers in.....	660,000	744,373	744,373	-	-
Transfers out.....	(10,100)	(289,359)	(289,359)	-	-
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>649,900</b>	<b>455,014</b>	<b>455,014</b>	<b>-</b>	<b>-</b>
<b>NET CHANGE IN FUND BALANCE.....</b>	<b>(5,208,944)</b>	<b>(9,270,105)</b>	<b>1,393,928</b>	<b>(7,411,814)</b>	<b>3,252,219</b>
BUDGETARY FUND BALANCE, Beginning of year.....	13,675,974	13,675,974	13,675,974	-	-
BUDGETARY FUND BALANCE, End of year.....	<b>\$ 8,467,030</b>	<b>\$ 4,405,869</b>	<b>\$ 15,069,902</b>	<b>\$ (7,411,814)</b>	<b>\$ 3,252,219</b>

(Concluded)

See notes to required supplementary information.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

# ***Community Preservation Fund Budgetary Comparison Schedule***

The Community Preservation Fund is used to account for the acquisition, creation, preservation, or rehabilitation of areas of open space, historic preservation, affordable housing and recreation. Funding is provided primarily by a property tax surcharge of up to 3%, along with matching state funds.

**COMMUNITY PRESERVATION FUND**  
**SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -**  
**BUDGET AND ACTUAL**

YEAR ENDED JUNE 30, 2023

	Budgeted Amounts		Actual Budgetary Amounts	Amounts Carried Forward To Next Year	Variance to Final Budget
	Original Budget	Final Budget			
<b>REVENUES:</b>					
Community preservation taxes.....	\$ 2,000,000	\$ 2,000,000	\$ 2,377,601	\$ -	\$ 377,601
Penalties and interest.....	-	-	3,514	-	3,514
Intergovernmental.....	500,000	500,000	948,629	-	448,629
Investment income.....	50,000	50,000	125,900	-	75,900
TOTAL REVENUES.....	2,550,000	2,550,000	3,455,644	-	905,644
<b>EXPENDITURES:</b>					
Community preservation.....	3,507,475	3,507,475	358,108	2,965,231	184,136
Debt service:					
Principal.....	870,000	870,000	870,000	-	-
Interest.....	147,893	147,893	147,893	-	-
TOTAL EXPENDITURES.....	4,525,368	4,525,368	1,376,001	2,965,231	184,136
NET CHANGE IN FUND BALANCE.....	(1,975,368)	(1,975,368)	2,079,643	(2,965,231)	1,089,780
BUDGETARY FUND BALANCE, Beginning of year.....	8,303,172	8,303,172	8,303,172	-	-
BUDGETARY FUND BALANCE, End of year.....	\$ 6,327,804	\$ 6,327,804	\$ 10,382,815	\$ (2,965,231)	\$ 1,089,780

See notes to required supplementary information.

## ***Pension Plan Schedules***

The Schedule of the Town's Proportionate Share of the Net Pension Liability presents multi-year trend information on the Town's net pension liability and related ratios.

The Schedule of the Town's Contributions presents multi-year trend information on the Town's required and actual contributions to the pension plan and related ratios.

The Schedule of the Special Funding Amounts of the Net Pension Liability for the Massachusetts Teachers Contributory Retirement System presents multi-year trend information on the liability and expense assumed by the Commonwealth of Massachusetts on behalf of the Town along with related ratios.

These schedules are intended to present information for ten years. Until a ten year trend is compiled, information is presented for those years for which information is available.

**SCHEDULE OF THE TOWN'S PROPORTIONATE SHARE  
OF THE NET PENSION LIABILITY  
MIDDLESEX COUNTY RETIREMENT SYSTEM**

<u>Year</u>	<u>Proportion of the net pension liability (asset)</u>	<u>Proportionate share of the net pension liability (asset)</u>	<u>Covered payroll</u>	<u>Net pension liability as a percentage of covered payroll</u>	<u>Plan fiduciary net position as a percentage of the total pension liability</u>
December 31, 2022.....	3.94%	\$ 66,845,536	\$ 19,605,695	340.95%	52.61%
December 31, 2021.....	4.08%	54,643,133	18,814,338	290.43%	61.14%
December 31, 2020.....	4.03%	61,745,935	18,621,425	331.59%	53.42%
December 31, 2019.....	4.01%	64,186,721	17,867,775	359.23%	49.45%
December 31, 2018.....	4.10%	63,931,576	16,560,368	386.05%	46.40%
December 31, 2017.....	4.14%	58,772,716	15,869,459	370.35%	49.27%
December 31, 2016.....	3.98%	56,372,784	15,254,095	369.56%	45.49%
December 31, 2015.....	4.02%	51,874,232	14,865,858	348.95%	46.13%
December 31, 2014.....	4.05%	48,635,848	14,294,094	340.25%	47.65%

Note: this schedule is intended to present information for 10 years.  
Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

**SCHEDULE OF THE TOWN'S CONTRIBUTIONS**  
**MIDDLESEX COUNTY RETIREMENT SYSTEM**

<u>Year</u>	<u>Actuarially determined contribution</u>	<u>Contributions in relation to the actuarially determined contribution</u>	<u>Contribution deficiency (excess)</u>	<u>Covered payroll</u>	<u>Contributions as a percentage of covered payroll</u>
June 30, 2023.....	\$ 5,993,875	\$ (5,993,875)	\$ -	\$ 19,801,752	30.27%
June 30, 2022.....	5,622,886	(5,622,886)	-	19,002,481	29.59%
June 30, 2021.....	5,389,846	(5,389,846)	-	18,807,639	28.66%
June 30, 2020.....	5,026,152	(5,026,152)	-	18,046,453	27.85%
June 30, 2019.....	4,468,265	(4,468,265)	-	16,725,972	26.71%
June 30, 2018.....	4,185,908	(4,191,182)	(5,274)	16,028,154	26.15%
June 30, 2017.....	3,961,686	(3,961,686)	-	15,444,771	25.65%
June 30, 2016.....	3,710,907	(3,710,907)	-	15,051,681	24.65%
June 30, 2015.....	3,458,181	(3,458,181)	-	14,472,770	23.89%

Note: this schedule is intended to present information for 10 years.  
Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

**SCHEDULE OF THE SPECIAL FUNDING AMOUNTS  
OF THE NET PENSION LIABILITY  
MASSACHUSETTS TEACHERS' RETIREMENT SYSTEM**

The Commonwealth of Massachusetts is a nonemployer contributor and is required by statute to make all actuarially determined employer contributions on behalf of the member employers which creates a special funding situation. Therefore, there is no net pension liability to recognize. This schedule discloses the Commonwealth's 100% share of the associated collective net pension liability; the portion of the collective pension expense as both a revenue and pension expense recognized; and the Plan's fiduciary net position as a percentage of the total liability.

Year	Commonwealth's 100% Share of the Associated Net Pension Liability	Expense and Revenue Recognized for the Commonwealth's Support	Plan Fiduciary Net Position as a Percentage of the Total Liability
2023.....	\$ 89,273,660	\$ 7,343,630	57.75%
2022.....	77,154,513	6,191,328	62.03%
2021.....	96,671,905	11,940,365	50.67%
2020.....	85,338,062	10,348,721	53.95%
2019.....	79,886,091	8,093,272	54.84%
2018.....	79,071,794	8,252,953	54.25%
2017.....	74,707,293	7,620,634	52.73%
2016.....	68,827,354	5,582,511	55.38%
2015.....	54,298,794	3,772,398	61.64%

Note: this schedule is intended to present information for 10 years.  
Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

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# ***Other Postemployment Benefit Plan Schedules***

The Schedule of Changes in the Town's Net Other Postemployment Benefit Liability and Related Ratios presents multi-year trend information on changes in the Plan's total OPEB liability, changes in the Plan's net position, and ending net OPEB liability. It also demonstrates the Plan's net position as a percentage of the total liability and the Plan's net other postemployment benefit liability as a percentage of covered employee payroll.

The Schedule of the Town's Contributions presents multi-year trend information on the Town's actual contributions to the other postemployment benefit plan and related ratios.

The Schedule of Investment Returns presents multi-year trend information on the money-weighted investment return on the Plan's other postemployment assets, net of investment expense.

These schedules are intended to present information for ten years. Until a ten year trend is compiled, information is presented for those years for which information is available.

**SCHEDULE OF CHANGES IN THE  
TOWN'S NET OPEB LIABILITY AND RELATED RATIOS  
OTHER POSTEMPLOYMENT BENEFIT PLAN**

	June 30, 2017	June 30, 2018	June 30, 2019	June 30, 2020	June 30, 2021	June 30, 2022	June 30, 2023
<b>Total OPEB Liability</b>							
Service Cost.....	\$ 2,554,435	\$ 2,050,213	\$ 2,142,474	\$ 2,625,560	\$ 4,551,328	\$ 1,580,708	\$ 1,761,252
Interest.....	2,248,478	2,471,259	2,498,452	2,537,689	2,194,682	2,230,963	3,308,343
Changes of benefit terms.....	-	-	-	(928,278)	-	-	-
Differences between expected and actual experience.....	-	(6,260,543)	-	(2,832,407)	-	(1,218,427)	-
Changes of assumptions.....	(6,789,769)	9,184,285	6,217,539	25,956,202	1,343,407	(38,666,599)	1,020,732
Benefit payments.....	(1,417,777)	(1,411,650)	(1,509,308)	(1,675,382)	(1,757,266)	(1,902,479)	(1,902,479)
Net change in total OPEB liability.....	(3,404,633)	6,033,564	9,349,157	25,683,384	6,332,151	(37,975,834)	4,187,848
Total OPEB liability - beginning.....	54,086,755	50,682,122	56,715,686	66,064,843	91,748,227	98,080,378	60,104,544
Total OPEB liability - ending (a).....	\$ 50,682,122	\$ 56,715,686	\$ 66,064,843	\$ 91,748,227	\$ 98,080,378	\$ 60,104,544	\$ 64,292,392
<b>Plan fiduciary net position</b>							
Employer contributions.....	\$ 442,920	\$ 576,107	\$ 730,439	\$ 596,742	\$ 687,520	\$ 620,365	\$ 714,453
Employer contributions for OPEB payments.....	1,417,777	1,411,650	1,509,308	1,675,382	1,757,266	1,902,479	1,902,479
Net investment income (loss).....	198,566	(27,161)	634,424	165,091	1,698,091	353,363	1,186,988
Benefit payments.....	(1,417,777)	(1,411,650)	(1,509,308)	(1,675,382)	(1,757,266)	(1,902,479)	(1,902,479)
Net change in plan fiduciary net position.....	641,486	548,946	1,364,863	761,833	2,385,611	973,728	1,901,441
Plan fiduciary net position - beginning of year.....	5,238,714	5,880,200	6,429,146	7,794,009	8,555,842	10,941,453	11,915,181
Plan fiduciary net position - end of year (b).....	\$ 5,880,200	\$ 6,429,146	\$ 7,794,009	\$ 8,555,842	\$ 10,941,453	\$ 11,915,181	\$ 13,816,622
<b>Net OPEB liability - ending (a)-(b).....</b>	<b>\$ 44,801,922</b>	<b>\$ 50,286,540</b>	<b>\$ 58,270,834</b>	<b>\$ 83,192,385</b>	<b>\$ 87,138,925</b>	<b>\$ 48,189,363</b>	<b>\$ 50,475,770</b>
Plan fiduciary net position as a percentage of the total OPEB liability.....	11.60%	11.34%	11.80%	9.33%	11.16%	19.82%	21.49%
Covered-employee payroll.....	\$ 38,721,911	\$ 35,461,031	\$ 39,495,099	\$ 41,146,333	\$ 42,145,772	\$ 45,967,663	\$ 47,346,693
Net OPEB liability as a percentage of covered-employee payroll.....	115.70%	141.81%	147.54%	202.19%	206.76%	104.83%	106.61%

Note: this schedule is intended to present information for 10 years.  
Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

**SCHEDULE OF THE TOWN'S CONTRIBUTIONS  
OTHER POSTEMPLOYMENT BENEFIT PLAN**

<u>Year</u>	<u>Actuarially determined contribution</u>	<u>Contributions in relation to the actuarially determined contribution</u>	<u>Contribution deficiency (excess)</u>	<u>Covered- employee payroll</u>	<u>Contributions as a percentage of covered- employee payroll</u>
June 30, 2023.....	\$ 4,037,020	\$ (2,616,932)	\$ 1,420,088	\$ 47,346,693	5.53%
June 30, 2022.....	3,788,009	(2,522,844)	1,265,165	45,967,663	5.49%
June 30, 2021.....	7,039,257	(2,444,786)	4,594,471	42,145,772	5.80%
June 30, 2020.....	4,806,807	(2,272,124)	2,534,683	41,146,333	5.52%
June 30, 2019.....	4,185,097	(2,239,747)	1,945,350	39,495,099	5.67%
June 30, 2018.....	3,999,612	(1,987,757)	2,011,855	35,461,031	5.61%
June 30, 2017.....	4,244,275	(1,860,697)	2,383,578	38,721,911	4.81%

Note: this schedule is intended to present information for 10 years.  
Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

**SCHEDULE OF INVESTMENT RETURNS  
OTHER POSTEMPLOYMENT BENEFIT PLAN**

<u>Year</u>	<u>Annual money-weighted rate of return, net of investment expense</u>
June 30, 2023.....	9.00%
June 30, 2022.....	2.92%
June 30, 2021.....	17.35%
June 30, 2020.....	1.86%
June 30, 2019.....	8.35%
June 30, 2018.....	-0.39%
June 30, 2017.....	3.26%

Note: this schedule is intended to present information for 10 years. Until a 10-year trend is compiled, information is presented for those years for which information is available.

See notes to required supplementary information.

Attachment6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**NOTE A – STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY**Budgetary Information

Municipal Law requires the Town to adopt a balanced budget that is approved by Town Meeting. The Town legally adopts a budget for the General Fund and Community Preservation Fund. The Finance Committee presents an annual budget to Town Meeting, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. Town Meeting, which has full authority to amend and/or reject the budget or any individual line item, adopts the expenditure budget by majority vote. Increases or transfers between departments subsequent to the approval of the annual budget, requires majority Town Meeting approval via a supplemental appropriation.

The majority of the Town's appropriations are non-continuing which lapse at the end of each year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior year be carried forward and made available for spending in the current year. These carry forwards are included as part of the subsequent year's original budget.

Generally, expenditures may not exceed the legal level of spending authorized for an appropriation account. However, the Town is statutorily required to pay debt service, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by majority vote of the Town Meeting.

The original 2023 approved budget for the general fund authorized \$110.2 million in appropriations and other amounts to be raised, as well as \$5.2 million of encumbrances and capital articles carried forward from the prior year. During the year, the Town approved supplemental appropriations totaling \$5.5 million of which \$4.1 million was from the use of free cash. These supplemental appropriations included increases of \$2.9 million for public works and \$1.9 million for education.

Total revenues came in over budget by \$2.1 million, which primarily related to licenses and permits collections and departmental receipts. Total expenditures came in under budget by \$1.2 million.

The Town Accountant's office has the responsibility to ensure that budgetary control is maintained on an individual line item appropriation account basis. Budgetary control is exercised through the Town's accounting system.

Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for both the general fund and for the community preservation fund for the year ended June 30, 2023, is presented below:

	<u>General</u>	<u>Community Preservation</u>
Net change in fund balance - budgetary basis.....	\$ 1,393,928	\$ 2,079,643
<u>Perspective differences:</u>		
Activity of the stabilization fund recorded in the general fund for GAAP.....	118,808	-
<u>Basis of accounting differences:</u>		
Net change in recording 60 day receipts.....	25,027	-
Net change in recording taxes paid in advance.....	117,819	4,053
Recognition of revenue for on-behalf payments.....	7,343,630	-
Recognition of expenditures for on-behalf payments....	<u>(7,343,630)</u>	<u>-</u>
Net change in fund balance - GAAP basis.....	<u>\$ 1,655,582</u>	<u>\$ 2,083,696</u>

**NOTE B – PENSION PLAN**Schedule of the Town's Proportionate Share of the Net Pension Liability

The Schedule of the Town's Proportionate Share of the Net Pension Liability details the Town's allocated percentage of the net pension liability (asset), the Town's proportionate share of the net pension liability, and the Town's covered payroll. It also demonstrates the Town's net position as a percentage of the Town's pension liability and the Town's net pension liability as a percentage of the Town's covered payroll.

Schedule of the Town's Contributions

Governmental employers are required to pay an annual appropriation as established by PERAC. The Town's appropriation includes the amounts to pay the pension portion of each member's retirement allowance, an amount to amortize the actuarially determined unfunded liability to zero in accordance with the system's funding schedule, and additional appropriations in accordance with adopted early retirement incentive programs. The Town's appropriations are payable on July 1 and January 1. The Town may choose to pay the entire appropriation in July at a discounted rate. Accordingly, actual Town contributions may be less than the "total appropriation". The pension fund appropriation is allocated to the Town based on covered payroll.

Schedule of the Special Funding Amounts of the Net Pension Liabilities

The Commonwealth of Massachusetts is a nonemployer contributor and is required by statute to make all actuarially determined employer contributions on behalf of the member employers which creates a special funding situation. Since the Town does not contribute directly to MTRS, there is no net pension liability to recognize. This schedule discloses the Commonwealth's 100% share of the collective net pension liability that is associated with the Town; the portion of the collective pension expense as both revenue and pension expense recognized by the Town; and the Plan's fiduciary net position as a percentage of the total liability.

Changes of Assumptions

None.

Changes in Plan Provisions

None.

**NOTE C – OTHER POSTEMPLOYMENT BENEFITS PLAN**

The Town administers a single-employer defined benefit healthcare plan (Plan). The Plan provides lifetime healthcare, dental and life insurance for eligible retirees and their spouses through the Town's group health insurance plan, which covers both active and retired members, including teachers.

**The Other Postemployment Benefit Plan**Schedule of Changes in the Town's Net Other Postemployment Benefit Liability and Related Ratios

The Schedule of Changes in the Town's Net Other Postemployment Benefit Liability and Related Ratios presents multi-year trend information on changes in the Plan's total OPEB liability, changes in the Plan's net position, and ending net OPEB liability. It also demonstrates the Plan's net position as a percentage of the total liability and the Plan's net other postemployment benefit liability as a percentage of covered-employee payroll.

Schedule of the Town's Contributions

The Schedule of the Town's Contributions includes the Town's annual required contribution to the Plan, along with the contribution made in relation to the actuarially determined contribution and the covered-employee payroll. The Town is not required to fully fund this contribution. It also demonstrates the contributions as a percentage of covered-employee payroll.

Methods and assumptions used to determine contribution rates are as follows:

Valuation date.....	July 1, 2021
Actuarial cost method.....	Entry Age Normal.
Asset valuation method.....	Fair Value.
Investment rate of return.....	5.45%
Discount rate.....	5.30%, net of investment expenses, including inflation.
Municipal bond rate.....	4.13%, based on the S&P Municipal Bond 20-Year High Grade Index - SAPIHG, as of June 30, 2023.
Inflation rate.....	2.50% as of June 30, 2023 and for future periods.
Payroll growth.....	3.00% as of June 30, 2023 and for future periods.
Mortality rates:	
Pre-Retirement.....	General: RP-2014 Mortality Table for Blue Collar Employees projected generationally with scale MP-2016 for males and females, set forward one year for females. Teachers: RP-2014 Mortality Table for White Collar Employees projected generationally with scale MP-2016 for males and females.
Post-Retirement.....	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward one year for females. Teachers: RP-2014 Mortality for White Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females.
Disabled.....	General: RP-2014 Mortality Table for Blue Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females, set forward one year. Teachers: RP-2014 Mortality Table for White Collar Healthy Annuitants projected generationally with scale MP-2016 for males and females.

Schedule of Investment Returns

The Schedule of Investment Returns includes the money-weighted investment return on the Plan's other postemployment assets, net of investment expenses.

Changes of Assumptions

The discount rate was decreased from 5.43% as of June 30, 2022, to 5.30% as of June 30, 2023.

Changes in Plan Provisions

None.

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# ***Combining Statements***

# Nonmajor Governmental Funds

## **Special Revenue Funds**

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

*School Lunch Fund* – This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants, and commodities received.

*Affordable Housing Fund* – This fund is used to account for activities relating to the preservation and creation of affordable housing in the Town.

*Revolving Fund* – This fund is used to account for the activity of various revolving funds established in accordance with MGL Chapter 44, Section 53E ½, Chapter 71 and other applicable statutes.

*Receipts Reserved for Appropriation* – This fund is used to account for receipts from a specific revenue source that by law is accounted for separately from the general fund and must be spent by appropriation.

*Town Grants Fund* – This fund is used to account for grant funds received from state and federal governments that are restricted for specific purposes.

*Other Special Revenue Fund* – This fund is used to account for the activity of other special revenues funds that are not categorized within any of the other funds.

## **Capital Projects Funds**

Capital projects funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.

*Chapter 90 Projects* – This fund is used to account for the funds received from the State Highway Department, which are used for the construction, reconstruction and improvement of roadways.

## **Permanent Funds**

Permanent funds are used to account for resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

*Cemetery Perpetual Care* – This fund is used to account for all contributions associated with cemetery care and maintenance.

*Other Permanent Fund* – This fund is used to account for all small permanent trusts that are not categorized within any of the other funds.

**NONMAJOR GOVERNMENTAL FUNDS  
COMBINING BALANCE SHEET**

JUNE 30, 2023

	Special Revenue Funds				
	School Lunch	Affordable Housing	Revolving	Receipts Reserved for Appropriation	Town Grants
<b>ASSETS</b>					
Cash and cash equivalents.....	\$ 776,087	\$ 297,940	\$ 6,018,517	\$ 1,729,598	\$ 7,692,461
Investments.....	-	-	-	-	-
Departmental and other.....	-	-	-	869,156	-
Intergovernmental.....	-	-	-	-	336,656
<b>TOTAL ASSETS.....</b>	<b>\$ 776,087</b>	<b>\$ 297,940</b>	<b>\$ 6,018,517</b>	<b>\$ 2,598,754</b>	<b>\$ 8,029,117</b>
<b>LIABILITIES</b>					
Warrants payable.....	\$ -	\$ -	\$ 14,970	\$ -	\$ 176,794
Accrued payroll.....	-	-	4,024	-	3,047
Due to other funds.....	-	-	-	-	-
Other liabilities.....	-	-	-	-	-
Unearned revenue.....	-	-	-	-	4,829,350
<b>TOTAL LIABILITIES.....</b>	<b>-</b>	<b>-</b>	<b>18,994</b>	<b>-</b>	<b>5,009,191</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>					
Unavailable revenue.....	-	-	-	869,156	-
<b>FUND BALANCES</b>					
Nonspendable.....	-	-	-	-	-
Restricted.....	776,087	297,940	5,999,523	1,729,598	3,019,926
<b>TOTAL FUND BALANCES.....</b>	<b>776,087</b>	<b>297,940</b>	<b>5,999,523</b>	<b>1,729,598</b>	<b>3,019,926</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES.....</b>	<b>\$ 776,087</b>	<b>\$ 297,940</b>	<b>\$ 6,018,517</b>	<b>\$ 2,598,754</b>	<b>\$ 8,029,117</b>

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Special Revenue Funds		Capital Project Funds	Permanent Funds			Total Nonmajor Governmental Funds
Other Special Revenue	Subtotal	Chapter 90 Projects	Cemetery Perpetual Care	Other Permanent Fund	Subtotal	
\$ 2,050,141	\$ 18,564,744	\$ -	\$ 101,025	\$ 55,470	\$ 156,495	\$ 18,721,239
-	-	-	1,205,696	417,733	1,623,429	1,623,429
-	869,156	-	-	-	-	869,156
-	336,656	2,171,632	-	-	-	2,508,288
<u>\$ 2,050,141</u>	<u>\$ 19,770,556</u>	<u>\$ 2,171,632</u>	<u>\$ 1,306,721</u>	<u>\$ 473,203</u>	<u>\$ 1,779,924</u>	<u>\$ 23,722,112</u>
\$ 37,244	\$ 229,008	\$ 22,575	\$ 10,000	\$ 453	\$ 10,453	\$ 262,036
-	7,071	-	-	-	-	7,071
-	-	332,886	-	-	-	332,886
384,577	384,577	-	-	-	-	384,577
-	4,829,350	-	-	-	-	4,829,350
<u>421,821</u>	<u>5,450,006</u>	<u>355,461</u>	<u>10,000</u>	<u>453</u>	<u>10,453</u>	<u>5,815,920</u>
-	869,156	1,816,171	-	-	-	2,685,327
-	-	-	987,015	267,152	1,254,167	1,254,167
1,628,320	13,451,394	-	309,706	205,598	515,304	13,966,698
1,628,320	13,451,394	-	1,296,721	472,750	1,769,471	15,220,865
<u>\$ 2,050,141</u>	<u>\$ 19,770,556</u>	<u>\$ 2,171,632</u>	<u>\$ 1,306,721</u>	<u>\$ 473,203</u>	<u>\$ 1,779,924</u>	<u>\$ 23,722,112</u>

(Concluded)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**NONMAJOR GOVERNMENTAL FUNDS**  
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2023

	Special Revenue Funds				
	School Lunch	Affordable Housing	Revolving	Receipts Reserved for Appropriation	Town Grants
<b>REVENUES:</b>					
Intergovernmental.....	\$ 1,206,694	\$ 75,000	\$ -	\$ -	3,822,178
Departmental and other.....	22,385	48,492	2,703,459	856,820	246,000
Contributions and donations.....	-	-	5,331	4,674	40,639
Investment income.....	-	7,771	-	-	228
<b>TOTAL REVENUES.....</b>	<b>1,229,079</b>	<b>131,263</b>	<b>2,708,790</b>	<b>861,494</b>	<b>4,109,045</b>
<b>EXPENDITURES:</b>					
Current:					
General government.....	-	-	62,420	-	813,891
Public safety.....	-	-	66,088	-	174,659
Education.....	935,585	-	875,346	-	3,724,157
Public works.....	-	-	347,860	-	262,958
Health and human services.....	-	-	159,636	-	284,963
Culture and recreation.....	-	-	337,050	-	64,738
Community preservation.....	-	138,349	-	-	-
<b>TOTAL EXPENDITURES.....</b>	<b>935,585</b>	<b>138,349</b>	<b>1,848,400</b>	<b>-</b>	<b>5,325,366</b>
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	293,494	(7,086)	860,390	861,494	(1,216,321)
<b>OTHER FINANCING SOURCES (USES):</b>					
Transfers in.....	-	-	-	-	279,259
Transfers out.....	-	-	-	(660,000)	-
<b>TOTAL OTHER FINANCING SOURCES (USES).....</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(660,000)</b>	<b>279,259</b>
NET CHANGE IN FUND BALANCES.....	293,494	(7,086)	860,390	201,494	(937,062)
FUND BALANCES AT BEGINNING OF YEAR.....	482,593	305,026	5,139,133	1,528,104	3,956,988
FUND BALANCES AT END OF YEAR.....	\$ <u>776,087</u>	\$ <u>297,940</u>	\$ <u>5,999,523</u>	\$ <u>1,729,598</u>	\$ <u>3,019,926</u>

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Special Revenue Funds		Capital Project Funds	Permanent Funds			Total Nonmajor Governmental Funds
Other Special Revenue	Subtotal	Chapter 90 Projects	Cemetery Perpetual Care	Other Permanent Fund	Subtotal	
\$ -	\$ 5,103,872	\$ 763,012	\$ -	\$ -	\$ -	\$ 5,866,884
1,085,089	4,962,245	-	-	-	-	4,962,245
22,397	73,041	-	24,375	3,226	27,601	100,642
407	8,406	-	105,148	38,229	143,377	151,783
<u>1,107,893</u>	<u>10,147,564</u>	<u>763,012</u>	<u>129,523</u>	<u>41,455</u>	<u>170,978</u>	<u>11,081,554</u>
430,511	1,306,822	-	-	914	914	1,307,736
558,592	799,339	-	-	-	-	799,339
105,069	5,640,157	-	-	-	-	5,640,157
-	610,818	763,012	70,000	-	70,000	1,443,830
9,012	453,611	-	-	488	488	454,099
1,092	402,880	-	-	34,882	34,882	437,762
-	138,349	-	-	-	-	138,349
<u>1,104,276</u>	<u>9,351,976</u>	<u>763,012</u>	<u>70,000</u>	<u>36,284</u>	<u>106,284</u>	<u>10,221,272</u>
<u>3,617</u>	<u>795,588</u>	<u>-</u>	<u>59,523</u>	<u>5,171</u>	<u>64,694</u>	<u>860,282</u>
-	279,259	-	-	-	-	279,259
(75,000)	(735,000)	-	-	-	-	(735,000)
<u>(75,000)</u>	<u>(455,741)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(455,741)</u>
(71,383)	339,847	-	59,523	5,171	64,694	404,541
<u>1,699,703</u>	<u>13,111,547</u>	<u>-</u>	<u>1,237,198</u>	<u>467,579</u>	<u>1,704,777</u>	<u>14,816,324</u>
<u>\$ 1,628,320</u>	<u>\$ 13,451,394</u>	<u>\$ -</u>	<u>\$ 1,296,721</u>	<u>\$ 472,750</u>	<u>\$ 1,769,471</u>	<u>\$ 15,220,865</u>

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Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

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## ***Statistical Section***



Longfellow's Wayside Inn.

America's oldest inn, still serving travelers after more than 300 years.

# Statistical Section

This part of the annual comprehensive financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town's overall financial health.

## **Financial Trends**

- These schedules contain trend information to help the reader understand how the Town's financial performance and well-being have changed over time.

## **Revenue Capacity**

- These schedules contain information to help the reader assess the Town's most significant local revenue source, the property tax.

## **Debt Capacity**

- These schedules present information to help the reader assess the affordability of the Town's current levels of outstanding debt and the Town's ability to issue additional debt in the future.

## **Demographic and Economic Information**

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town's financial activities take place.

## **Operating Information**

- These schedules contain service and infrastructure data to help the reader understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the annual comprehensive financial reports for the relevant year.

Net Position By Component

Last Ten Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Governmental activities</b>										
Net investment in capital assets.....	\$ 68,063,911	\$ 74,065,551	\$ 75,723,325	\$ 83,392,412	\$ 83,825,266	\$ 88,816,801	\$ 92,401,216	\$ 94,646,039	\$ 97,706,169	\$ 100,098,226
Restricted.....	17,072,468	18,326,355	14,001,170	9,271,513	11,108,868	9,433,178	10,490,517	12,431,562	14,113,790	15,333,129
Unrestricted.....	10,357,514	(44,621,401)	(41,554,785)	(72,517,200)	(74,085,645)	(77,253,672)	(86,809,152)	(93,243,811)	(91,364,959)	(89,182,323)
<b>Total governmental activities net position.....</b>	<b>\$ 95,493,893</b>	<b>\$ 47,770,505</b>	<b>\$ 48,169,710</b>	<b>\$ 20,146,725</b>	<b>\$ 20,848,489</b>	<b>\$ 20,996,307</b>	<b>\$ 16,082,581</b>	<b>\$ 13,833,790</b>	<b>\$ 20,455,000</b>	<b>\$ 26,249,032</b>
<b>Business-type activities</b>										
Net investment in capital assets.....	\$ 1,026,536	\$ 1,037,079	\$ 1,112,014	\$ 1,030,608	\$ 950,561	\$ 870,514	\$ 790,467	\$ 746,728	\$ 702,989	\$ 659,250
Unrestricted.....	550,103	(327,965)	(544,919)	(760,629)	(660,998)	(820,041)	(865,851)	(552,750)	(270,963)	(185,675)
<b>Total business-type activities net position.....</b>	<b>\$ 1,576,639</b>	<b>\$ 709,114</b>	<b>\$ 567,095</b>	<b>\$ 269,979</b>	<b>\$ 289,563</b>	<b>\$ 50,473</b>	<b>\$ (75,384)</b>	<b>\$ 193,978</b>	<b>\$ 432,026</b>	<b>\$ 473,575</b>
<b>Primary government</b>										
Net investment in capital assets.....	\$ 69,090,447	\$ 75,102,630	\$ 76,835,339	\$ 84,423,020	\$ 84,775,827	\$ 89,687,315	\$ 93,191,683	\$ 95,392,767	\$ 98,409,158	\$ 100,757,476
Restricted.....	17,072,468	18,326,355	14,001,170	9,271,513	11,108,868	9,433,178	10,490,517	12,431,562	14,113,790	15,333,129
Unrestricted.....	10,907,617	(44,949,366)	(42,099,704)	(73,277,829)	(74,746,643)	(78,073,713)	(87,675,003)	(93,796,561)	(91,635,922)	(89,367,998)
<b>Total primary government net position.....</b>	<b>\$ 97,070,532</b>	<b>\$ 48,479,619</b>	<b>\$ 48,736,805</b>	<b>\$ 20,416,704</b>	<b>\$ 21,138,052</b>	<b>\$ 21,046,780</b>	<b>\$ 16,007,197</b>	<b>\$ 14,027,768</b>	<b>\$ 20,887,026</b>	<b>\$ 26,722,607</b>

\* The Town implemented GASB Statement #68 related to Pension Accounting in 2015 which accounts for the significant decrease in Net Position compared to prior years.  
 \* The Town implemented GASB Statement #75 in fiscal year 2018 and revised the fiscal year 2017 balance to reflect the net OPEB liability being recorded for the first time.  
 \* The Town implemented GASB Statement #84, Fiduciary Activities in 2021 which required the 2020 governmental net position to be revised.

Changes in Net Position

Last Ten Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Expenses</b>										
<b>Governmental activities:</b>										
General government.....	\$ 4,139,295	\$ 4,122,220	\$ 4,048,396	\$ 4,887,644	\$ 6,602,094	\$ 5,918,420	\$ 5,906,285	\$ 6,951,219	\$ 5,966,036	\$ 6,492,684
Public safety.....	10,738,149	9,946,647	10,968,017	11,533,488	11,875,217	12,891,246	14,735,194	15,493,762	13,169,881	14,151,127
Education.....	72,249,710	71,815,723	75,005,571	80,495,857	82,076,976	87,132,949	94,728,542	99,251,217	88,851,266	94,636,623
Public works.....	7,091,304	7,804,522	8,817,554	8,238,262	9,386,393	8,229,955	8,926,891	9,721,420	8,148,055	9,435,495
Community preservation.....	-	-	547,875	407,813	338,891	663,553	267,788	757,071	422,114	456,533
Health and human services.....	1,269,543	1,428,806	1,495,223	1,434,376	1,497,603	1,628,608	1,675,763	1,654,070	1,588,051	1,715,162
Culture and recreation.....	2,681,831	2,805,844	2,934,658	2,799,670	2,795,788	2,797,959	2,869,264	2,573,101	2,459,211	2,633,722
Interest.....	976,892	1,111,995	1,003,112	850,668	805,372	647,490	474,513	1,047,122	670,441	441,185
<b>Total government activities expenses.....</b>	<b>99,146,724</b>	<b>99,035,757</b>	<b>104,820,406</b>	<b>110,647,778</b>	<b>115,378,334</b>	<b>119,910,180</b>	<b>129,584,240</b>	<b>137,448,982</b>	<b>121,275,055</b>	<b>129,962,531</b>
<b>Business-type activities:</b>										
Swimming pool.....	588,492	620,356	572,679	560,699	484,694	564,572	362,602	405,372	334,151	352,841
Transfer station.....	233,471	258,024	356,787	346,160	334,099	385,933	242,665	320,907	294,598	267,278
Recreation field maintenance.....	190,320	227,819	247,115	264,340	212,255	229,624	145,536	184,278	200,705	232,454
<b>Total business-type activities expenses.....</b>	<b>1,012,283</b>	<b>1,106,199</b>	<b>1,176,581</b>	<b>1,171,199</b>	<b>1,031,048</b>	<b>1,180,129</b>	<b>750,803</b>	<b>910,557</b>	<b>829,454</b>	<b>852,573</b>
<b>Total primary government expenses.....</b>	<b>\$ 100,159,007</b>	<b>\$ 100,141,956</b>	<b>\$ 105,996,987</b>	<b>\$ 111,818,977</b>	<b>\$ 116,409,382</b>	<b>\$ 121,090,309</b>	<b>\$ 130,335,043</b>	<b>\$ 138,359,539</b>	<b>\$ 122,104,509</b>	<b>\$ 130,815,104</b>
<b>Program Revenues</b>										
<b>Governmental activities:</b>										
General government charges for services.....	\$ 875,118	\$ 811,131	\$ 1,268,289	\$ 225,863	\$ 582,225	\$ 583,005	\$ 710,959	\$ 1,074,329	\$ 1,382,409	\$ 1,447,820
Education charges for services.....	1,842,931	1,978,766	1,259,179	1,483,208	1,313,820	1,556,852	1,219,390	691,861	1,307,305	1,463,005
Other charges for services.....	2,442,621	2,474,899	2,658,217	3,298,261	3,943,295	3,470,767	2,615,745	2,922,370	3,666,116	3,741,009
Operating grants and contributions.....	14,184,088	12,579,719	13,587,012	10,495,915	13,123,543	12,013,671	15,984,725	19,840,778	11,441,564	13,497,699
Capital grants and contributions.....	1,680,999	711,403	2,828,635	982,063	1,085,456	1,754,155	548,098	1,539,365	1,782,924	1,607,104
<b>Total government activities program revenues.....</b>	<b>21,025,757</b>	<b>18,555,918</b>	<b>21,601,332</b>	<b>16,485,310</b>	<b>20,048,339</b>	<b>19,378,470</b>	<b>21,078,917</b>	<b>26,068,703</b>	<b>19,580,318</b>	<b>21,756,637</b>
<b>Business-type activities:</b>										
Swimming pool charges for services.....	492,366	505,487	535,355	486,309	478,401	443,086	303,046	539,201	479,855	403,329
Transfer station charges for services.....	338,654	305,071	290,909	385,369	352,734	284,834	245,861	233,961	315,937	284,604
Recreation field maintenance charges for services.....	202,036	197,422	171,704	180,327	217,687	209,934	86,539	217,257	271,710	216,689
Operating grants and contributions.....	954	1,132	914	-	-	-	-	-	-	-
Capital grants and contributions.....	62,500	-	-	-	-	-	-	-	-	-
<b>Total business-type activities program revenues.....</b>	<b>1,096,510</b>	<b>1,009,112</b>	<b>998,882</b>	<b>1,052,005</b>	<b>1,048,822</b>	<b>937,854</b>	<b>635,446</b>	<b>990,419</b>	<b>1,067,502</b>	<b>904,622</b>
<b>Total primary government program revenues.....</b>	<b>\$ 22,122,267</b>	<b>\$ 19,565,030</b>	<b>\$ 22,600,214</b>	<b>\$ 17,537,315</b>	<b>\$ 21,097,161</b>	<b>\$ 20,316,324</b>	<b>\$ 21,714,363</b>	<b>\$ 27,059,122</b>	<b>\$ 20,647,820</b>	<b>\$ 22,661,259</b>
<b>Net (Expense)/Program Revenue</b>										
Governmental activities.....	\$ (78,120,967)	\$ (80,479,839)	\$ (83,219,074)	\$ (94,162,468)	\$ (95,329,995)	\$ (100,531,710)	\$ (108,505,323)	\$ (111,380,279)	\$ (101,694,737)	\$ (108,205,894)
Business-type activities.....	84,227	(97,087)	(177,699)	(119,194)	17,774	(242,275)	(115,357)	79,862	238,048	52,049
<b>Total primary government net (expense)/program revenue.....</b>	<b>\$ (78,036,740)</b>	<b>\$ (80,576,926)</b>	<b>\$ (83,396,773)</b>	<b>\$ (94,281,662)</b>	<b>\$ (95,312,221)</b>	<b>\$ (100,773,985)</b>	<b>\$ (108,620,680)</b>	<b>\$ (111,300,417)</b>	<b>\$ (101,456,689)</b>	<b>\$ (108,153,845)</b>

(Continued)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Changes in Net Position

Last Ten Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>General Revenues and other Changes in Net Position</b>										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 72,718,472	\$ 72,873,481	\$ 76,224,990	\$ 80,326,042	\$ 82,992,362	\$ 86,386,933	\$ 89,285,488	\$ 92,412,900	\$ 95,045,900	\$ 98,762,980
Tax and other liens.....	-	-	-	180,976	151,147	203,432	223,956	79,895	133,575	160,167
Motor vehicle and other excise taxes.....	3,447,691	3,657,166	3,919,447	3,861,189	4,138,186	4,314,739	4,355,860	4,059,820	4,190,308	4,588,534
Penalties and interest on taxes.....	224,025	186,333	306,133	329,083	208,289	284,241	378,737	388,642	328,291	400,916
Payment in lieu of taxes.....	38,629	89,934	48,783	7,350	83,613	61,537	12,347	78,493	40,450	51,296
Community preservation taxes.....	1,636,741	1,666,981	1,758,188	1,842,032	1,928,868	2,003,914	2,100,691	2,152,845	2,232,661	2,377,855
Grants and contributions not restricted to specific programs.....	1,296,446	1,321,924	1,374,751	6,395,091	6,607,480	6,634,232	6,823,597	6,840,237	6,800,683	7,055,572
Unrestricted investment income (loss).....	40,078	32,657	21,667	225,745	273,466	438,848	391,517	398,156	(455,921)	592,106
Gain on sale of capital assets.....	-	-	-	-	-	-	-	2,910,000	-	-
Transfers.....	104,067	100,643	39,127	-	-	-	10,500	(189,500)	-	10,500
Total governmental activities.....	79,506,149	79,929,119	83,693,086	93,167,508	96,383,411	100,327,876	103,582,693	109,131,488	108,315,947	113,999,926
Business-type activities:										
Unrestricted investment income.....	-	-	-	1,304	1,810	3,185	-	-	-	-
Transfers.....	(104,067)	(100,643)	(39,127)	-	-	-	(10,500)	189,500	189,500	(10,500)
Total business-type activities.....	(104,067)	(100,643)	(39,127)	1,304	1,810	3,185	(10,500)	189,500	189,500	(10,500)
Total primary government general revenues and other changes in net positions.....	\$ 79,402,082	\$ 79,828,476	\$ 83,653,959	\$ 93,168,812	\$ 96,385,221	\$ 100,331,061	\$ 103,572,193	\$ 109,320,988	\$ 108,505,447	\$ 113,989,426
<b>Changes in Net Position</b>										
Governmental activities.....	\$ 1,385,182	\$ (550,720)	\$ 474,012	\$ (994,960)	\$ 1,053,416	\$ (203,834)	\$ (4,922,630)	\$ (2,248,791)	\$ 6,621,210	\$ 5,794,032
Business-type activities.....	(19,840)	(197,730)	(216,826)	(117,890)	19,584	(239,090)	(125,857)	269,362	238,048	41,549
Total primary government changes in net position.....	\$ 1,365,342	\$ (748,450)	\$ 257,186	\$ (1,112,850)	\$ 1,073,000	\$ (442,924)	\$ (5,048,487)	\$ (1,979,429)	\$ 6,859,258	\$ 5,835,581

(Concluded)

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Fund Balances, Governmental Funds

Last Ten Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
General Fund										
Restricted.....	\$ 4,912,009	\$ 5,140,867	\$ 5,624,580	\$ 330,853	\$ 351,652	\$ 355,164	\$ 358,492	\$ 134,177	\$ 128,376	\$ 140,186
Committed.....	1,914,264	2,685,774	2,372,996	2,474,734	2,130,571	3,072,549	2,080,526	5,147,141	6,965,364	9,144,645
Assigned.....	1,915,715	1,557,983	1,058,893	1,167,752	2,369,021	875,787	764,428	1,111,739	441,108	485,370
Unassigned.....	9,022,099	7,158,149	3,479,922	9,873,780	9,812,217	12,546,783	15,541,044	15,286,033	13,290,423	12,710,652
<b>Total general fund.....</b>	<b>\$ 17,764,087</b>	<b>\$ 16,542,773</b>	<b>\$ 12,536,391</b>	<b>\$ 13,847,119</b>	<b>\$ 14,663,461</b>	<b>\$ 16,850,283</b>	<b>\$ 18,744,490</b>	<b>\$ 21,679,090</b>	<b>\$ 20,825,271</b>	<b>\$ 22,480,853</b>
All Other Governmental Funds										
Nonspendable.....	\$ 1,084,580	\$ 1,102,743	\$ 1,133,605	\$ 1,163,154	\$ 1,163,154	\$ 1,180,254	\$ 1,187,792	\$ 1,207,892	\$ 1,237,179	\$ 1,254,167
Restricted.....	10,538,414	16,606,664	11,545,492	13,770,514	17,008,468	15,698,833	16,632,972	20,888,440	24,298,547	25,970,820
Committed.....	62,883	55,033	43,405	-	-	-	-	-	-	-
Unassigned.....	-	-	-	-	-	-	(1,920,132)	(1,122,755)	(2,879,956)	(25,096,535)
<b>Total all other governmental funds.....</b>	<b>\$ 11,685,877</b>	<b>\$ 17,764,440</b>	<b>\$ 12,722,502</b>	<b>\$ 14,933,668</b>	<b>\$ 18,171,622</b>	<b>\$ 16,879,087</b>	<b>\$ 15,900,632</b>	<b>\$ 20,973,577</b>	<b>\$ 22,655,770</b>	<b>\$ 2,128,452</b>

\* The Town implemented GASB Statement #84, Fiduciary Activities in 2021 which required the 2020 governmental net position to be revised.

Changes in Fund Balances, Governmental Funds

Last Ten Years

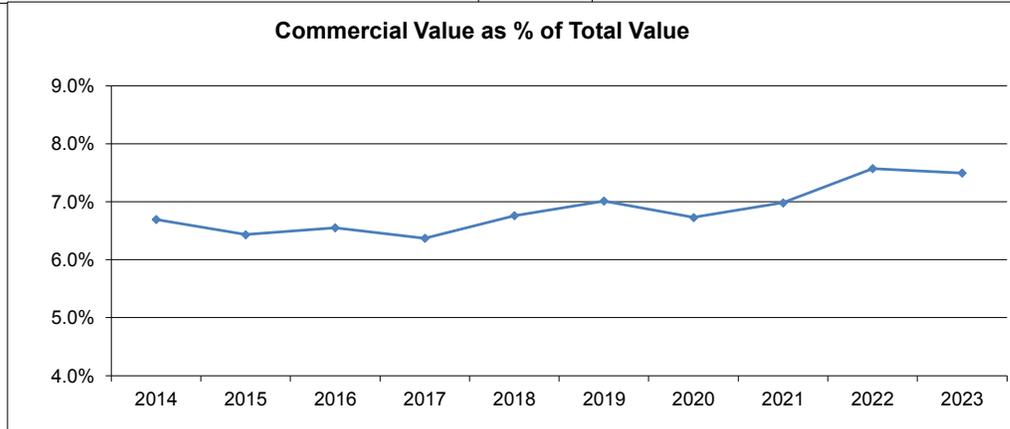
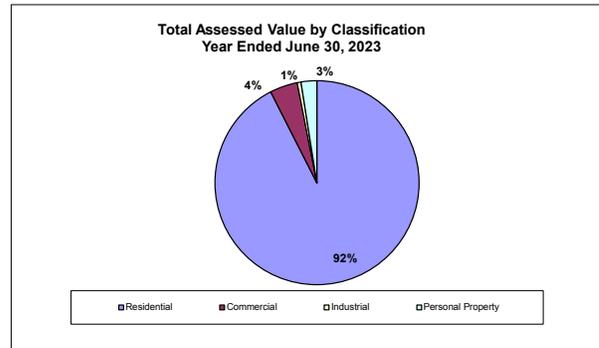
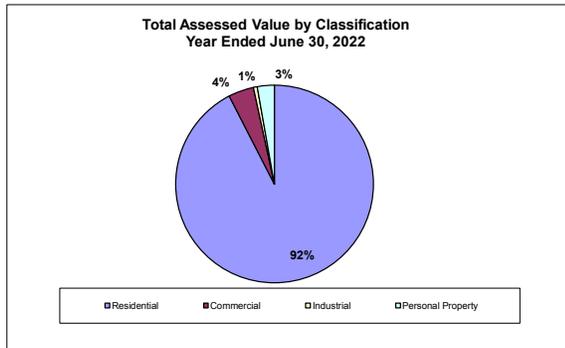
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenues:</b>										
Real estate and personal property taxes, net of tax refunds.....	\$ 72,439,807	\$ 72,210,203	\$ 76,420,221	\$ 80,435,678	\$ 82,385,311	\$ 86,498,484	\$ 88,923,845	\$ 93,012,980	\$ 95,023,032	\$ 98,638,533
Motor vehicle and other excise taxes.....	3,479,052	3,778,204	3,702,251	4,044,745	4,071,435	4,263,360	3,895,034	4,126,084	4,553,005	4,461,635
Tax liens.....	187,499	241,824	202,152	104,819	64,953	115,256	223,956	79,895	133,575	160,167
Payments in lieu of taxes.....	38,629	89,934	48,783	7,350	83,613	61,537	12,347	78,493	40,450	51,296
Community preservation taxes.....	1,643,844	1,662,709	1,756,562	1,844,752	1,917,476	2,005,675	2,065,433	2,166,545	2,232,495	2,381,654
Intergovernmental.....	17,534,425	10,731,708	13,086,130	18,876,071	21,014,817	20,549,130	24,721,972	27,794,432	19,302,626	21,111,316
Penalties and interest on taxes.....	224,025	186,333	306,133	291,741	208,289	284,241	378,737	388,642	328,291	400,916
Licenses and permits.....	708,163	746,655	819,242	1,147,063	1,553,193	1,159,863	748,076	1,191,378	1,129,923	1,313,248
Fines and forfeitures.....	82,894	86,250	37,342	37,711	36,418	25,569	14,631	12,092	15,876	15,876
Departmental and other.....	4,263,600	4,418,544	4,297,707	4,273,848	4,100,809	4,304,546	3,765,773	3,858,502	5,573,064	5,858,244
Contributions.....	367,022	302,659	243,641	252,661	608,826	967,495	336,968	1,151,774	208,321	280,642
Interest income (loss).....	331,410	85,504	125,650	225,745	273,466	438,848	391,517	398,156	(455,921)	592,106
<b>Total Revenue.....</b>	<b>101,300,370</b>	<b>94,540,527</b>	<b>101,071,555</b>	<b>111,541,815</b>	<b>116,319,899</b>	<b>120,684,853</b>	<b>125,509,227</b>	<b>134,261,512</b>	<b>128,080,953</b>	<b>135,265,633</b>
<b>Expenditures:</b>										
General government.....	3,256,717	6,233,818	3,732,597	3,498,506	5,093,683	5,246,989	19,450,048	6,291,146	4,632,750	4,962,728
Public safety.....	7,832,862	11,521,631	11,808,341	8,174,832	8,707,893	8,852,263	9,926,681	10,290,070	10,816,662	13,705,277
Education.....	58,782,463	59,901,358	61,131,536	62,385,862	62,579,469	66,761,974	69,191,990	71,072,769	73,543,810	76,177,744
Public works.....	6,280,856	7,889,516	9,191,644	6,521,352	7,366,387	7,055,220	8,908,199	7,566,386	10,283,326	30,272,459
Community preservation.....	-	-	-	407,813	338,891	3,308,635	267,788	441,859	496,457	496,457
Health and human services.....	910,979	1,053,644	1,158,185	1,043,930	1,079,532	1,161,178	1,213,786	1,196,022	1,285,143	1,402,136
Culture and recreation.....	2,432,273	2,174,517	2,561,484	2,116,894	2,109,081	2,624,419	2,148,013	1,666,666	1,931,771	1,965,163
Pension benefits.....	8,882,087	3,482,548	3,738,774	11,582,320	12,463,856	12,586,537	15,389,110	17,330,211	11,814,214	13,337,505
Employee benefits.....	6,650,548	5,865,834	6,098,164	6,949,924	7,337,462	7,376,116	7,711,290	8,211,070	8,355,812	8,728,958
Property and liability insurance.....	238,000	263,973	272,418	301,610	312,058	328,256	339,148	400,332	420,735	449,118
State and county charges.....	157,416	227,330	197,943	192,255	205,840	209,519	263,334	296,897	296,146	238,389
Debt service:										
Principal.....	5,300,000	11,085,000	3,762,321	3,720,041	3,688,057	3,426,950	3,505,343	3,534,621	2,628,908	2,468,503
Interest.....	962,524	888,265	1,266,881	1,124,582	1,046,207	852,010	725,292	1,037,000	801,443	725,550
<b>Total Expenditures.....</b>	<b>101,686,725</b>	<b>110,587,434</b>	<b>104,920,288</b>	<b>108,019,921</b>	<b>112,328,416</b>	<b>119,790,566</b>	<b>139,040,022</b>	<b>129,732,979</b>	<b>127,252,579</b>	<b>154,929,987</b>
Excess of revenues over (under) expenditures.....	(386,355)	(16,046,907)	(3,848,733)	3,521,894	3,991,483	894,287	(13,530,795)	4,528,533	828,374	(19,664,354)
<b>Other Financing Sources (Uses)</b>										
Issuance of bonds.....	-	11,805,946	-	-	-	-	14,530,000	2,030,000	-	500,000
Issuance of refunding bonds - advanced refunding.....	-	-	-	-	-	-	-	2,085,000	-	-
Issuance of refunding bonds - current refunding.....	1,950,000	6,845,000	-	-	2,640,000	-	-	905,000	-	-
Premium from issuance of bonds and notes.....	99,014	925,710	-	-	-	-	94,011	638,512	-	282,118
Premium from issuance of refunding bonds - advanced refunding.....	-	-	-	-	-	-	-	20,000	-	-
Premium from issuance of refunding bonds - current refunding.....	75,215	911,298	-	-	172,813	-	-	95,000	-	-
Payments to refunded bond escrow agent - advanced refunding.....	-	-	-	-	-	-	-	(2,105,000)	-	-
Payments to refunded bond escrow agent - current refunding.....	-	-	-	-	(2,750,000)	-	-	(1,000,000)	-	-
Proceeds from capital leases.....	271,594	315,559	-	-	-	-	-	-	-	-
Proceeds from the sale of capital assets.....	-	-	-	-	-	-	-	1,000,000	-	-
Transfers in.....	3,118,082	1,779,092	1,246,311	2,459,512	1,451,315	2,118,638	1,251,306	2,528,875	2,551,075	1,024,759
Transfers out.....	(3,014,015)	(1,678,449)	(6,445,898)	(2,459,512)	(1,451,315)	(2,118,638)	(1,240,806)	(2,718,375)	(2,551,075)	(1,014,259)
<b>Total other financing sources (uses).....</b>	<b>2,499,890</b>	<b>20,904,156</b>	<b>(5,199,587)</b>	<b>-</b>	<b>62,813</b>	<b>-</b>	<b>14,634,511</b>	<b>3,479,012</b>	<b>-</b>	<b>792,618</b>
<b>Net change in fund balance.....</b>	<b>\$ 2,113,535</b>	<b>\$ 4,857,249</b>	<b>\$ (9,048,320)</b>	<b>\$ 3,521,894</b>	<b>\$ 4,054,296</b>	<b>\$ 894,287</b>	<b>\$ 1,103,716</b>	<b>\$ 8,007,545</b>	<b>\$ 828,374</b>	<b>\$ (18,871,736)</b>
Debt service as a percentage of noncapital expenditures.....	6.31%	11.92%	5.24%	4.55%	1.80%	3.78%	3.57%	3.64%	2.83%	2.51%

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates

Last Ten Years

Year	Assessed and Actual Values and Tax Rates								
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Total Direct Rate	Total Town Value
2014	\$ 3,695,489,903	\$ 18.03	\$ 146,588,764	\$ 51,549,800	\$ 66,955,670	\$ 265,094,234	\$ 24.94	\$ 18.49	\$ 3,960,584,137
2015	3,825,857,903	17.60	147,618,442	51,552,200	63,887,360	263,058,002	24.88	18.07	4,088,915,905
2016	3,953,667,699	17.80	153,832,208	52,641,600	70,742,800	277,216,608	25.11	18.28	4,230,884,307
2017	4,128,077,415	17.74	161,710,160	28,896,800	90,269,320	280,876,280	25.01	18.20	4,408,953,695
2018	4,252,412,677	17.93	172,317,688	29,891,300	106,053,550	308,262,538	24.30	18.36	4,560,675,215
2019	4,396,808,625	17.91	189,613,218	30,823,000	111,118,740	331,554,958	24.30	18.36	4,728,363,583
2020	4,451,809,500	18.45	179,424,076	30,823,000	111,016,580	321,263,656	24.97	18.89	4,773,073,156
2021	4,476,309,078	18.83	193,733,270	32,737,300	109,526,080	335,996,650	25.55	19.30	4,812,305,728
2022	4,804,601,288	18.05	215,023,558	34,203,500	144,636,520	393,863,578	24.57	18.54	5,198,464,866
2023	5,708,346,257	15.77	269,234,148	38,246,300	155,200,260	462,680,708	20.23	16.10	6,171,026,965



Source: Assessor's Department, Town of Sudbury  
All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**Principal Taxpayers  
Current Year and Nine Years Ago**

Name	Property Type	2023			2014		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
NSTAR Electric & Gas Company	Utility	\$ 107,382,730	1	1.74%	\$ 31,904,411	1	0.81%
Sudbury Avalon Inc.	Apartments	\$ 50,561,675	2	0.82%			
Herb Chambers	Auto Dealership	\$ 30,007,739	3	0.49%			
Chiswick Park LLC	Manufacturer	\$ 26,929,901	4	0.44%			
BPR Development LLC	Apartments/Townhouses	\$ 17,681,000	5	0.29%			
Boston Gas	Utility	\$ 17,197,250	6	0.28%	\$ 7,673,697	8	0.19%
TA Sudbury LLC	Shopping Center	\$ 13,503,000	7	0.22%	\$ 8,831,917	7	0.22%
Sudbury Crossing Station LLC	Shopping Center	\$ 12,050,950	8	0.20%	\$ 10,979,791	6	0.28%
Sudbury Research Center LLC	Research & Development	\$ 11,949,400	9	0.19%			
Verizon	Utility	\$ 10,580,400	10	0.17%	\$ 15,860,866	3	0.40%
Raytheon Corporation	Research & Development				\$ 24,514,395	2	0.62%
Paris Trust LLC	Office Space				\$ 13,117,602	4	0.33%
PRI Longfellow Glen LLC	Apartments				\$ 13,117,602	5	0.33%
Snider Stanley	Auto Dealership				\$ 6,890,898	9	0.17%
Richad J. Bosse Holdings LLC	Health Club				\$ 6,492,181	10	0.16%
<b>Totals</b>		<u>\$ 297,844,045</u>		<u>4.83%</u>	<u>\$ 139,383,360</u>		<u>3.52%</u>

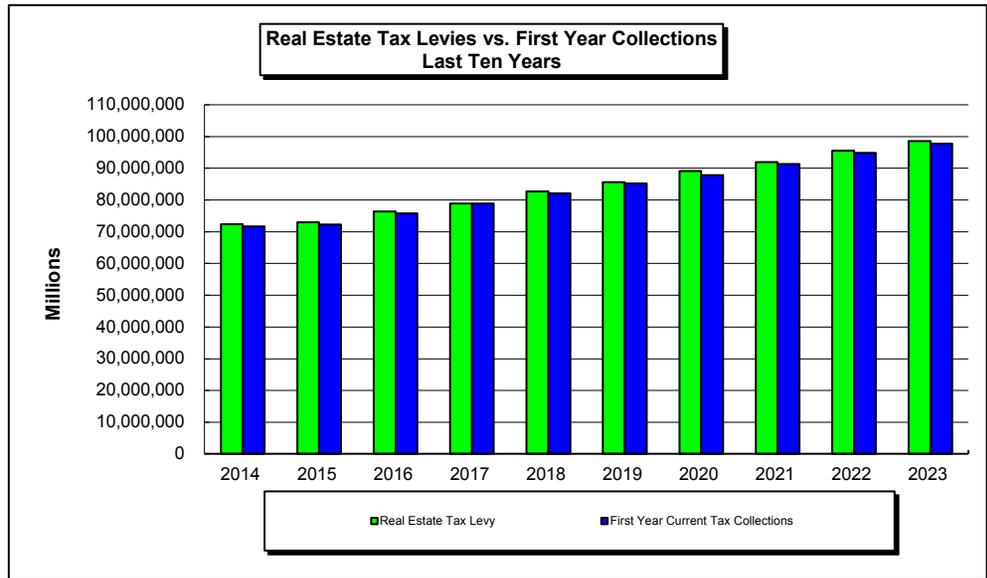
Source: Official Statement for Sale of Bonds

Attachment6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Property Tax Levies and Collections

Last Ten Years

Year	(1) Total Tax Levy	Less Abatements & Exemptions	(1) Net Tax Levy	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	(2) Percent of Total Tax Collections to Net Tax Levy
2014	\$ 72,951,707	593,665	\$ 72,358,042	\$ 71,687,443	99.07%	\$ 514,335	\$ 72,201,778	99.78%
2015	73,549,580	562,545	72,987,035	72,251,311	98.99%	603,461	72,854,772	99.82%
2016	76,997,530	561,430	76,436,100	75,768,929	99.13%	614,187	76,383,116	99.93%
2017	79,892,487	984,546	78,907,941	78,956,353	100.06%	352,595	79,308,948	100.51%
2018	83,323,444	584,388	82,739,056	82,147,081	99.28%	664,381	82,811,462	100.09%
2019	86,384,635	726,568	85,658,067	85,188,157	99.45%	625,877	85,814,034	100.18%
2020	89,733,894	627,195	89,106,699	87,853,592	98.59%	1,279,659	89,133,251	100.03%
2021	92,444,615	478,211	91,966,404	91,366,955	99.35%	595,900	91,962,855	100.00%
2022	95,995,345	430,850	95,564,495	94,862,799	99.27%	568,811	95,431,610	99.86%
2023	99,049,388	446,897	98,602,491	97,774,029	99.16%	-	97,774,029	99.16%



(1) Includes tax liens.

(2) If the actual abatements and exemptions are lower than the estimate the actual collections can exceed the net levy.

Source: Assessor's Department, Town of Sudbury

**Ratios of Outstanding Debt by Type**  
**Last Ten Years**

Year	Governmental Activities			Total Debt Outstanding	Percentage of Personal Income	U.S. Census Population	Total Debt Per Capita
	General Obligation Bonds	Direct Borrowings Payable	Leases				
2014	\$ 28,355,000	\$ -	\$ 507,890	\$ 28,862,890	1.67%	17,919	\$ 1,611
2015	36,802,575	-	562,642	37,365,217	2.23%	18,119	2,062
2016	32,903,010	-	352,275	33,255,285	1.85%	18,367	1,811
2017	28,939,237	-	183,341	29,122,578	1.50%	18,737	1,554
2018	25,101,589	-	64,801	25,166,390	1.18%	18,867	1,334
2019	21,493,269	-	-	21,493,269	0.99%	18,874	1,139
2020	32,384,793	-	-	32,384,793	1.62%	18,874	1,716
2021	31,354,238	-	-	31,354,238	1.41%	19,627	1,598
2022	28,618,597	-	-	28,618,597	1.25%	19,059	1,502
2023	26,054,821	500,000	-	26,554,821	1.16%	18,965	1,400

Source: Audited Financial Statements, U.S. Census, Division of Local Services

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

## Ratios of Outstanding Debt and General Bonded Debt

### Last Ten Years

Year	General Obligation Bonds	Percentage of Estimated Actual Taxable Value of Property	General Bonded Debt Per Capita
2014	\$ 28,355,000	0.72%	\$ 1,582
2015	36,802,575	0.90%	2,031
2016	32,903,010	0.78%	1,791
2017	28,939,237	0.66%	1,544
2018	25,101,589	0.55%	1,330
2019	21,493,269	0.45%	1,139
2020	32,384,793	0.68%	1,716
2021	31,354,238	0.65%	1,598
2022	28,618,597	0.55%	1,502
2023	26,054,821	0.42%	1,400

Source: Audited Financial Statements, U.S. Census, Division of Local Services

**Direct and Overlapping Governmental Activities Debt**

**As of June 30, 2023**

<u>Town of Sudbury, Massachusetts:</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes			
Lincoln-Sudbury Regional High School District.....	\$ 1,990,000	88%	\$ 1,742,795
General governmental debt.....			<u>26,554,821</u>
Total direct and overlapping debt.....			<u>\$ 28,297,616</u>

Methodologies used to calculate overlapping debt:

Lincoln-Sudbury Regional High School District.

The Town's overlap is based on pupil enrollment.

Source: Official Statement for Sale of Bonds

Note: Overlapping governments are those that coincide, at least in part, with geographic boundaries of the Town. This schedule estimates the portion of outstanding debt of those overlapping governments that is borne by the taxpayers of the town. This process recognizes that, when considering the government's ability to issue and repay long-term debt, the entire debt burden borne by the property taxpayers should be taken into account. However, this does not imply that every taxpayer is a resident, and therefore responsible for repaying the debt, of each overlapping government.

Computation of Legal Debt Margin

Last Ten Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Equalized Valuation.....	\$ 4,154,402,700	\$ 4,154,402,700	\$ 4,535,401,000	\$ 4,535,401,000	\$ 4,796,024,700	\$ 4,796,024,700	\$ 5,131,906,400	\$ 5,131,906,400	\$ 5,513,521,800	\$ 5,513,521,800
Debt Limit - 5% of Equalized Valuation....	\$ 207,720,135	\$ 207,720,135	\$ 226,770,050	\$ 226,770,050	\$ 239,801,235	\$ 239,801,235	\$ 256,595,320	\$ 256,595,320	\$ 275,676,090	\$ 275,676,090
Less:										
Outstanding debt applicable to limit.....	15,985,000	25,276,800	23,080,000	20,915,000	18,675,000	16,795,000	17,703,234	30,613,614	28,618,957	26,554,821
Authorized and unissued debt.....	7,827,000	621,000	621,000	621,000	3,971,000	18,931,000	18,931,000	35,723,500	39,123,500	39,123,500
Legal debt margin.....	\$ 183,908,135	\$ 181,822,335	\$ 203,069,050	\$ 205,234,050	\$ 217,155,235	\$ 204,075,235	\$ 219,961,086	\$ 190,258,206	\$ 207,933,633	\$ 209,997,769
Total debt applicable to the limit as a percentage of debt limit.....	11.46%	12.47%	10.45%	9.50%	9.44%	14.90%	14.28%	25.85%	24.57%	23.82%

Source: Official Statement for Sale of Bonds

## Demographic and Economic Statistics

## Last Ten Years

Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2014	17,919	\$ 1,732,929,000	\$ 96,709	43	4.0%
2015	18,119	1,673,761,000	92,376	43	3.5%
2016	18,367	1,802,409,000	98,133	43	3.4%
2017	18,737	1,939,767,000	103,526	44	3.5%
2018	18,867	2,128,537,000	112,818	44	3.0%
2019	18,874	2,178,362,000	115,416	44	2.8%
2020	18,874	2,001,550,000	106,048	44	10.7%
2021	19,627	2,224,406,000	113,334	44	3.6%
2022	19,059	2,296,152,000	120,476	44	2.7%
2023	18,965	2,284,638,000	120,466	44	2.7%

Source: Commonwealth of Mass, Division of Local Services, Executive Office of Labor and Workforce Development. Median age is based on most recent census data.

**Principal Employers (excluding Town)  
Current Year and Nine Years Ago**

Employer	Nature of Business	2023			2014		
		Employees	Rank	Percentage of Total Town Employment	Employees	Rank	Percentage of Total Town Employment
Sudbury Farms	Grocery Store	250	1	4%	300	1	4%
Lincoln-Sudbury Regional School District	Public School District	225	2	3%	200	3	2%
Whole Foods Market	Grocery Store	210	3	3%			
Staples Industrial	Packaging Materials	190	4	3%	175	7	2%
Adtech Systems	Audio/Visual Services	160	5	2%			
Sudbury Pines Extended Care	Extended Care Facility	130	6	2%			
Longfellow's Wayside Inn Restaurant	Restaurant	130	7	2%			
Shaw's Supermarket	Grocery Store	125	8	2%	84	10	1%
Mass State Police Crime Lab	Public Safety	110	9	2%			
Connexion	Staffing & Recruiting	100	10	1%			
Raytheon Corporation	Research & Development				300	2	4%
APC	Pest Control				200	4	2%
Cavicchio Greenhouses, Inc.	Florists				200	5	2%
Jones & Bartlett Publishers	Publishing				200	6	2%
Bosse Sports	Health Club				110	8	1%
Methods Machine Tools, Inc.	Machine Engineering				110	9	1%

Source: Massachusetts Department of Workforce Development

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**Full-Time Equivalent Town Employees**

**Last Ten Years**

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<u>Full-Time Equivalents</u>										
Town.....	30	29	31	30	30	31	30	30	30	30
Public Safety.....	77	74	78	78	78	83	88	88	88	88
School.....	396	402	413	414	404	372	383	383	428	439
Public Works.....	34	36	34	34	34	34	34	34	34	34
Health and Human Services.....	7	9	9	7	7	8	10	11	11	11
Culture and Recreation.....	<u>14</u>	<u>16</u>	<u>16</u>	<u>17</u>	<u>17</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>18</u>
Total.....	<u><u>558</u></u>	<u><u>566</u></u>	<u><u>581</u></u>	<u><u>580</u></u>	<u><u>570</u></u>	<u><u>546</u></u>	<u><u>563</u></u>	<u><u>564</u></u>	<u><u>609</u></u>	<u><u>620</u></u>

Source: Annual Budget Report, School Department

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

Operating Indicators by Function/Program

Last Ten Years

Function/Program	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>General Government</b>										
Population.....	17,919	18,119	18,367	18,737	18,867	18,874	18,874	19,627	19,655	18,965
Selectmen's meetings.....	36	45	59	44	35	46	44	44	63	46
Licenses issued.....	78	81	82	82	140	89	88	86	80	81
Payroll processed.....	18,835	19,591	19,941	19,907	19,555	19,599	19,259	18,389	18,892	20,259
Invoices paid.....	17,350	16,216	15,882	14,816	15,343	16,639	15,126	15,784	15,520	14,513
Taxable property parcels.....	6,589	6,605	6,645	6,658	6,658	6,657	6,673	6,686	6,689	6,683
Motor vehicle excise processed.....	19,516	18,203	19,459	19,654	19,067	19,873	18,868	19,774	19,140	19,447
Certified vital records.....	1,263	1,408	1,415	1,350	1,494	1,473	1,615	1,476	1,266	1,610
Zoning board of appeals application filed.....	40	43	31	32	35	47	34	37	47	42
<b>Public Safety</b>										
<b>Police</b>										
Calls for service.....	15,965	17,021	17,341	13,379	15,936	14,504	14,017	14,447	13,907	12,908
Walk-in traffic.....	9,682	10,051	N/A	11,408	12,630	10,706	7,417	5,464	5,755	6,960
Arrests.....	133	128	84	46	57	57	60	53	52	77
Criminal complaints.....	215	247	191	111	156	148	140	125	123	186
Motor vehicle accidents.....	518	511	550	507	554	464	310	324	376	358
Alarms.....	847	750	839	603	601	600	519	513	520	462
Medical call responses.....	818	984	948	907	910	886	1,115	1,044	1,062	1,192
<b>Fire</b>										
<b>Incidents</b>										
Calls for assistance.....	1,918	2,246	2,193	2,034	2,310	2,084	2,200	2,313	2,461	N/A
Structure fire responses.....	21	13	19	19	22	38	26	40	43	N/A
Emergency medical responses.....	1,109	1,237	1,221	1,278	1,332	1,287	1,361	1,421	1,610	N/A
<b>Building Department</b>										
Building inspections.....	1,504	1,643	1,961	1,769	2,012	2,249	2,212	3,075	3,716	3,068
<b>Education</b>										
Public school enrollment.....	4,340	4,505	4,424	4,471	4,064	3,998	4,070	3,803	3,726	3,857
<b>Public Works</b>										
Depository of property plans.....	5,500	5,500	4,110	6,805	6,830	6,830	4,000	6,837	6,837	6,848
Transfer station stickers issued.....	1,525	1,922	2,209	2,371	2,170	2,133	2,097	1,929	1,831	1,970
Recyclables (tons).....	750	599	580	608	575	500	463	445	390	393
<b>Health and Human Services</b>										
Senior Center program attendance.....	1,900	1,900	1,600	1,542	1,700	1,850	1,870	994	1,187	1,499
Senior Center referrals.....	358	276	195	106	168	195	420	404	496	599
Veteran population (Federal census estimate).....	1,220	1,218	509	483	531	531	474	474	290	326
Senior and veteran tax work-off participants.....	52	56	55	55	57	60	56	52	30	50
<b>Culture and Recreation</b>										
Library circulation.....	447,275	457,612	408,422	398,447	376,594	415,092	363,176	249,327	404,250	N/A
Library resources sharing.....	109,660	104,845	106,321	106,882	107,000	110,010	79,353	176,961	180,500	N/A
Park & recreation programs.....	691	493	515	679	680	600	N/A	N/A	N/A	N/A
Pool use (admittance).....	80,423	77,000	77,000	75,000	75,000	75,000	N/A	N/A	N/A	N/A

Source: Various Town Departments and Annual Town Report  
 N/A: Information not available

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)

**Capital Asset Statistics by Function/Program**

**Last Ten Years**

<u>Function/Program</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
Public safety										
Police										
Number of Stations.....	1	1	1	1	1	1	1	1	1	1
Fire										
Number of Stations.....	3	3	3	3	3	3	3	3	3	3
Trucks.....	7	7	7	7	7	7	7	7	7	7
Education										
Public school buildings.....	5	5	5	5	5	5	5	5	5	5
Public Works										
Streets (miles).....	141	141	141	141	141	141	141	141	141	141
Streetlights.....	627	627	627	627	627	627	627	627	627	627
Traffic signals.....	2	2	2	2	2	2	2	2	2	2
Trucks/rolling stock equipment.....	83	83	83	83	83	91	91	91	91	91
Culture and Recreation										
Public libraries.....	1	1	1	1	1	1	1	1	1	1
Community centers.....	1	1	1	1	1	1	1	1	1	1
Town park and playground acreage.....	96	96	96	96	96	96	96	96	96	96

Source: Various Town Departments

Attachment 6.a: Sudbury FY2023 ACFR (6200 : FY23 Audit Presentation)



**Powers &  
Sullivan, LLC**  
CPAs AND ADVISORS

***TOWN OF SUDBURY, MASSACHUSETTS***  
***REPORTS ON FEDERAL AWARD PROGRAMS***  
***YEAR ENDED JUNE 30, 2023***

**Attachment 6.b: FY23 Report on Federal Awards (SEFA) (6200 : FY23 Audit Presentation)**

**TOWN OF SUDBURY, MASSACHUSETTS**  
**REPORTS ON FEDERAL AWARD PROGRAMS**  
**YEAR ENDED JUNE 30, 2023**

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Attachment 6.b: FY23 Report on Federal Awards (SEFA) (6200 : FY23 Audit Presentation)



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## REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

### Independent Auditor's Report

To the Honorable Select Board  
 Town of Sudbury, Massachusetts

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Sudbury, Massachusetts, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Town of Sudbury, Massachusetts' basic financial statements, and have issued our report thereon dated December 22, 2023.

### Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Town of Sudbury, Massachusetts' internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control. Accordingly, we do not express an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. *A material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

### Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Town of Sudbury, Massachusetts' financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an

objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Sudbury, Massachusetts' internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Powers & Sullivan LLC*

December 22, 2023



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## **REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM; REPORT ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY UNIFORM GUIDANCE**

### **Independent Auditor's Report**

To the Honorable Select Board  
 Town of Sudbury, Massachusetts

### **Report on Compliance for Each Major Federal Program**

#### ***Opinion on Each Major Federal Program***

We have audited the Town of Sudbury, Massachusetts' compliance with the types of compliance requirements identified as subject to audit in the *OMB Compliance Supplement* that could have a direct and material effect on each of the Town of Sudbury, Massachusetts' major federal programs for the year ended June 30, 2023. The Town of Sudbury, Massachusetts' major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, the Town of Sudbury, Massachusetts complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2023.

#### ***Basis for Opinion on Each Major Federal Program***

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Town of Sudbury, Massachusetts and to meet our other ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Town of Sudbury, Massachusetts' compliance with the compliance requirements referred to above.

#### ***Responsibilities of Management for Compliance***

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules, and provisions of contracts or grant agreements applicable to the Town of Sudbury, Massachusetts' federal programs.

### **Auditor's Responsibility for the Audit of Compliance**

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Town of Sudbury, Massachusetts' compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Town of Sudbury, Massachusetts' compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with generally accepted auditing standards, *Government Auditing Standards*, and the Uniform Guidance, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Town of Sudbury, Massachusetts' compliance with the compliance requirements referred to above and performing such other procedures as we considered necessary in the circumstances.
- Obtain an understanding of the Town of Sudbury, Massachusetts' internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Town of Sudbury, Massachusetts' internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

### **Report on Internal Control Over Compliance**

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control

over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Powers & Sullivan LLC*

January 23, 2024



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## Report on Schedule of Expenditures of Federal Awards Required by Uniform Guidance

### Independent Auditor's Report

To the Honorable Select Board  
 Town of Sudbury, Massachusetts

We have audited the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Sudbury, Massachusetts, as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements. We issued our report thereon dated December 22, 2023, which contained unmodified opinions on those financial statements. Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the basic financial statements as a whole.

*Powers & Sullivan LLC*

December 22, 2023

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS

FOR THE YEAR ENDED JUNE 30, 2023

Federal Grantor/Pass-Through Grantor/Program or Cluster Title	Federal Assistance Listing Number	Pass-Through Entity Identifying Number	Amount Passed Through to Sub-Recipients	Expenditures
<b>CHILD NUTRITION CLUSTER:</b>				
U.S. DEPARTMENT OF AGRICULTURE:				
<u>Passed through the Massachusetts Department of Elementary and Secondary Education:</u>				
Non-Cash Assistance (Commodities):				
National School Lunch Program.....	10.555	09-288	\$ -	\$ 79,321
Cash Assistance:				
National School Lunch Program.....	10.555	09-288	-	268,891
COVID-19 National School Lunch Program.....	10.555	09-288	-	61,167
Total National School Lunch Program.....			-	409,379
Cash Assistance:				
School Breakfast Program.....	10.553	09-288	-	47,408
TOTAL CHILD NUTRITION CLUSTER.....			-	456,787
<b>HIGHWAY SAFETY CLUSTER:</b>				
U.S. DEPARTMENT OF TRANSPORTATION:				
<u>Passed through the Massachusetts Executive Office of Public Safety and Security:</u>				
State and Community Highway Safety.....	20.600	2022MRSPSUDBURY	-	667
National Priority Safety Programs.....	20.616	2022MRSPSUDBURY	-	4,609
TOTAL HIGHWAY SAFETY CLUSTER.....			-	5,276
<b>SPECIAL EDUCATION CLUSTER:</b>				
U.S. DEPARTMENT OF EDUCATION:				
<u>Passed through the Massachusetts Department of Elementary and Secondary Education:</u>				
Special Education Grants to States (IDEA, Part B).....	84.027	240-694347-2023-0288	-	593,798
Special Education Grants to States (IDEA, Part B).....	84.027	240-529145-2022-0288	-	42,895
COVID-19 - Special Education Grants to States (IDEA, Part B).....	84.027	252-529143-2022-0288	-	50,865
Total Special Education Grants to States (IDEA, Part B).....			-	687,558
<u>Passed through the Massachusetts Department of Elementary and Secondary Education:</u>				
Special Education Preschool Grants (IDEA, Preschool).....	84.173	262-694348-2023-0288	-	20,554
Special Education Preschool Grants (IDEA, Preschool).....	84.173	262-529146-2022-0288	-	3,401
Total Special Education Preschool Grants (IDEA, Preschool).....			-	23,955
TOTAL SPECIAL EDUCATION CLUSTER.....			-	711,513
<b>OTHER PROGRAMS:</b>				
U.S. DEPARTMENT OF JUSTICE:				
<u>Direct Program:</u>				
Bulletproof Vest Partnership Program.....	16.607	N/A	-	2,015
U.S. DEPARTMENT OF TREASURY:				
<u>Direct Program:</u>				
COVID-19 - State and Local Fiscal Recovery Fund.....	21.027	N/A	-	1,005,281
<b>PASS-THROUGH PROGRAMS:</b>				
U.S. DEPARTMENT OF THE INTERIOR:				
<u>Passed through the Massachusetts Secretary of State:</u>				
Historic Preservation Fund Grants-in-Aid.....	15.904	SCSECA48002333010000	-	16,000
U.S. DEPARTMENT OF EDUCATION:				
<u>Passed through the Massachusetts Department of Elementary and Secondary Education:</u>				
Title I Grants to Local Educational Agencies.....	84.010	305-694373-2023-0288	-	75,139
Title I Grants to Local Educational Agencies.....	84.010	305-527664-2022-0288	-	7,568
Total Title I Grants to Local Educational Agencies.....			-	82,707
English Language Acquisition Grants.....	84.365	180-694372-2023-0288	-	3,141
Supporting Effective Instruction Grants.....	84.367	140-694371-2023-0288	-	34,820
Student Support and Academic Enrichment.....	84.424	309-694374-2023-0288	-	6,907
COVID-19 - Education Stabilization Fund.....	84.425D	115-527778-2022-0288	-	201,851
COVID-19 - Education Stabilization Fund.....	84.425U	119-643341-2022-0288	-	92,951
COVID-19 - Education Stabilization Fund.....	84.425U	523-678165-2023-0288	-	100,000
Total COVID-19 - Education Stabilization Fund.....			-	394,802
TOTAL U.S. DEPARTMENT OF EDUCATION.....			-	522,377
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES:				
<u>Passed through the Massachusetts Department of Health and Human Services:</u>				
Cooperative Agreement for Emergency Response - Public Health Crisis Response.....	93.354	INTF1200P01214333119	-	150,000
U.S. DEPARTMENT OF HOMELAND SECURITY:				
<u>Passed through the Massachusetts Emergency Management Agency:</u>				
Emergency Management Performance Grants.....	97.042	FY23EMPG2200000SUDBU	-	4,600
TOTAL.....			\$ -	\$ 2,873,849

See notes to Schedule of Expenditures of Federal Awards.

Attachment 6.b: FY23 Report on Federal Awards (SEFA) (6200 : FY23 Audit Presentation)

**Note 1 – Basis of Presentation**

The accompanying Schedule of Expenditures of Federal Awards (Schedule) includes the federal award activity of the Town of Sudbury, Massachusetts under programs of the federal government for the year ended June 30, 2023. The information in this Schedule is presented in accordance with the requirements of Title 2 U.S Code of Federal Regulations Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Town of Sudbury, Massachusetts, it is not intended to and does not present the financial position, changes in net position, or cash flows of the Town of Sudbury, Massachusetts.

**Note 2 – Summary of Significant Accounting Policies**

The accounting and reporting policies of the Town of Sudbury, Massachusetts are set forth below:

- (a) Basis of Accounting – The accompanying Schedule of Expenditures of Federal Awards is presented on the modified accrual basis of accounting. Accordingly, expenditures are recognized when the liability is incurred. Such expenditures are recognized following the cost principles contained in the Uniform guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement.
- (b) Cash Assistance – National School Lunch Program and School Breakfast Program – Program expenditures represent federal reimbursement for meals provided during the year.
- (c) Non-Cash Assistance (Commodities) – National School Lunch Program – Program expenditures represent the value of donated foods received during the year.
- (d) The Town of Sudbury, Massachusetts has not elected to use the 10-percent de minimis indirect cost rate as allowed under the Uniform Guidance.

**A. Summary of Auditor's Results**

1. The auditor's report expresses an unmodified opinion on the financial statements of the Town of Sudbury, Massachusetts.
2. No material weaknesses or significant deficiencies relating to the audit of the financial statements are reported in the Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*.
3. No instances of noncompliance material to the financial statements of the Town of Sudbury, Massachusetts, were disclosed during the audit.
4. No material weaknesses or significant deficiencies relating to the audit of the major federal award programs are reported in the Report on Compliance for Each Major Federal Program; Report on Internal Control over Compliance; and Report on the Schedule of Expenditures of Federal Awards Required by the Uniform Guidance.
5. The auditor's report on compliance for the major federal award programs for the Town of Sudbury, Massachusetts, expresses an unmodified opinion on all major federal award programs.
6. There were no audit findings relative to the major federal award programs for the Town of Sudbury, Massachusetts.
7. The program tested as a major grant was the COVID-19 - State and Local Fiscal Recovery Funds, Federal Assistance Listing Number 21.027.
8. The threshold for distinguishing Types A and B programs was \$750,000.
9. The Town of Sudbury, Massachusetts was determined to be a low-risk auditee.

**B. Findings – Financial Statements Audit**

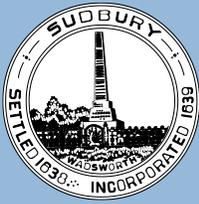
None.

**C. Findings and Questioned Costs – Major Federal Award Programs**

None.

**D. Prior Year Findings and Questioned Costs – Major Federal Award Programs**

None.



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**

**7: Discussion on 2024 ATM articles**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion regarding 2024 Annual Town Meeting: consent calendar, positions on articles; other.

Recommendations/Suggested Motion/Vote:

Background Information:

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

**Annual Town Meeting Articles  
May 6, 2024**

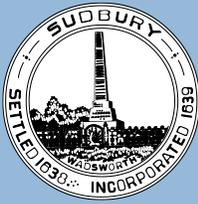
#	Article Title	Sponsor/ Submitted by	Category	Article Presenter	SB Position Vote	SB Position	Date SB voted	FinCom Position Vote	FinCom Position	Funding Source	Requested Amount	Required Vote	Consent Calendar (Y/N)
1	Hear Reports	Select Board	Finance/Budget	Craig Blake						-		Majority	
2	FY24 Budget Adjustments	Select Board	Finance/Budget	Sheehan								Majority	
3	FY25 Budget	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/26	6-1	Support	Levy	\$121,605,022	Majority	
4	FY25 Town Manager's Capital Budget	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/26	7-0	Support	Levy	\$628,697	Majority	
5	FY25 Transfer Station Enterprise Fund Budget	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/26	7-0	Support	Enterprise	\$329,869	Majority	Y
6	FY25 Pool Enterprise Fund Budget	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/26	7-0	Support	Enterprise	\$537,783	Majority	Y
7	FY25 Recreation Field Maintenance Enterprise Fund Budget	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/26	7-0	Support	Enterprise	\$243,663	Majority	Y
8	FY24 Snow & Ice Transfer	Town Manager	Finance/Budget	Sheehan				HOLD	Report at Town Meeting	Free Cash	0	Majority	Y
9	Unpaid Bills of Prior Fiscal Years	Town Accountant	Finance/Budget	Keohane				N/A	Report at Town Meeting	Free Cash	\$0	Four-Fifths	
10	Chapter 90 Highway Funding	Director of Public Works	Finance/Budget	Nason	5-0	Support	3/12	7-0	Support	State	-	Majority	Y
11	FY25 Stabilization Fund	Select Board	Finance/Budget	Carty	5-0	Support	3/12	7-0	Support	Free Cash	\$201,507	Majority	Y
12	FY25 Revolving Fund Spending Limits	Finance Director	Finance/Budget	Keohane	5-0	Support	3/12	7-0	Support	Fees	-	Majority	Y
13	Capital Stabilization Fund	Town Manager	Finance/Budget	Sheehan	5-0	Support	3/12	7-0	Support	Free Cash	\$250,000	Majority	Y
14	Revoke Opioid Settlement Stabilization Fund	Board of Health	Finance/Budget	Sheehan/ Zeng	5-0	Support	3/12	7-0	Support			Two-Thirds	
15	Means Tested Senior Tax Exemption Extension	Board of Assessors	Finance/Budget	Josh Fox	5-0	Support	3/12	7-0	Support			Majority	Y
16	Amend Zoning Bylaw: Firearms Safety Business Use	Select Board	Other	Russo	3-2	Support	3/12		Report at Town Meeting			Two-Thirds	
17	Acquisition of MBTA Buildings	Historical Commission	Other	Sheehan/ Hagger	5-0	Support	3/12	7-0	Support			Two-Thirds	
18	Swap Body Trucks w/Plow & Various Bodies - 2 of same vehicle	Director of Public Works	Other	Nason	5-0	Support	3/12	7-0	Support	Free Cash	\$560,000	Majority	Y
19	Pickup Truck with Plow	Director of Public Works	Other	Nason	5-0	Support	3/12	7-0	Support	Free Cash	\$120,000	Majority	Y
20	Town Wide Culvert and Drainage Reconstruction	Director of Public Works	Other	Nason	5-0	Support	3/12	7-0	Support	Levy	\$625,000	Majority	
21	DPW Roof Top HVAC Unit Replacements	Facilities Director	Other	Duran	5-0	Support	3/12	7-0	Support	Levy	\$200,000	Majority	Y
22	DPW Salt Shed Vinyl Cover Replacement	Facilities Director	Other	Duran	5-0	Support	3/12	7-0	Support	Levy	\$125,000	Majority	Y
23	Atkinson Pool Renovation	Facilities Director	Other	Duran	5-0	Support	3/12	7-0	Support	Debt	\$2,350,000	Two-Thirds	
24	SPS - School Classroom Instructional Equipment Replacement	SPS School Committee	Other	Crozier	5-0	Support	3/12	7-0	Support	Free Cash	\$100,000	Majority	Y
25	SPS - Haynes Elementary School Dehumidification HVAC	SPS School Committee	Other	Duran	5-0	Support	3/12	7-0	Support	Free Cash	\$150,000	Majority	Y
26	LSRHS Lighting Control Replacement	Lincoln-Sudbury Regional School Committee	Other	Stephens	5-0	Support	3/26	7-0	Support	Free Cash	\$144,585	Majority	Y
27	LSRHS Exterior Stairwell Replacement	Lincoln-Sudbury Regional School Committee	Other	Stephens	5-0	Support	3/26	7-0	Support	Free Cash	\$130,965	Majority	Y
28	Electric Vehicle Charging Stations - Goodnow Library	Goodnow Library Trustees	Other				4/2		Report at Town Meeting	Free Cash	\$80,000	Majority	
29	Amend General Bylaw, Art. XV, Building Permit Fees	Town Manager	Other	Sheehan	5-0	Support	4/2	6-0-1	Support			Majority	
30	Amend General Bylaws, Art. XXII, Conservation Commission Fees	Town Manager	Other	Sheehan	5-0	Support	4/2	6-0-1	Support			Majority	
31	Amend Zoning Bylaw: Codification - Additional Changes	Town Clerk	Other	Klein	5-0	Support	4/2					Two-Thirds	
32	Amend Zoning Bylaw: Section 6390A, Site Plan Review Lapse and Appeal Modification	Planning Board	Other		5-0	Support	4/2					Two-Thirds	

Attachment 7.a: 2024 ATM\_Articles\_for website (6116 : Discussion on 2024 ATM articles)

**Annual Town Meeting Articles  
May 6, 2024**

#	Article Title	Sponsor/ Submitted by	Category	Article Presenter	SB Position Vote	SB Position	Date SB voted	FinCom Position Vote	FinCom Position	Funding Source	Requested Amount	Required Vote	Consent Calendar (Y/N)
33	Amend Zoning Bylaw Article IX: Insert Section 4700C Multi-Family Overlay District (MBTA Zoning)	Planning Board	Other		5-0	Support	4/2		Report at Town Meeting			Majority	
34	Amend Zoning Bylaw Article IX: Insert Section 5600 Inclusion of Affordable Housing	Planning Board	Other		5-0	Support	4/2		Report at Town Meeting			Majority	
35	Community Preservation Act Fund - Wayside Inn Road Bridge Reconstruction	Community Preservation Committee	Community Preservation		5-0	Support	3/26	6-0-1	Support		\$400,000	Majority	Y
36	Community Preservation Act Fund - Bruce Freeman Rail Trail Phase 3	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$600,000	Majority	Y
37	Community Preservation Act Fund - Sudbury Housing Authority Allocation	Community Preservation Committee	Community Preservation		5-0	Support	4/2	7-0	Support		\$450,000	Majority	Y
38	Community Preservation Act Fund - Sudbury Housing Trust Allocation	Community Preservation Committee	Community Preservation						Report at Town Meeting		\$380,000	Majority	Y
39	Community Preservation Act Fund - Remediation of Water Chestnuts from Hop Brook Pond System	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$56,221	Majority	Y
40	Community Preservation Act Fund - Parkinson Field Driveway Design	Community Preservation Committee	Community Preservation		4-1	Support	3/26	2-5	Report at Town Meeting		\$100,000	Majority	Y
41	Community Preservation Act Fund - Community Garden	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$40,000	Majority	Y
42	Community Preservation Act Fund - Regional Housing Services Office (RHSO) Membership Fee	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$33,000	Majority	Y
43	Community Preservation Act Fund - Return of Unspent Funds	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$28,051	Majority	Y
44	Community Preservation Act Fund - General Budget and Appropriations	Community Preservation Committee	Community Preservation		5-0	Support	3/26	7-0	Support		\$864,693	Majority	Y
45	Amend General Bylaws, Chapter 20, by Adding "Disability"	Petition	Petition	Kay Bell			4/2		Report at Town Meeting			Majority	

Attachment 7.a: 2024 ATM\_Articles\_for website (6116 : Discussion on 2024 ATM articles)



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**

**8: Town Manager review**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Discussion of Town Manager review

Recommendations/Suggested Motion/Vote:

Background Information:  
attached summary and individual evaluations

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

**TOWN MANAGER REVIEW 2024  
QUANT TALLY**

	Dretler	Kouchakdjian	Carty	Roberts	Russo	Average	Count													
							1	2	3	4	5									
<b>1. Vision and Community Leadership</b>																				
a) Mission and Vision	5	4	3	3	4	3.8														
b) Develop Goals	5	3	3	3	4	3.6														
c) Translate Goals to Implementation	5	4	3	4	4	4.0														
d) Creates open environment	5	4	3	4	4	4.0														
						3.9														
<b>2. Communications/Public Relations</b>																				
a) Projects positive image	5	5	4	5	4	4.6														
b) Communicates vision	5	4	2	4	3	3.6														
c) Media presence	3		1	3		2.3	1													
d) Transparent approach	4	4	4	4	4	4.0														
e) Encourages community involvement	4	3	4	3	4	3.6														
f) Contacts outside the town	5	5	4	5	4	4.6														
						3.8														
<b>3. Select Board Support/Relations</b>																				
a) Offers professional advice	5	4	2	4	3	3.6														
b) Implements policies and directives	5	4	1	4	4	3.6	1													
c) Maintains professional working relationship	5	5	3	5	4	4.4														
d) Keeps the Board informed	5	3	2	4	4	3.6														
e) Works with the Board to establish an agenda	5	4	2	3	4	3.6														
f) Uses Town Counsel effectively	5	2	4	4	3	3.6														
						3.7														
<b>4. Personnel Management</b>																				
a) Establishes consistent procedures and practices	3	4		3	4	3.5														
b) Collective bargaining	4	4	2	3		3.3														
c) Develops staff, promotes teamwork, and delegates	4	4	2	4	4	3.6														
d) Implements staff evaluation process	4	4		4		4.0														
e) Promotes staff openness to public involvement	4	3	4	4	4	3.8														
						3.6														
<b>5. Financial Management</b>																				
a) Comprehensive and transparent budgeting	4	3	2	4	4	3.4														
b) Budget forecasting, accounting and control	4	4	3	4	4	3.8														
c) Timely annual budget	5	3	2	4	3	3.4														
d) Presents budget information to boards and citizens	5	4	2	4	3	3.6														
e) Pursues alternate funding sources	5	3	3	4	4	3.8														
						3.6														
<b>6. General Management and Planning</b>																				
a) Provides leadership, motivation and support	5	4	2	4	4	3.8														
b) Monitor maintenance, repairs and improvement	5	4	1	4	3	3.4	1													
c) Maintains orderly financial, personnel and other records	5	4	4	3		4.0														
d) Administers town in accordance with applicable law	5	4	1	4	4	3.6	1													
						3.7														
<b>7. Progress on Town Manager Goals</b>																				
a) Manages priorities effectively	5	4	2	4	4	3.8														
b) Explains unanticipated issues to the Board	5	4	3	3	3	3.6														
c) Creatively develops resources to achieve goals	4	4	3	3	4	3.6														
d) Plans strategic use of limited resources	5	3	3	4	4	3.8														
e) Sets ambitious but realistic targets	5	4	3	4	4	4.0														
						3.8														
<b>8. Personal Qualities and Characteristics</b>																				
a) Maintains high ethical standards and sound judgement	5	5	2	5	5	4.4														
b) Represents the Town in a professional manner	5	5	4	5	5	4.8														
c) Displays flexibility, manages conflict, handles crisis	5	4	2	5	4	4.0														
d) Displays creativity and innovation	4	4	3	3	3	3.4														
e) Maintains high level of professional development	5	4	4	4	4	4.2														
						4.2														
<b>Overall Average Rating</b>	<b>4.7</b>	<b>3.9</b>	<b>2.7</b>	<b>3.9</b>	<b>3.8</b>	<b>3.8</b>														
<b>Overall Ranking Marked in Evaluation</b>	<b>5</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>3.8</b>	<b>4</b>	<b>14</b>	<b>41</b>	<b>93</b>	<b>41</b>									

Attachment 8.a: Town Manager Review Quant Tally 04.23.24 (6196 : Town Manager review)

*Janie Dretler, Chair*

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)**

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

*Janie Dretler, Chair*

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan's adept communication of his vision and leadership skills were apparent in his early assessments and suggestions to the Board last summer. He pinpointed areas needing enhancement in financial management, governance, civil discourse, and succession planning. Additionally, Mr. Sheehan actively engaged in the Board's goal-setting exercise in the fall and has been collaborating with the Board and staff to progress towards these objectives. Moreover, he fosters an atmosphere that encourages residents, employees, and volunteers to collaborate in a balanced and cooperative way.</p>						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/ A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Janie Dretler, Chair*

e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan exhibits a positive demeanor when engaging with the community. His proficiency in effective communication and articulation of his thoughts reflects his extensive experience in local government. In a brief period, we have already reaped the rewards of his connections and understanding of workings of state government, evident in the recent attainment of grants and earmarks. I agree that communication efforts are uneven. It may be helpful for staff to develop a communications strategy and plan for the Town, if one does not already exist.</p>						

<b>3. Select Board Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Implements the Select Board's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: I value Town Manager Sheehan's approachability and consistent insight on Board matters. He frequently offers guidance, information, and helpful suggestions. As Chair this past year, I have implemented strategies to help make our Board meetings more efficient and productive. Mr. Sheehan is a tremendous resource and is always willing to offer ideas for improvements. Mr. Sheehan collaborates effectively with the Board, fostering an environment of respect and trust.</p>						
<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>

Attachment8.b: Dretler 2024\_Town Manager Review Form 041624 (6196 : Town Manager review)

*Janie Dretler, Chair*

a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan maintains a constructive rapport with town staff, displaying inclusivity and respect. My interactions with Town staff have always been upbeat and professional. I appreciate that Mr. Sheehan has taken time to learn how Sudbury operates internally and that he is looking for ways to improve practices in a very difficult hiring and retention environment. This past year has been incredibly busy with two Town Meetings, I encourage Mr. Sheehan to take time in the coming year to step outside his office to engage with additional staff who are not his direct reports. I believe he has done this from time to time over the past year, particularly during highly visible Town events, however, there may be more opportunities to engage with staff that are not quite as visible internally. The Select Board has discussed trying to find way to support staff morale. I look forward to discussing this further with Town Manager Sheehan.</p>						

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attachment8.b: Dretler 2024\_Town Manager Review Form 041624 (6196 : Town Manager review)

*Janie Dretler, Chair*

Director, in accordance with adopted goals and town-wide needs.						
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Effective financial stewardship is a vital aspect of the Town Manager's responsibilities. Mr. Sheehan has exhibited expertise and proficiency in this area. He collaborates with the finance team and various committees and boards. I appreciate that Mr. Sheehan is working to improve the Town's budget and capital planning process and is actively seeking ways to address financial challenges and to increase transparency. I look forward to seeing outcomes and/or suggestions over the next year.</p>						

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan played a pivotal role in navigating our town through several complex challenges in the past year. During this period, he and staff tackled complicated construction projects such as the Fairbank Community Center and the fire station on Route 20. The Select Board and Town has benefited from Mr. Sheehan's extensive experience in municipal government. It is not often that he is presented with a topic that he hasn't seen before in his career.</p>						

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attachment 8.b: Dretler 2024\_Town Manager Review Form 041624 (6196 : Town Manager review)

*Janie Dretler, Chair*

b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan identified two ambitious goals during the Board's goal setting activity that will ultimately set Sudbury up for success over the long term. In the meantime, I appreciate the work that Mr. Sheehan has done to advance Select Board's goals, specifically advancing the completion of the BFRT and the MBTA Communities zoning.</p>						

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Town Manager Sheehan has a positive and calm demeanor. He is always professional and transparent, and proactively seeks solutions to difficult situations. He shows empathy for staff and volunteers.</p>						

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Attachment8.b: Dretler 2024\_Town Manager Review Form 041624 (6196 : Town Manager review)

*Janie Dretler, Chair*

Comments: I look forward to seeing Mr. Sheehan further develop in his role and responsibilities based on his observations during his first year in Sudbury. It is a pleasure for me to work with Town Manager Sheehan.

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM  
SUBMITTED BY LISA KOUCHAKDJIAN**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)**

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

*Insert Board Member name*

<b>1. Vision and Community Leadership</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Since arriving in Sudbury, Town Manager (TM) Sheehan has done a great job getting to know the community and the members of the Select Board. In my opinion, TM Sheehan has gone to great effort to understand the community, to understand the goals of the community and the Select Board. He has helped to move forward several of the Select Board's priorities, including but not limited to, the Bruce Freeman Rail Trail, and the MBTA Communities initiative. I have personally worked closely with TM Sheehan to address the Select Board's vocational education goal. TM Sheehan is a great partner in this work and wholeheartedly believes in staying resilient as a community until we find a solution. I am pleased that he is a strong supporter of vocational education and value his support on this matter greatly.</p> <p>TM Sheehan has done a really great job recognizing the strengths of the community and the Select Board, but also understanding areas where we need to improve as a community and as a Select Board. Over the next evaluation period, I would like to see TM Sheehan assist the Select Board more in its goals process.</p>						

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

*Insert Board Member name*

available to the public and responsive to citizen complaints and requests.						
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
<p>Comments: TM Sheehan projects a very positive image towards the community, as well as the Select Board. As a well-seasoned Town Manager, he is always calm and deliberate even under stressful circumstances. TM Sheehan is highly organized and methodical in his presentations to the Select Board. Although I believe TM Sheehan recognizes the important role volunteers play in Sudbury, as Sudbury is highly dependent upon its volunteers, TM Sheehan can highlight more frequently positive support for our community volunteers and the sacrifices they make to improve life for all residents. I appreciate TM Sheehan availing himself to the community by virtue of his office hours. TM Sheehan recognizes that he serves our community and as such, knows he needs to listen to community members.</p> <p>It is apparent to me that TM Sheehan is highly regarded in the municipal world here in the Commonwealth. TM Sheehan is engaged with municipal organizations like the MMA and participates in professional development opportunities. It is also clear that TM Sheehan has very good relationships with his colleagues in other communities. These positive relationships are beneficial to Sudbury as TM Sheehan has a strong understanding of the work of neighboring communities. Thus, he is able to leverage what he learns from other colleagues to Sudbury's benefit.</p>						

<b>3. Select Board Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Select Board's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

Attachment8.c: Lisa K Town Manager Review 2024 (6196 : Town Manager review)

*Insert Board Member name*

f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	X		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Since coming to Sudbury, TM Sheehan has worked very hard to develop a positive relationship with Select Board members. TM Sheehan fosters an atmosphere of mutual respect and serves to support the Select Board very well. I have appreciated very much the opportunity to meet with TM Sheehan monthly and talk about issues before the community and the Select Board. During my meetings with TM Sheehan he has listened intently to my advocacy, opinions and respected the perspectives that I have advanced on behalf of the community. It is apparent to me that TM Sheehan likewise appreciates the opportunity to meet and share idease about how we can move Sudbury forward. As Vice-Chair, I understand that he works very well with the Chair in the development of the Agendas. As an experienced town manager, TM Sheehan actively engages with the Select Board during meetings. He is able to provide appropriate, productive advice to the Select Board in real time during meetings. This fact is highly beneficial to the Select Board and helps to improve the overall functionality of the Select Board.</p> <p>An area for improvement involves the Select Board’s relationship with Town Counsel. Over the next evaluation cycle, I would like to see improvement in the Board’s relationship with counsel. Specifically, I would like to see improvement in counsel’s ability to provide advice to the Board in a timely manner. We have received several legal and opinion memoranda that have been provided quite late, not giving Board members sufficient time to review prior to meetings. I would also like to see improvement in the content, scope and substance of legal opinions with the Board having a full opportunity to question counsel regarding same. Moving forward, I expect improvement in counsel’s communication with the Select Board regarding legal advice.</p>						
<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

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*Insert Board Member name*

<p>e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.</p>			X			
<p>Comments: Over the last year, TM Sheehan has done great work to develop relationships with staff. He knows and understands that a strong staff is vitally important in moving Sudbury forward. He recognizes that staff must be supported and valued for their work. It is clear that TM Sheehan is building a very strong team for our community. I had the opportunity to work with TM Sheehan and staff this past Fall planning the Annual Town Forum. I observed TM Sheehan’s abilities to manage and support staff in problem solving and flexibility to pivot when necessary.</p> <p>I have been extremely impressed with TM Sheehan’s hiring abilities. It is clear to me that he is very intentional in his hires and knows very well the attributes he is looking for to build a strong, collaborative team. He has made excellent decisions in hiring.</p> <p>Over the next evaluation cycle, I would like to learn more about the professional development TM Sheehan is recommending for staff. I believe that TM Sheehan is promoting a growth mindset for staff, but I would like to see some examples of how staff are being encouraged to learn and grow more in their respective departments. I was very pleased recently to see staff at the MMA Conference in January. Attending the varied conferences offered by the MMA is a great way for staff to continue to grow and learn. I have experienced and observed tremendous improvement in staff’s recognition of the importance of building a more inclusive and accessible Sudbury. Since this topic is being discussed by many departments currently, I would like to see TM Sheehan encourage professional development for staff in this area. I was very pleased to see staff recently at the Strategies for Disability Inclusion event at the Goodnow Library. Free events offered by different town committees such as these are really wonderful opportunities for staff and department heads. TM Sheehan should encourage and promote attendance at these types of events. Sudbury has wonderful volunteers and volunteerism. Boards, committees, and commissions in town are doing great work to improve our community. Everyone can take good advantage of these events to grow and learn together as a community.</p>						

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
<p>a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.</p>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>b. Employs budget forecasting, accounting, and control systems to protect the Town’s financial health. Effectively monitors and controls expenditures.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

Attachment8.c: Lisa K Town Manager Review 2024 (6196 : Town Manager review)

*Insert Board Member name*

c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Based upon my conversations with TM Sheehan, there is opportunity for a lot of improvement regarding fiscal management. Since arriving in Sudbury, TM Sheehan has stressed that the Town Charter gives him authority over the operating and capital budgets. As it pertains to both the operating and capital budgets, it is apparent to me that TM Sheehan does a very good job of working with department heads to determine need and to build the budgets. He also does a great job presenting that information to the Select Board and to the Finance Committee. TM Sheehan has done a wonderful job to assess Sudbury’s fiscal management since arriving in Sudbury. He again recognizes where we are doing well, but also understands where we can make improvements in fiscal management. TM Sheehan has been open and honest with the Select Board and other committees regarding the fiscal challenges ahead for Sudbury. He recognizes that there are unmet needs at the Town of Sudbury that have existed for several years. As it pertains to capital, TM Sheehan correctly recognizes and believes in the necessity of short and long-term planning.

In my conversations with TM Sheehan, I have stressed to him that transparency in budget practice here has been an issue. Such issues lead to a lack of trust in the community. To address this issue, in part, I have advocated in my personal meetings with TM Sheehan that he consider disclosing publicly the MUNIS report regarding the Town of Sudbury operating budget. I have shared with him the success we had on the Sudbury School Committee years ago when we began disclosing publicly the full SPS MUNIS report. Over the next evaluation cycle, I would like to see TM Sheehan build some transparency in the Town of Sudbury operating budget. Even if the entire MUNIS report is not disclosed, improving the detail that is provided to the community regarding the operating budget can build trust among the community and tax payers. TM Sheehan understands that making improvements in transparency with the operating budget will help him to achieve the necessary community support for his goals and objectives, and the goals and objectives of the Select Board.

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

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*Insert Board Member name*

b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

Comments: TM Sheehan understands the governmental structure of Sudbury very well. Over the last number of months, I have been very impressed with TM Sheehan’s leadership in advocating for compliance with the Town’s By-Laws and Town Charter. I have discussed with TM Sheehan, more than once, the importance of everyone in this community understanding their role and their responsibility. In this vein, TM Sheehan and the Select Board must continue to collaborate and reconcile roles and responsibilities. TM Sheehan is highly skilled and experienced. It is clear to me that he is ready, willing and able to fully implement Sudbury’s Town Charter, which gives the town manager authority to manage the Town of Sudbury’s operating and capital budgets. TM Sheehan understands that we can improve in the management of both the capital and operating budgets. It is apparent to me that TM Sheehan is prepared to develop and implement a strong capital plan for our community. This fact is extremely important to me as I have seen for many years the negative financial impacts the lack of appropriate planning on both the capital side and operating budget side have had upon our community and tax payers. TM Sheehan has the ability and is willing to provide our community with the appropriate management and planning to move Sudbury forward in a fiscally responsible manner.

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

Comments: In his first year, TM Sheehan supported the implementation of Select Board goals and objectives. He has provided honest and open advice to the Select Board regarding the challenges faced by the Town. In the coming year, I would like to see the Select Board and TM Sheehan work more collaboratively in unison on the development of goals for the community. The Town Manager goals and objectives should align with the Select Board goals and

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*Insert Board Member name*

objectives. Changes to the goal setting process may help in this regard. TM Sheehan’s recognition regarding the importance of succession planning is welcome. Since TM Sheehan has been in the community for a little over a full year now, I expect to see more of a focus on town manager goals and objectives and how they align with the goals of the Select Board in the next evaluation cycle. I would like to see TM Sheehan support changes in the goal setting process to foster a more collaborative approach to goal setting. I would like to see TM Sheehan develop and work to implement 3-4 SMART goals over the next evaluation period.

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>		X	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Based upon my interaction and experience with TM Sheehan, I find him to be highly ethical and respectful. He exhibits all the attributes that I find necessary in a town manager. He is highly skilled and most importantly professional in his manner. Even under pressure, I have observed TM Sheehan maintain his composure and conduct himself appropriately. Even in disagreement, TM Sheehan is respectful. I have been very pleased to see TM Sheehan actively engaged in professional development. He understands that participating in such opportunities makes himself a stronger town manager for our community. Not only does TM Sheehan participate in professional development as an attendee at events, I have also seen him participate as a presenter. TM Sheehan is well respected and well regarded among his peers. This fact is extremely important in my opinion as it demonstrates the strong personal qualities TM Sheehan possesses. TM Sheehan is the type and kind of town manager that honors the Sudbury community. Due to his strong leadership skills and his strong reputation and work ethic, TM Sheehan will attract the type and kind of skilled leaders who will want to work alongside him. This fact will undoubtedly be highly beneficial to the Town of Sudbury as we move forward.

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*Insert Board Member name*

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: As described above, I have been extremely impressed with TM Sheehan since his arrival in Sudbury. In a very short period of time, TM Sheehan has accurately determined the Town of Sudbury’s strengths and pinpointed very well the areas in which we need to improve. I look forward to working with TM Sheehan to move Sudbury forward. I look forward to the work he will do to improve our capital process and to improve transparency as it pertains to the operating budget. His experience and leadership comes at a critical time as we face budget shortfalls and unmet staffing needs across most departments of the town. TM Sheehan’s success will be driven in part by our ability as a community, and as a Select Board, to support his efforts to bring much needed change in the operation and management of the Town of Sudbury. I look forward to supporting him and continuing to build a strong partnership that will benefit our community in many ways now and into the future. It is a pleasure to work with TM Sheehan. He is the type and kind of leader our great community deserves.

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## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board’s goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: For starters and to his defense, Andy was not given any goals by the Select Board in his first year. This is on us (Select Board) and not him. However we did assign him deliverables on two top priority Select Board Goals midway through his first year (1. Develop a long-term comprehensive plan to fund and manage the operating and capital budgets and 2. Address staffing needs and succession planning) and we have yet to have any meaningful discussion about them. And that is, at least in part, on him. He should have worked with the Chair to ensure the Board received an update prior to the ending of his first year in February of 2024.</p> <p>There is limited information here to effective grade Andy, but there has been progress made in year #1 and meaningful discussions on other Select Board top goals (MBTA Communities Housing and CSX/BFRT Phase 3A), we had discussion about VocEd and not surprising there has been no significant progress on this yet (this is, as Andy has stated, a much longer term goal), and little to no discussion on “Economic Development” in year #1.</p> <p>I do like his email tagline “ “[We] will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us.” Athenian Oath” and look forward to jointly crafting goals with Andy so that we can work towards this north star goal of his.</p>						

Attachment8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

2. Communications/Public Relationships	1	2	3	4	5	N/A
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Dan Carty

a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town’s vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>

Comments: This, as my scores indicate, is a total mixed bag. I feel that Andy has been very visible in Town and has made a concerted effort meet to public and has been successfully in doing so. He always has kept to his office hours schedule, has been very visible and approachable at community events, and on a number of occasions has mentioned and shown results from his professional network of other local and state leaders. I am appreciative that Andy has taken his committee appointments to heart and makes recommendations thereto with obvious deep consideration. For item (b) above I was surprised that Andy had no powerpoint presentations ready to go for the Fall 2023 Town Meeting. I did specifically ask him in our Oct 23 meeting before Special Town meeting to please articulate the details of the Firefighters contract to the public at STM but he did not do so. Feedback was given to him at Our Oct 24 discussion re: STM recap and he acknowledged this with his comment (paraphrasing) "town meeting is a bigger event here than in other communities he has worked in". Andy received this feedback and I believe he will make the effort going forward to clearly articulate articles with meaningful presentations.

I am concerned with how he has utilized media and social media. In my first one on one meeting to him I gave him the advice to utilize the Public Relations contact available to the town through the Police Department when the need arises, and that advice should have been taken prior to his public statement regarding the October 6 events in Israel. That statement caused quite a stir in our community, and in addition to the poor quality of the statement I was more concerned that Andy stood by his statement and showed little to no concern for the negative impact it had. On a much

Attachment8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

Dan Carty

smaller scale I was also concerned, and voiced as such to him, that an individual with a long track record of harassing staff and volunteers in town was featured prominently in our municipal newsletter.

I would like to see Andy to continue to do the good work he does and certainly work to improve where needed.

<b>3. Select Board Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Select Board's policies and directives.	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>

Comments: While I think he has shown very good use of Town Counsel (as exemplified with his work on the SB Gun Bylaw) this section is, in my opinion, an area of improvement for Andy. For (a) above I have had to ask numerous times for support information on items, the most glaring of which was our discussion about the Firefighters contract, and other examples often manifest within our consent calendar items – it is unreasonable to expect that we can or should approve issues without backing information. I have seen progress made here – for example in the end of year #1 and beginning of year #2 for Andy our consent calendar items have had much more support information available.

Section (c) – Andy works well with the Select Board as a group which is no easy feat. I am not sure how he works with other members individually but I know I have had issues with Andy in this setting. He has commented to me in the past that in previous towns he has not met with Select Board members individually outside of meetings; perhaps this is a growth opportunity for Andy.

Attachment8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

Dan Carty

Section (d) – This was an area of concern in year #1 but I see it getting better in year #2. Best explained with an example, at one point there was a death in town and I pointed out to Andy that I had heard about it through citizens calling me and asking about it. I told Andy that often times citizens come to us (Select Board) for answers on things and previous town managers would notify the Board with major events happened in town if for no other reason than for general awareness. I believe he took this feedback to heart and this is getting much better in year 2.

Section (e) – Numerous occasions of getting support materials within an hour or two of our meetings. It is often not possible for me to review materials with the scrutiny they deserve on short notice. I ask for as much advance notice as possible please.

Section (f) – As stated above Andy does a good job here. Thanks for the efforts.

Section (b) is of ***\*grave concern\**** to me. Many times Andy has quoted the town charter, and specifically section 10, which affords the Town Manager control over all financial matters of the town, as justification for his actions. However I have pointed out more than once section 7 which clearly says “the Town Manager will work under the policy direction of the Select Board”. This has been consciously ignored. Our Select Board KPI/Project Tracking policy, established by unanimous 5-0 vote on 11/17/20, has been pushed aside without discussion as have many of our financial policies, including the crafting of a 5 and 15 year capital plan. I do agree with the “strong town manager” approach but I am concerned, and the public should be as well, about a concentration of power without oversight, exactly what will happen if we follow section 10 without following section 7.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x

Attachment 8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

<p>e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Starting with the good, section (e) is an area of strength for Andy. As mentioned previously he is open to the public and approachable. From what I have seen he works well with boards and committees. I have a few sections marked as N/A simply because they have not been visible to me as a member of the Select Board. I would like to see more info on these, and perhaps when Andy discusses his deliverables for Select Board Goal #2 (Address staffing needs and succession planning) we will learn more about his approach.</p> <p>For (b) in general Andy keeps the Board apprised of collective bargaining, but I had too many questions about our negotiations with this Firefighters. When I pointed out that numbers presented simply did not add up I felt rushed through the process, and as mentioned previously when I asked that the result be clearly explained to the voters at town meeting that request was not met. As we are entering labor negotiations again I look forward to, and expect, a clearer dialogue.</p> <p>For (c) Andy's 360 feedback was generally positive, which is great. However as part of these reviews I always talk to multiple senior staffers myself and this time feedback ranged from "Andy's very good" to "Andy could be good with time" to "I don't know, he never talks to me". I would like to see a much tighter range of answers here when I ask again next year. I also received feedback from multiple individuals that they were concerned that they were left out of capital planning discussions, certainly not in the spirit of our financial policies (pg 18 " The Town Manager in consultation with Department Heads, SPS, and LSRHS, shall annually update the composition and prioritization of the 5- and 15-year capital plans and create an ordered list sorted by urgency score, with appropriate justification (identifying criteria and which department it supports).")</p>						

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
<p>a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.</p>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.</p>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Dan Carty

<p>c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Starting with (e) I am appreciative that Andy looks for alternative funding sources (ex. in-levy debt for the upcoming Fairbank pool work). I am concerned however with comments like he made on 11/14/23 (paraphrasing) "We have a revenue problem, not a spending problem". Also during our goal setting discussion he stated that he wanted to do a deep dive analysis on revenue and I had to push for this to also encompass spending. I am concerned about, and bracing for, the operating budget override that Andy seems to be working towards.</p> <p>Section (b) also had Andy doing well, continuing Sudbury's effective practice of forecasting, accounting, and control without any apparent/significant changes.</p> <p>Section (a) – Although it is his SB goal deliverable, and I realize this is a big deliverable, we have yet to have any discussion about his long-term vision for his financial plan.</p> <p>Section (c) – This year's budget was received on Feb 1. My expectation is that going forward we receive it in a timely manner, Jan 31 per our bylaws, and that we have open and transparent discussions leading up to its creation rather than an after-the-fact report once the budget has been created. Here I will again reference the importance of section 7 of our charter.</p> <p>Section (d) – See my comments above for section (c) as well as my earlier example about the Firefighters contract. I'd like to see, and expect, more than the bare minimum of information delivered at or after the due date for the same. I go back to our 11/14/23 meeting when he presented his "Financial Condition of the Town" and his comments that he was not going to spend much time on the numbers but rather, using his words, "the meat and potatoes". When it comes to finances the numbers *are* the meat and potatoes.</p>						

Attachment8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

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<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Section (c) – Starting with the positive, as mentioned in 5b above Andy has maintained the successful financial procedures. I am not privy to personnel and other related records but I certainly will give the benefit of the doubt unless proven otherwise.</p> <p>Section (a) – The “organization” is very large, larger than Andy’s previous recent roles, and encompasses many facets. I made comments earlier about my concern that Andy has changed the capital planning process without much explanation, and I fear that has had negative impact on certain senior staffers used to being part of that process, or as Andy has referred to it in public meetings, the “horse trading”. I also am very concerned that a wedge has been driven between the Town and Sudbury Public Schools. History here is important in that in many cases it should not be repeated; it was not all that long ago that communications between the Town and school districts were so bad that committees had to be formed to foster communication between the cost centers, including the Budget Strategies Task Force and Strategic Financial Planning Committee for Capital Funding. I was happy when, due in part to turnover in key roles, we were able to eliminate these committees and I do not want to ever see us go back there. However I fear we might. The degradation of this relationship was exemplified in a comment Andy made on 9/26/23 [paraphrasing] “They (SPS) took advantage of there being a town meeting” and came to a head when this year’s preliminary budget guidance came out; the Town received a 3.52% increase, L-S 3.92%, and SPS 2.6%. The focus here should be on L-S – they neither asked for this increase ***nor can they actually take it*** based on how the L-S assessment is managed - we cannot nor should we increase at a rate different from that of Lincoln. Offering this non-usable and non-feasible increase to L-S was, in my opinion, a slap in the face to SPS and was, again in my opinion, a show of Andy marking his budgetary territory with SPS. This is no way to manage relation with our schools, which account</p>						

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for roughly 75% of the budget of Sudbury. Again I fear that we will end right back with committees having to get involved again in order to resolve conflict.

Section (b) – See my earlier comments about the complete lack of 5 and 15 year capital plans, in direct conflict with our financial policies. I am certainly open to discussion about changing said policies, but we need to actually have that conversation, and I’ll need more of a reason to change than “I’ve done it this way in other communities”. I certainly appreciate an outside perspective, but also value that of Sudbury.

Section (d) – See my earlier comments about the pushing aside of Policies and Sections 7 of the town charter. A more recent example has to do with the EV Charger article that the Goodnow Library Trustees – an elected body - brought forward for 2024 Annual Town meeting that never made it to the Select Board. When I questioned what happened to it Andy explained it as [paraphrasing] “we are planning on doing this project” without regard for the fact that town meeting articles are to come to the Select Board then onto town counsel for review and his roles in this process is that of the Select Board clerk. It is not his place to filter warrant articles nor does he have the authority to do so.

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: As mentioned previously we as a Select Board gave Andy no direct goals of his own in his first year and only a couple of deliverables on our own goals. This is not good management and this is on us, not him. I generally score Andy as meeting goal here.

As for priorities, one that sticks in my mind is from our 12/5/2023 discussion on the “Sudbury 250” committee and Andy’s statement that he was planning money in his budget to get it started. We have other established committees, namely our Diversity, Equity, and Inclusion as well as our Transportation Committees that have operated with no budgeted funds. I value history and Sudbury’s role in it and believe

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it should be celebrated, but I have a hard time prioritizing it for funds over the work of these two important, and well established, committees. And the larger and much much more important issue goes back to my earlier comments regarding Andy's relationship with Sudbury Public Schools. That needs to improve. And quickly.

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Andy does a good job with his professional development and as mentioned previously he has been very present in the community – he should be commended for both. I see him showing positive signs relative to creativity and innovation and look forward to more of the same. For (a) and (c) above I have had multiple unpleasant conversations with Andy that were rooted in my quest for information, best exemplified in our January 2024 discussions about Vocational Education, a top priority Select Board goal. In our 1/9/2024 meeting the questions was asked if we had heard from all 5 districts that they were no longer accepting members and the answer was “yes”. A follow up question was asked if we had this correspondence in writing and again the answer was “yes”. When I asked for copies of that correspondence I was met with resistance. I am entitled to this information without said resistance and the whole experience could have been avoided with a simple “no” answer to us actually having this information in writing.

I realize that both parties contribute to any relationship, but during my Select Board tenure I have had very strong working relationships with the three individuals

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previously in the Town Manager role - Melissa Murphy-Rodrigues, Maryanne Bilodeau, and Henry Hayes – I simply do not yet have the same with Andy.

<b>9. Overall Rating</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: I think that Andy has many good qualities, brings good perspective, and could be a very effective asset to Sudbury. Any leader needs to have confidence, and that certainly is not an issue for Andy. But to be a great leader confidence should manifest as humility and not hubris, and unfortunately I see much more of the later than former with Andy.</p> <p>My feedback provided here should not be new news to Andy as we have discussed nearly all of it previously in our 1 on 1 sessions. The exception is that I have not been able to meet with him since the 360's came out thus I have not been able to provide feedback to him on what I have heard in my direct discussions with senior staffers.</p> <p>I have seen Andy be receptive to feedback and as mentioned previously I have seen communications improve significantly heading into his second year. My hope is that Andy listens to the rest of this feedback and incorporates it into his quest to "...transmit this City not only, not less, but greater and more beautiful than it was transmitted to us" in year 2 and beyond. We all will be better for it.</p>						

Attachment8.d: Carty Town Manager Review Form 03.25.22 DCarty04172024 (6196 : Town Manager review)

## TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

### Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

### Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

Select Board Member Jennifer Roberts Town Manager Review

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Andy Sheehan has successfully advanced ongoing goals of the Select Board, such as the Bruce Freeman Rail Trail Phase 3A development and the Fairbank Community Center/Firestation 2 completion. Under his leadership with the Planning Department and Planning Board, a plan has been developed for the MBTA Communities requirement. For the Select Board's economic development goal, the Town Manager recently participated in a forum with the Sudbury Chamber of Commerce which served as an informational kickoff for future work in this area. I hope to see continued progress on this topic now that Sudbury has hired a Planning Director and with the near (hopeful) completion of MBTA Communities. I agree with Town Manager Sheehan's assessment that this is a long-term goal, and I believe the hiring of a planned economic development consultant will serve as further impetus to progress.</p> <p>Town Manager Sheehan clearly values vocational education and has municipal experience with other vocational educational programs. He has helped the Select Board liaison to this goal with school outreach. While there appear to be no obvious current opportunities, I hope to see continued Town Manager/Select Board/school dialogue so that the Town can act if a promising membership opens up.</p> <p>While the Select Board did not create dedicated goals for the Town Manager in this first year, I was pleased that he proactively proposed two goals (developing long term funding strategy for the operating and capital budgets and addressing staffing needs and succession planning). Now that the Town Manager's first budget cycle is nearing completion, I look forward to continued work on these goals. I also valued that the</p>						

Attachment8.e: Roberts Town Manager Review Sheehan\_04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

Town Manager took the early initiative to draft a 100-day memo with his observations and recommendations on various Sudbury Town government topics, including financial management, governance, civil discourse, and succession planning.

<b>2. Communications/Public Relationships</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town’s vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Comments:**

One of Town Manager Sheehan’s core strengths is the positive and professional image he projects to the community and beyond. I have ongoing confidence that at Town Meetings, Select Board and other committee meetings, external events, forums, and office hours, the Town Manager will represent the office and work of the Town Manager and Town departments well.

In May 2023, the Town Manager successfully carried out his first Sudbury Annual Town Meeting and a subsequent Fall Special Town Meeting. An ongoing recommendation is to develop presentations supporting Town Meeting articles in order to satisfy resident desire for critical information.

Overtime, I have observed that the Town Manager is adept at packaging and conveying complex information and sharing data that is important without extraneous details. I have observed this on various occasions including Select Board meetings, Finance Committee meetings, and other public discussions. Additionally, I have been pleased

Attachment 8.e: Roberts Town Manager Review Sheehan\_Roberts 04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

with Town Manager Sheehan's weekly updates to the Select Board, in which he shares important information in an efficient, to-the-point, and concise manner.

I am glad to see the Town Manager holding initial meet and greets and ongoing office hours with residents. I have heard of residents participating in these opportunities to have discussions and share ideas with the Town Manager.

With the resources it has, the Town successfully puts out a lot of information to the public through use of the Town Website, Facebook page, and email. The Town's Municipal Update is an excellent example of informative content. The Select Board does hear periodically that residents would like more information, and I am glad that the Town Manager states this will be an area of continued focus.

I have heard praise of Town Manager Sheehan from officials and employees working in state government and other areas of municipal government. This gives me confidence that he is well-regarded and professionally connected, which is certainly beneficial to Sudbury as it seeks to take advantage of larger state opportunities and address broader challenges.

<b>3. Select Board Support/Relations</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Select Board's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Town Manager Sheehan's breadth of municipal experience often makes him a strong advisor to the Select Board. I have confidence that I can bring up nearly any</p>						

Attachment8.e: Roberts Town Manager Review Sheehan\_Roberts 04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

municipal topic, and he will have knowledge in the area – or know how to readily get it.

The Town Manager has been extremely helpful to the Select Board Policies & Procedures Review Subcommittee. He attends the meetings regularly, conducts research, and proactively suggests potential edits to policies under review.

As previously stated, the Town Manager provides a very effective weekly update to the Select Board to keep it informed on key initiatives and events.

One recommendation to Town Manager Sheehan is, in the event that the Select Board seems to be stuck on a particularly difficult decision or course of action, to freely provide his perspective or guidance. In the situations where he has done this, it has proven immensely helpful to the Select Board to make decisions with more confidence and knowledge.

The Town Manager maintains a respectful atmosphere with all Select Board members even in light of occasional inner Board disagreement.

<b>4. Personnel Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.				x		
Comments:						

Attachment8.e: Roberts Town Manager Review Sheehan\_Roberts 04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

The Town Manager received predominantly high marks in his 360 reviews from staff. In particular, they praised his extensive municipal experience while recognizing it can take time to acclimate to Sudbury's norms, procedures, and culture. They appreciated his calm and collected demeanor even in tense and stressful situations. (As a Select Board member, I share this observation). They also remarked that the Town Manager takes the time to listen and gather multiple perspectives before making informed decisions. Noteworthy, there was recognition that Town Manager Sheehan is not afraid to make unpopular decisions if he feels they are the right ones – an important attribute in a Town Manager who regularly faces a multitude of strong opinions within and outside the Town government.

The majority of the Town staff reviews emphasized that Town Manger Sheehan places importance on their individual development and professional opportunities. Multiple reviews stated that the Town Manager understood their roles due to his municipal experience and that he does not micromanage the work they do – yet is available as a resource if needed.

A couple reviewers stated that they had not yet had the opportunity to work extensively with the Town Manager, and I encourage him to ensure he is getting necessary touchpoints across his staff members.

The Town Manager has been an effective communicator with the Select Board related to Collective Bargaining, and I look forward to this continuing as negotiations unfold on upcoming contracts.

The Town Manager brings in staff as appropriate to Select Board and other board discussions, while at the same time seems to be conscious of the demands it can put on time outside of prime work hours.

I am glad the Town Manager recognizes the importance of proactive succession planning, and I look forward to future progress on this goal.

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment8.e: Roberts Town Manager Review Sheehan\_Roberts 04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

I believe Financial Management is a strength of Town Manager Sheehan due to his significant municipal experience and his strong Finance Director this past year. He has been successful in gaining the support of the Select Board and Finance Committee in the upcoming FY 25 budget and is able to speak effectively to the budget details.

Town Manager Sheehan has proven to be resourceful when seeking earmarks for Town projects, successfully procuring funding from key government legislators and looking internally at other revenue sources (e.g. solar revolving fund).

The Town Manager has taken on the goal of developing long term funding strategies for the operating and capital budgets, a necessary task in light of the high inflation, high cost environment municipalities are struggling under. He is realistic about the Town's financial pressures and outlook and appears committed to a broad analysis of options to address challenges.

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Attachment8.e: Roberts Town Manager Review Sheehan\_ Roberts 04.17.24 (6196 : Town Manager review)

*Select Board Member Jennifer Roberts Town Manager Review*

d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments:

As previously stated, the Town Manager's 360 Reviews were positive on his leadership, motivation, and support for the organization. Employees appear to respect and feel comfortable under his leadership. I share this feeling of confidence in Andy's overall management skills as he oversees the broad administration for the Town and the challenges and opportunities that arise.

Progress on the Facilities Condition Assessment will allow the Town to better manage its capital planning.

One area related to documents management that would be helpful to the Select Board is reorganization of the Select Board policies and procedures on the Town website to ensure maximize transparency and ease of access. I am hopeful the Town Manager can help support progress on this in the upcoming year.

The Town Manager appears to be extremely knowledgeable of federal and state rules and regulations. He is familiar with the Town Charter and appears to be gaining knowledge of the Town bylaws and Select Board policies. As each community is different, I believe it is incumbent on the Select Board Chair and other Select Board members to aid the Town Manager in ensuring compliance with Select Board policies (and to be open to ideas and suggestions). If the Town Manager identifies internal inconsistencies or areas of improvement, I welcome learning about and discussing them.

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:						

*Select Board Member Jennifer Roberts Town Manager Review*

As previously stated, Town Manager Sheehan has effectively advanced key Select Board goals and has started progress toward others.

He has proactively recommended ambitious, necessary, and realistic goals related to financial/capital planning and staff/succession planning and recommended inclusion of these goals to the Select Board (which were adopted).

In the upcoming year, the Select Board must set specific goals for Town Manager Sheehan above and beyond the Board's individual goals, in order to help the Town Manager prioritize and understand performance measurement.

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Town Manager Sheehan exhibits excellent personal qualities necessary for a Town Manager. He represents the Town in a professional manner and has strong control over his emotions, even in tense and stressful situations. He introduces humor as appropriate and is personable one-on-one. He brings knowledge, experience, and wise perspective to each situation, which I believe instills confidence and trust in his leadership.

The Town Manager has participated in a variety of professional development opportunities and conferences throughout the year.

*Select Board Member Jennifer Roberts Town Manager Review*

9. Overall Rating	1	2	3	4	5	N/ A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>I believe Town Manager has had a successful first year as Sudbury's Town Manager. He brings a wealth of knowledge and perspective that I believe have led him to earn the trust of Town staff and committee members. His measured, calm, and introspective style helps defuse conflict and contributes to a professional atmosphere. Sudbury, like many communities, faces a challenging financial (operational and capital) picture, and I look forward to the Town Manager starting to dig further into these challenges to create a plan for the long-term benefit of Sudbury. Thank you to Town Manager Sheehan for his hard work and commitment throughout his first year.</p>						

**TOWN OF SUDBURY  
TOWN MANAGER EVALUATION FORM**

**Instructions**

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

**Rating Scale (1-5)**

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Andy is an experienced Town Manager and clearly a dedicated public servant. He has taken a long-term view of Town needs, set goals, and communicated that out. In just a short time he has grasped the immediate needs of ongoing projects (e.g., Fairbanks, BFRT Phase 3, Sustainability, etc.), but also the longer term implications of structural revenue/expenditure trends unique to Sudbury.</p> <p>He has helped to advance critical goals such as MBTA zoning, bylaw and fee updates, new Fairbank operations, and sustainability initiatives.</p> <p>Andy does take action on the Board's goals – I think there have been instances where he has taken action to advance a Board desire, but not always reported back exactly his action or why – e.g., he took positive steps to advance the Town Clerk's election equipment concerns and the Library EV charging stations. Taking some more credit for his actions and communicating that out might help avoid subsequent confusion.</p> <p>My impression is Andy is a collaborator who encourages input and consensus, which I appreciate. He doesn't act unilaterally.</p>						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Charlie Russo*

logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).						
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: Andy always projects a positive image in the community and has participated in many community events. He can't attend every event, but I appreciate that he has attended critical ones, and seems to sprinkle his attendance at smaller events for various groups in town evenly so that everyone gets some exposure to him – which is good for a variety of reasons.

Andy can be a strong communicator. The first Town Meeting presentation left room for improvement, but as chair at the time, I take a share of responsibility for not sufficiently setting the stage of Sudbury expectations around TM presentations. An area of potential improvement for Andy is that I think he can do more to share his expertise within board meetings, to guide our decision-making a bit more based on his professional knowledge and past experience. He has more municipal experience than probably the entire board combined; we could benefit more from his guidance.

Andy, with his staff, makes strong efforts to engage the public through the website and social media, those those efforts can't force public participation. The webpage is frequently updated, although the format itself might benefit from an update. I will always promote FlashVote as a valuable tool that could be used more, but I understand staff only has so much time in the day.

I appreciate his office hours and hope those continue. While resident attendance may sometimes be spotty, simply offering this opportunity helps to build trust and engagement.

Andy is well respected across the Commonwealth – I spoke with several leaders at MMA about Andy who all spoke highly of him – and this network helps bring best practices into Sudbury.

Charlie Russo

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<b>3. Select Board Support/Relations</b>	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Implements the Select Board's policies and directives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Keeps Board members informed of issues and activities in Town government and in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Helps the Board use Town Counsel to effectively achieve Town goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Andy's professional advice is always sound. If anything, I wish he was more forthcoming with his recommendations. Some of the most telling and insightful advice I've received from him has been in private settings. In some ways, my advice to Andy is: don't hide your light under the bushel basket. I appreciate when he is willing to say "I need to check on that." There's no winging it.</p> <p>When Andy started, we really threw him into the deep end immediately, starting with a near-midnight Capital Night. He is dedicated. Andy's even temperment has been valuable in a year of some unexpected friction among the board. He doesn't play favorites and take a professional and practical approach to issues.</p> <p>Andy does a good job giving weekly Friday updates – please keep those up – and for some recent newsworthy events has provided quick updates. I appreciate these efforts to keep us informed, to avoid surprises and better liaise with residents.</p> <p>When chair, I found Andy easy to work with in setting the agenda and developing materials. Lately the agenda has been coming out Fridays along with the packet; prior the agenda was released on Thursdays to allow time for presenters to add materials by Friday. I think that is a better sequence. The agenda is also a bit of mystery this year; I think we should reincorporate future agenda items.</p>						

Attachment8.f: Russo 2024 Town Manager Review Form (6196 : Town Manager review)

Charlie Russo

Town Counsel has always provided good guidance to the Board, and Andy has proactively gotten their input on several occasions. Sometimes Town Counsel's documents arrive shortly before key meetings; working with Town Counsel to get documents delivered earlier is an area of potential improvement. However, this year there has been strong involvement from Town Counsel on high-profile topics.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments: When Andy came on board, the loss of key department heads was one of my main concerns around the Town Manager change. While there has been some staff turnover, those changes were natural transitions, and in all the cases to date I am grateful that Andy has found stellar replacements. His ability to hire great staff in a tough market is a credit to Andy.

The one collective bargaining agreement completed to date was handled well in delicate circumstances: respectful of the union members, taxpayers, and service levels.

Staff 360 reviews were consistent and positive.

The focus in recent years has been on built capital planning, but attention must also be paid to human capital, and the follow-on budget planning.

While I don't have a huge amount of insight into how he handles staff, my understanding is that he prioritizes professional development, and has highlighted

Attachment8.f: Russo 2024 Town Manager Review Form (6196 : Town Manager review)

*Charlie Russo*

succession planning and internal skill development for staff to be able to “level up” which is a solid strategy, especially nowadays.

<b>5. Financial Management</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Employs budget forecasting, accounting, and control systems to protect the Town’s financial health. Effectively monitors and controls expenditures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: I appreciate that Andy has been able to provide succinct explanations of sometimes complex or unusual budget situations, e.g., different budget guidance for different cost centers; opioid payments. He has set out long-term financial management goals; I am interested to see more leadership and solutions in this area in coming years/months.</p> <p>The annual budget is always a tricky thing; there’s always room for improvement.</p> <p>Whether by luck or skill, Andy has quickly had success in winning alternative funding – ADA funding, EV funding, etc. I appreciate that Andy works to match appropriate funding sources to needs.</p>						

Attachment8.f: Russo 2024 Town Manager Review Form (6196 : Town Manager review)

Charlie Russo

<b>6. General Management and Planning</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Supervises and maintains in good order financial, personnel, and other records and documents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:  
 Andy has been outspoken in the need for more long-range and strategic planning.

I like everything that I'm hearing from Andy about plans for maintenance/repair/replacement of Town facilities and matching those expenditures to appropriate budget line items, but want to see those plans implemented more fully and planned on a longer timescale.

I don't have great insight into the management of documents, but core things like bylaws are undergoing a much-needed update.

Sudbury's Charter/Bylaws/Policies/Practices clearly need updating and cross-referencing for consistency. Among this maze of sometimes contradictory, sometimes vague rules, Andy has given good guidance, been able to explain the basis for his guidance, and is beginning the process of the updating and making consistent these different documents.

<b>7. Progress on Town Manager Goals</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Manages priorities effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Creatively develops resources to support goal implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Plans for strategic use of limited resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Charlie Russo

e. Sets ambitious but realistic targets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Andy manages priorities effectively.</p> <p>I appreciate the communication so that few things are a real-time surprise. While Andy has been effective at managing short-term challenges, there remain the longer-term structural issues that need more planning and communication.</p> <p>Andy has been effective at leading efforts to provide resources for projects, and obtaining grant and other outside funding.</p>						

<b>8. Personal Qualities and Characteristics</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Represents the Town in a professional manner at all times.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Displays creativity and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Maintains a high level of ongoing professional development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments: Andy has always shown himself to be ethical, honest, and use professional judgement. His even-keeled nature is valuable in Select Board meetings and is affirmed by 360 reviews. In his first year he had dealt with some unexpected controversies and conflict; he has always handled himself well. Although I wonder if a little firmer guidance from Andy may have reduced some of the friction on the board.</p> <p>Andy has shown a willingness to innovate, such as with the planned update of the bylaws and efforts to bring the fee schedule up to current rates. I like there has been creative chasing of outside funding, such as for ADA accessibility and EV chargers. Some of the loftier goals requiring innovation, like long-term capital and staff</p>						

Attachment8.f: Russo 2024 Town Manager Review Form (6196 : Town Manager review)

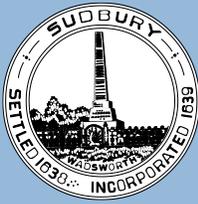
*Charlie Russo*

planning, remain a bit abstract, so I am eager to see more concrete innovation there.

My impression is that professional development and connections are a priority for Andy – I know he has participated in multiple PD efforts – but some additional insight into what programs he is participating in and the lessons/benefits to residents would be nice to hear.

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments:</p> <p>Andy's email signature reads: <i>"[We] will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us."</i> - Athenian Oath. I believe, based on how he has conducted himself and the professional expertise he has provided, that he truly lives by this oath and acts to make it real. Sudbury is lucky to have Andy as its Town Manager, and I hope he remains our Town Manager for many years. I might have rated Andy higher in some categories, but he is an experienced Town Manager and does not get a rookie grading curve. With Andy at the helm, I feel confidence in Sudbury's bright future.</p>						

Attachment8.f: Russo 2024 Town Manager Review Form (6196 : Town Manager review)



SUDBURY SELECT BOARD  
Tuesday, April 23, 2024

**MISCELLANEOUS (UNTIMED)**

**9: Minutes review**

REQUESTOR SECTION

Date of request:

Requested by: Patty Golden

Formal Title: Vote to review and possibly approve the minutes of 3/12/24 and 3/26/24.

Recommendations/Suggested Motion/Vote: Vote to review and possibly approve the minutes of 3/12/24 and 3/26/24.

Background Information:  
attached drafts

Financial impact expected:

Approximate agenda time requested:

Representative(s) expected to attend meeting:

Review:

Select Board Office	Pending
Town Manager's Office	Pending
Town Counsel	Pending
Select Board	Pending
Select Board	Pending

04/23/2024 7:00 PM

SUDBURY SELECT BOARD

TUESDAY MARCH 12, 2024

7:00 PM

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

ZOOM Meeting

Present: Chair Janie Dretler, Vice-Chair Lisa Kouchakdjian, Select Board Member Daniel Carty, Select Board Member Jennifer Roberts, Select Board Member Charles Russo, Town Manager Andrew Sheehan

The statutory requirements as to notice having been compiled with, the meeting was convened at 7:01 PM, via Zoom telecommunication mode.

Chair Dretler announced the recording of the meeting and other procedural aspects included in the meeting.

**Call to Order**

Select Board Roll Call: Kouchakdjian-present, Carty-present, Russo-present, Dretler-present

**Opening remarks by Chair**

- Announced Annual Town Election on March 25, 2024
- Expressed her deep condolences to the family of Colby Caravaggio, beloved Noyes School teacher who touched the lives of many students, including her own

**Reports from Town Manager**

- Expressed condolences to the family and friends of SPS teacher Colby Caravaggio
- Thanked all who participated in the Presidential Primary; the Town Clerk's Office, Town election wardens and clerks
- Announced Earth Day and Town-wide cleanup schedule for April 20, 2024 at the Town Center; invited residents to sign up and see the Town website for additional information
- Thanked Sudbury COA for hosting a well-attended St Patrick's Day lunch at the Fairbank Community Center

At 7:05 PM, Board Member Roberts announced her presence; Roberts-present.

**Reports from Select Board**

**Vice-Chair Kouchakdjian**

- Happy to see everyone enjoying use of the Fairbank Community Center
- Expressed her family's condolences to Mr. Caravaggio's family, the Sudbury Community and Noyes School community, who were blessed to have him as a treasured teacher for some 25 years

Board Member Russo

- Shared his condolences regarding the passing of Mr. Caravaggio and the loss to his family and the Noyes School community

Board Member Carty

- Stressed that the passing of Mr. Caravaggio reflects a tremendous loss for Sudbury

Board Member Roberts

- Extended her condolences to Mr. Caravaggio's family, friends and the Noyes community
- Recognized that the Finance Committee has been meeting weekly to consider Town Meeting Articles; Planning Director Adam Burney and Town Manager Andy Sheehan presented the MBTA Communities Article at last night's Finance Committee meeting
- As DEI Commission liaison, she participated in that Commission's recent meeting; two new co-chairs were elected and DEI Members are looking forward to advancing the mission of the Commission

Public comments

Resident Key Bell, 348 Old Lancaster Road, extended sympathies to the family of beloved teacher Colby Caravaggio. Ms. Bell mentioned the Municipal Empowerment Act as recommended by Governor Healy, with provisions including provisions regarding hybrid meetings and public access to all with disabilities as well as those with children, and those with transportation challenges. She proposed that Sudbury advocate for remote meetings.

Resident Manish Sharma, 77 Colonial Road, extended condolences to family and friends on the passing of Mr. Caravaggio. He acknowledged that he reached out to SPS Superintendent Brad Crozier regarding related donations and support in remembrance of Colby Caravaggio.

Resident Len Simon, 40 Meadowbrook Circle, mentioned the gun shop safety article; he stressed the need for transparency regarding this article and asked that a subcommittee be formed, adding that several Select Board Members appeared to be against such a community gun shop bylaw subcommittee.

Resident Rich Thalmann, 61 Pine Street, mentioned the SPS budget and emphasized the importance of additional SPS funding.

Consent Calendar

**1. Vote to accept the resignation of Nancy Rubenstein, 57 Winsor Road, from the Permanent Building Committee (PBC), and send a letter of thanks for her service to the Town.**

**2. Approve award by the Town Manager of a contract between the Town and Lapinski Electric, Inc. for Rt 117 Traffic Signal Improvements to be performed pursuant to Contractor's bid (Contract# 2024-117TS-2) dated February 22, 2024, in the amount of \$609,090, and a contract between the Town and TEC, Inc., for contract administration for the above project in the amount of \$66,750, and further, to execute all documents relative to said contract inclusive of amendments, if any.**

**3. Vote to sign a proclamation to recognize March 22, 2024 as Colby Caravaggio Day in the Town of Sudbury. (POSTPONED TO FUTURE DATE).**

Vice-Chair Kouchakdjian motioned to approve Consent Calendar items 1 & 2, as presented in the 3/12/24 Select Board agenda packet. Board Member Roberts seconded the motion.

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

VOTED: To approve Consent Calendar items 1 & 2, as presented in the 3/12/24 Select Board agenda packet

Consent Calendar #3 was postponed to a future date.

**Interview four candidates for membership to the Sudbury 250 Committee. Following interviews, vote whether to appoint Jan Hardenberg, John Neuhauser, Radha Gargeya and Rachel Robinson to the committee for a term expiring Sept. 30, 2026.**

Present: Jan Hardenberg, John Neuhauser, Radha Gargeya and Rachel Robinson

Jan Hardenberg – Town Historian

Mr. Hardenberg indicated Sudbury 250 Events would provide great opportunity for people to appreciate 1973 Sudbury. He detailed that at the historic celebration in 1973, Sudbury hosted the Mayor from Sudbury, England.

John Neuhauser – Lt. Colonel of the Sudbury Companies of Militia and Minutes

Mr. Neuhauser stressed that the 1776 time period in Sudbury is fascinating and people who attend the events will be amazed.

Radha Gargeya – Recognized Sudbury leader and Follower of American History

Mr. Gargeya stated that the Town must celebrate those who formed the United States and to make this a learning experience for all.

Rachel Robinson – Executive Director of the Sudbury Historical Society

Ms. Robinson confirmed the Sudbury Historical Society is making special plans for this celebration and she is looking forward to starting the commemorative events on Patriot's Day.

Vice-Chair Kouchakdjian motioned to appoint Jan Hardenberg, John Neuhauser, Radha Gargeya and Rachel Robinson to the Sudbury 250 Committee for a term expiring Sept. 30, 2026. Board Member Russo seconded the motion.

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

VOTED: To appoint Jan Hardenberg, John Neuhauser, Radha Gargeya and Rachel Robinson to the Sudbury 250 Committee for a term expiring Sept. 30, 2026

**Discussion with Town Moderator, Cate Blake, on vote threshold for Consent Calendar articles and other Town Meeting topics**

Present: Cate Blake, Town Moderator

Board member Carty indicated he wanted a balance between Town Meeting efficiency and maintaining the spirit of Town Meeting. He agreed that seven hands being raised by participants would require that any given Consent Calendar Article be addressed as a non-Consent Calendar item.

Board Member Roberts agreed with the recommendation of Board Member Carty. Ms. Blake agreed with the threshold number of seven.

All Select Board Members agreed that seven was the appropriate threshold number regarding Consent Calendar items.

**Discussion regarding 2024 Annual Town Meeting: consent calendar, positions on articles; discussion of Goodnow Library Trustees article; and update from Board Member Roberts on CPC articles.****CPC Article Considerations**

Board Member Roberts mentioned CIAC concerns regarding CPC Article 39 – Parkinson Field Driveway Design. Chair Dretler opined that Article 39 would help provide safe access to the BFRT from the field. Board Member Carty concurred that CIAC found article 39 to be controversial. Board Member Russo indicated that CIAC was seeking additional information regarding justification regarding the cost of the proposed project.

Board Member Roberts confirmed that CPC voted unanimously in support of Article 39.

Board Member Russo indicated that CIAC wanted additional information to justify the cost of the project. He felt comfortable keeping it on the Consent Calendar.

Chair Dretler indicated her preference of including Article 39 on the Consent Calendar.

Board Member Roberts provided detail regarding CPC Articles 41, 42, and 43. Vice-Chair Kouchakdjian noted that CPC properly examined all listed CPC articles, and had no further questions about the presented articles.

Vice-Chair Kouchakdjian motioned to include ATM 2024 articles enumerated as “Y” within the “ATM 2024 Articles” spreadsheet, as found in tonight’s meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To include ATM 2024 articles enumerated as “Y” within the “ATM 2024 Articles” spreadsheet, as found in tonight’s Select Board packet

Board Members discussed ATM Articles 36 & 37 regarding Sudbury Housing Authority Allocation and Sudbury Housing Trust Allocation. As CPC Select Board liaison, Board Member Roberts stated that she would provide the Board with additional related information at the next Select Board meeting.

Electric Vehicle Charging Stations - Goodnow Library

Town Manager Sheehan suggested that the Goodnow Library charging station article be added to the 2024 Town Meeting Warrant as considered a year ago under the direction of the Combined Facilities Director. Aspects regarding process/evaluation and funding was discussed by the Board.

Board Member Roberts motioned to add to the 2024 TM Warrant the Electric Vehicle Charging Stations – Goodnow Library article, submitted before January 1, 2024 by the Trustees of the Goodnow Library. Board Member Carty seconded the motion.

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

VOTED: To add to the 2024 TM Warrant the Electric Vehicle Charging Stations – Goodnow Library article, submitted before January 1, 2024 by the Trustees of the Goodnow Library

Article 10 - Chapter 90 Highway Funding

Board Member Carty motioned to support Article 10 - Chapter 90 Highway Funding. Board Member Roberts seconded the motion.

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

VOTED: To support Article 10 - Chapter 90 Highway Funding

Article 11 - FY25 Stabilization Fund

Board Member Carty motioned to support Article 11 - FY25 Stabilization Fund. Board Member Roberts seconded the motion.

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

VOTED: To support Article 11 - FY25 Stabilization Fund

Article 12 - FY25 Revolving Fund Spending Limits

Board Member Carty motioned to support Article 12 - FY25 Revolving Fund Spending Limits. Board Member Roberts seconded the motion.

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

VOTED: To support Article 12 - FY25 Revolving Fund Spending Limits

Article 13 - Capital Stabilization Fund

Board Member Carty motioned to support Article 13 - Capital Stabilization Fund. Board Member Roberts seconded the motion.

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

VOTED: To support Article 13 - Capital Stabilization Fund

**Article 14 - Revoke Opioid Settlement Stabilization Fund**

Board Member Carty motioned to support Article 14 - Revoke Opioid Settlement Stabilization Fund. Board Member Roberts seconded the motion.

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

VOTED: To support Article 14 - Revoke Opioid Settlement Stabilization Fund

**Article 15 - Means Tested Senior Tax Exemption Extension**

Board Member Carty motioned to support Article 15 – Means Tested Senior Tax Exemption. Board Member Roberts seconded the motion.

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

VOTED: To support Article 15 – Means Tested Senior Tax Exemption

**Article 16 – Amend Zoning Bylaw: Firearms Safety Business Use**

Board Member Carty motioned to support Article 16 – Amend Zoning Bylaw: Firearms Safety Business Use. Board Member Roberts seconded the motion.

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

VOTED: To support Article 16 – Amend Zoning Bylaw: Firearms Safety Business Use

**Article 17 – Acquisition of MBTA Buildings**

Board Member Carty motioned to support Article 17 – Acquisition of MBTA Buildings. Board Member Roberts seconded the motion.

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

VOTED: To support Article 17 – Acquisition of MBTA Buildings

**Article 18 – Swap Body Trucks w/Plow & Various Bodies - 2 of same vehicle**

Board Member Carty motioned to support Article 18 – Swap Body Trucks w/Plow & Various Bodies – 2 of same vehicle. Board Member Roberts seconded the motion.

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

VOTED: To support Article 18 – Swap Body Trucks w/Plow & Various Bodies – 2 of same vehicle

**Article 19 – Pickup Truck with Plow**

Board Member Carty motioned to support Article 19 – Pickup Truck with Plow. Board Member Roberts seconded the motion.

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

VOTED: To support Article 19 - Pickup Truck with Plow

**Article 20 – Town Wide Culvert and Drainage Reconstruction**

Board Member Russo motioned to support Article 20 – Town Wide Culvert and Drainage Reconstruction. Board Member Carty seconded the motion.

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

VOTED: To support Article 20 – Town Wide Culvert and Drainage Reconstruction

**Article 21 – DPW Roof Top HVAC Unit Replacements**

Board Member Carty motioned to support Article 21 – DPW Roof Top HVAC Unit Replacements. Board Member Roberts seconded the motion.

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

VOTED: To support Article 21 – DPW Roof Top HVAC Unit Replacements

**Article 22 – DPW Salt Shed Vinyl Cover Replacement**

Board Member Carty motioned to support Article 22 – DPW Salt Shed Vinyl Cover Replacement. Board Member Roberts seconded the motion.

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

VOTED: To support Article 22 – DPW Salt Shed Vinyl Cover Replacement

**Article 23 – Atkinson Pool Renovation**

Board Member Carty motioned to support Article 23 – Atkinson Pool Renovation. Board Member Roberts seconded the motion.

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

VOTED: To support Article 23 – Atkinson Pool Renovation

**Article 24 – SPS - School Classroom Instructional Equipment Replacement**

Board Member Carty motioned to support Article 24 – SPS - School Classroom Instructional Equipment Replacement. Board Member Roberts seconded the motion.

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

VOTED: To support Article 24 – SPS - School Classroom Instructional Equipment Replacement

**Article 25 – SPS - Haynes Elementary School Dehumidification HVAC**

Board Member Carty motioned to support Article 25 – SPS – Haynes Elementary School Dehumidification HVAC. Board Member Roberts seconded the motion.

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

VOTED: To support Article 25 – SPS – Haynes Elementary School Dehumidification HVAC

**Discussion of proposed Firearms Safety Business Bylaw and all related matters: (1) vote to recommend/not recommend Firearms Safety Business Bylaw; (2) presentation of bylaw to Finance Committee; (3) discussion of Firearms Safety Business Bylaw Town Forum, 3/28/24 at Goodnow Library.**

Chair Dretler acknowledged that Board Member Russo submitted a draft agenda for the Firearms Safety Business Bylaw Forum/Informational Session, to take place on March 28, 2024; via hybrid meeting.

Chair Dretler mentioned that the Finance Committee was considering aspects of the Bylaw. Board Member Roberts stated that the Finance Committee Members questioned hypothetical financial impacts associated with this matter. Town Manager Sheehan noted that it was difficult to assess associated litigation.

Town Manager Sheehan confirmed that the three KP Law Town Counsel attorney's, Planning Director Adam Burney and himself would be included as panelists on the Forum/Informational Session.

Board Members reviewed the submitted proposed agenda and spent significant time commenting about the applicable Town zoning maps, as presented in the Select Board packet for this evening's meeting. Chair Dretler recommended that the Select Board review the proposed Firearms Safety Business Bylaw PowerPoint presentation a week before the Forum.

Board Member Roberts indicated that she wanted to act as the moderator for the Firearms Safety Business Bylaw Forum/Informational Session.

Chair Dretler stated that discussion regarding the Firearms Safety Business Bylaw Forum/Informational Session would continue to the Select Board meeting on March 26, 2024.

**Discussion on Town Manager 360 reviews**

Chair Dretler referenced the nine 360 review responses, were included in this meeting's packet. Board Members agreed that the Town Manager 360 review responses were very positive with comments consistent with strong

leadership and effective communications. It was noted that one responder responded that they had not worked with the Town Manager.

Board Member Carty inquired about the Town Manager self-evaluation time frame. Town Manager Sheehan confirmed that he would submit his self-evaluation by March 20, 2024.

Board Members agreed that the Town Manager self-evaluation could be extended if the next two Board meetings had full agendas.

**Request the Select Board to appropriate a sum of \$85,000 of ARPA Funds to be expended under the direction of the Combined Facilities Director for the purpose of the replacement of the Fire Station 3 Roof system, or act on anything relative thereto.**

Present: Combined Facilities Director Sandra Duran

Ms. Duran confirmed that a lower bid than what was presented, had been submitted. She stressed that the dilapidated roof reflected emergency status and would fall within the Town Manager's budget and ARPA funding.

Vice-Chair Kouchakdjian motioned to appropriate a sum of \$85,000 of ARPA Funds to be expended under the direction of the Combined Facilities Director for the purpose of the replacement of the Fire Station 3 Roof system, or act on anything relative thereto. Board Member Roberts seconded the motion.

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

VOTED: To appropriate a sum of \$85,000 of ARPA Funds to be expended under the direction of the Combined Facilities Director for the purpose of the replacement of the Fire Station 3 Roof system, or act on anything relative thereto

**Vote to review and possibly approve the open session minutes of 1/23/24 and 1/31/24**

1/23/24 Minutes

Vice-Chair Kouchakdjian motioned to approve the open session minutes of 1/23/24. Board Member Carty seconded the motion.

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

VOTED: To approve the open session minutes of 1/23/24

1/31/24 Minutes

Vice-Chair Kouchakdjian motioned to approve the open session minutes of 1/31/24, as edited. Board Member Roberts seconded the motion.

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

VOTED: To approve the open session minutes of 1/31/24, as edited

**Adjourn**

Vice-Chair Kouchakdjian motioned to adjourn the Select Board Meeting; enter into Executive Session and not resume in open session. Board Member Carty seconded the motion.

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

VOTED: To adjourn the Select Board Meeting; enter into Executive Session and not resume in open session

There being no further business, the meeting ended at 10:39 PM.

DRAFT

SUDBURY SELECT BOARD

TUESDAY MARCH 26, 2024

7:00 PM

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

ZOOM Meeting

Present: Chair Janie Dretler, Vice-Chair Lisa Kouchakdjian, Select Board Member Daniel Carty, Select Board Member Jennifer Roberts, Select Board Member Charles Russo, Town Manager Andrew Sheehan, Assistant Town Manager/HR Director Maryanne Bilodeau

The statutory requirements as to notice having been compiled with, the meeting was convened at 7:02 PM, via Zoom telecommunication mode.

Chair Dretler announced the recording of the meeting and other procedural aspects included in the meeting.

**Call to Order**

Select Board Roll Call: Kouchakdjian-present, Carty-present, Russo-present, Roberts-present, Dretler-present

Opening remarks by Chair

Chair Dretler

- Thanked Town Clark staff, Volunteers and Candidates for their involvement at the Town Election yesterday
- Confirmed the Select Board stands with LSRHS and the LGBTQIA/student community supporting a no-tolerance for hate stance
- Announced Earth Day Events in Town Saturday, April 20, 2024

Town Managers Report

- Congratulated the re-election of Select Board Members Janie Dretler and Dan Carty; thanked all who worked on the election
- Announced that Congresswoman Katherine Clark recognized that Sudbury will be receiving a \$500,000 Congressional earmark for a winter storm emergency operation center to be built at the Public Works location.

Select Board Reports

Vice-Chair Kouchakdjian

- Congratulated Chair Dretler and Board Member Carty on their re-elections
- Echoed that hate has no home in Sudbury
- Followed social media regarding Town elections and hopes the community can come together and support each other in the tough times/difficult decisions

Board Member Carty

- Thanked all involved with the Town Election; congratulated Chair Dretler
- Acknowledged this election season provided him an opportunity to meet new residents.
- \$17,000 Transportation grant approved; matching funding is needed and would update all

Board Member Russo

- Congratulate Board Member Carty and Chair Dretler
- Announced Firearms Information Session on Thursday, March 28th at the Goodnow Library at 7:00 PM
- Announced Disability Inclusion Session to be held on April 10<sup>th</sup> at the Goodnow Library

Board Member Roberts

- Congratulated Board Member Carty and Chair Dretler for their prospective re-elections; thanked Town Clerk's Office, volunteers and all others involved in the Town Election
- Noted that she, Town Manager Sheehan, and Planning Director Adam Burney participated in an economic development discussion meeting; hoping to be able to contract with an economic consultant

Public comments

None

**Application of Logus Craft Beer & Wine, Inc, DBA Sudbury Craft Beer, 365 Boston Post Rd., Suite 103, Sudbury, for a Transfer of Package Store License for the Sale of Wines & Malt Beverages, under G. L. Ch. 138, s.15, from Villa TBR Corp, DBA Sudbury Craft Beer, Owner Gustavo Villatoro. The premises proposed to be licensed (i.e., 365 Boston Post Rd., Suite 103) is described as: 1st floor in Mill Village Plaza. 1250 sq feet. Single use bathroom. 2 doors that can be accessed from RT20 side and the parking lot entrance. Basement**

Present: Gustavo Villatoro, Alex Alverenga

Mr. Villatoro explained the history of the business, adding that Mr. Alverenga would be maintaining the business with ownership change.

Vice-Chair Kouchakdjian motioned to approve the application of Logus Craft Beer & Wine, Inc, DBA Sudbury Craft Beer, 365 Boston Post Rd., Suite 103, Sudbury, for a Transfer of Package Store License for the Sale of Wines & Malt Beverages, under G. L. Ch. 138, s.15, from Villa TBR Corp, DBA Sudbury Craft Beer, Owner Gustavo Villatoro. The premises proposed to be licensed (i.e., 365 Boston Post Rd., Suite 103) is described as: 1st floor in Mill Village Plaza. 1250 sq feet. Single use bathroom. 2 doors that can be accessed from RT20 side and the parking lot entrance. Basement. Board Member Carty seconded the motion.

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

VOTED: To approve the application of Logus Craft Beer & Wine, Inc, DBA Sudbury Craft Beer, 365 Boston Post Rd., Suite 103, Sudbury, for a Transfer of Package Store License for the Sale of Wines & Malt Beverages, under G. L. Ch. 138, s.15, from Villa TBR Corp, DBA Sudbury Craft Beer, Owner Gustavo Villatoro. The premises proposed to be licensed (i.e., 365 Boston Post Rd., Suite 103) is

described as: 1st floor in Mill Village Plaza. 1250 sq feet. Single use bathroom. 2 doors that can be accessed from RT20 side and the parking lot entrance. Basement. Board Member Carty seconded the motion.

**Consent calendar**

**1. Vote to sign a proclamation to recognize June 7, 2024 as Colby Caravaggio Day in the Town of Sudbury.**

**2. Vote to accept the resignation of Ken Nathanson, 5 Whispering Pine Road, from the Energy and Sustainability Committee and send a thank you letter for his service to the Town thank you letter for his service to the Town.**

**4. Vote to authorize the Town Manager to execute a contract with Weather Shield, Inc. in the amount of \$138,000 to be expended under the direction of the Combined Facility Director for the purpose of the replacement of the Fire Station 3 Roof system, or act on anything relative thereto.**

**5. Vote to authorize the Town Manager to execute a contract with Cape Cod Builders, Inc. in the amount of \$328,000 to be expended under the direction of the Combined Facility Director for the purpose of the replacement of the DPW building roof system, or act on anything relative thereto.**

**6. Vote to approve action by the Town Manager to sign a lease and power purchase agreement with Solect Energy for the installation of solar panels on the DPW Building Roof in accordance with the affirmative vote on Article 35 of the 2022 Annual Town Meeting, and to allow Town Counsel to make non-substantive edits.**

**7. Vote to accept the Massachusetts Office on Disabilities Municipal ADA Grant of up to \$250,000 for assisted listening systems in various municipal locations and to authorize the Town Manager to enter into contracts associated with said grant in consultation with KP Law as appropriate.**

**8. Vote to accept two grants for the Sudbury Police Department: (1) a K9 ballistic vest for Officer Rico donated by Vested Interest in K9s, Inc., valued at \$1800; and (2) a \$10,446 grant from the Sudbury Foundation toward the purchase of two E-Patrol Bikes to be used for Rail Trail patrols.**

Vice-Chair Kouchakdjian motioned to approve Consent Calendar items 1, 2, 3, 4, 5, 6, and 8, as presented in this evening's Meeting packet. Board Member Russo seconded the motion.

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

VOTED: To approve Consent Calendar items 1, 2, 3, 4, 5, 6, and 8 as presented in this evening's Meeting packet

Board Members agreed to discuss Consent Calendar Item #7 later in the meeting.

**Report from Finance Committee on ATM articles. Attending will be Michael Joachim and Eric Poch, FinCom Co-chairs**

Present: FinCom Co-Chairs Michael Joachim, Eric Poch

The FinCom co-chairs presented ATM articles including:

- FinCom Review of Operating and Capital Budget Articles
- Review of Budget Process with report to be finalized on April 1
- Summary recommending approval of \$121,605,022 Operating Budget and Capital Budget of \$5,039,247 with three exceptions: Articles 40, 16 and 28 (seeking additional information)

In regard to Article 40, Mr. Poch mentioned that the Parkinson Field driveway article could be in conflict with the BFRT, and related funding seemed excessive. Chair Dretler commented that passage of the article would provide a significant parking area for the BFRT. Vice-Chair Kouchakdjian noted that safety issues were to be considered by Mass DOT, as well, and asked if the FinCom would consider re-examining the project. Mr. Joachim responded that he would share additional information with the FinCom Members.

Board Member Carty stated that in accordance with established process, Article 40 must be fully vetted. Board Members agreed.

As FinCom liaison, Board Member Roberts confirmed that CPC fully examined all aspects of Article 40, including related expert analysis. She suggested that analysis be presented to FinCom. Town Manager Sheehan mentioned the associated effects of inflation (cost increases) since COVID, and recommended consideration take place in light of efficiency and consistency with the Town Charter. Mr. Poch confirmed that the Parkinson Field article would be further reviewed by FinCom with the focus on the BFRT.

Board Member Russo suggested that FinCom consider Article 40 as part of the BFRT construction project with focus on associated efficiency and cost escalation likely to continue. Board Member Russo asked FinCom Co-chairs when the EV charging article might be considered. Mr. Joachim mentioned the proposed article would likely be considered by FinCom in the next several weeks, and the Committee is awaiting information regarding the associated expenses after such stations be installed.

### **FY25 Operating Budget Presentation**

Town Manager Sheehan presented PowerPoint “Article 3 – Town Manager’s Proposed Budget,” which included the related topics:

- Home Rule Charter
- Backdrop
- Budget Calendar
- Revenues – RE and Personal Property Taxes, State Aid, Medicaid Reimbursements, Local Receipts, Other Available, Free Cash
- Expenditures – Education, General Government, Public Safety, Public Works, Human Services, Culture & Recreation (Town Departments); Reserve Fund, Town-Wide Operating and Transfers, Town Debt Service, Employee Benefits (Town and SPS) OPEB Trust Contribution
- Big Picture – Steps for Eligible Employees; All collective Bargaining agreements expire 6/30/24 7 units
- School Budget - Level Service Budget, Significant challenges beyond FY25
- Level Service Budget – No Increase in Headcount – No New Initiatives
- Debt Service – Increasing 76.10% - Fairbank Center, Fire Station 2, Town-Wide Drainage and Reconstruction, Stearns Mill Dam, CSX Acquisition
- Employee Benefits – \$756,597.00 (4.81% Increase)
- OPEB Trust Contribution - \$650,000.00

- Looking Ahead – Challenge includes need to develop a long-term plan for a sustainable operating and capital budgets; fixed costs rising faster than revenue, unable to add capacity necessary to provide service expected by residents.

Comprehensive discussion with Select Board Members took place.

**Discussion regarding 2024 Annual Town Meeting: consent calendar, positions on articles, other**

Present: Combined Facilities Director Sandra Duran

- Article 3 - FY25 Budget
- Article 4 - FY25 Town Manager's Capital Budget
- Article 5 - FY25 Transfer Station Enterprise Fund Budget
- Article 6 - FY25 Pool Enterprise Fund Budget
- Article 7 - FY25 Recreation Field Maintenance Enterprise Fund Budget

Vice-Chair Kouchakdjian motioned to support Town Meeting Articles 3 through 7, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Articles 3 through 7, as presented in tonight's meeting packet

**Article 26 - LSRHS Lighting Control Replacement**

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 26, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 26, as presented in tonight's Select Board Packet

**Article 27 - LSRHS Exterior Stairwell Replacement**

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 27, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 27, as presented in tonight's meeting packet

Ms. Duran confirmed the charging station article was still being examined with thoughts of expanding the number of charging stations from two to four and two stubs for potential expansion.

**CPC Articles**

**Article 35 - Community Preservation Act Fund - Wayside Inn Road Bridge Reconstruction**

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 35, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 35, as presented in tonight's meeting packet

Article 36 - Community Preservation Act Fund - Bruce Freeman Rail Trail Phase 3

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 36, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 36, as presented in tonight's meeting packet

Article 39 - Community Preservation Act Fund - Remediation of Water Chestnuts from Hop Brook Pond System

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 39, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 39, as presented in tonight's meeting packet

Article 40 - Community Preservation Act Fund - Parkinson Field Driveway Design

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 40, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 40, as presented in tonight's meeting packet

Article 41 - Community Preservation Act Fund - Community Garden

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 41, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 41, as presented in tonight's meeting packet

Article 42 - Community Preservation Act Fund - Regional Housing Services Office (RHSO) Membership Fee

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 42, as presented in tonight's meeting packet. Board Member Roberts seconded the motion.

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

VOTED: To support Town Meeting Article 42, as presented in tonight's meeting packet

Article 43 - Community Preservation Act Fund - Return of Unspent Funds

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 43, as presented in tonight's meeting packet. Board Member Carty seconded the motion.

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

VOTED: To support Town Meeting Article 43, as presented in tonight's meeting packet

Article 44 - Community Preservation Act Fund - General Budget and Appropriations

Vice-Chair Kouchakdjian motioned to support Town Meeting Article 44, as presented in tonight's meeting packet. Board Member Russo seconded the motion.

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

VOTED: To support Town Meeting Article 44, as presented in tonight's meeting packet

**Consent Calendar (Cont.)**

**7. Vote to accept the Massachusetts Office on Disabilities Municipal ADA Grant of up to \$250,000 for assisted listening systems in various municipal locations and to authorize the Town Manager to enter into contracts associated with said grant in consultation with KP Law as appropriate.**

Present: Sandra Duran

Ms. Duran confirmed that this item only applies to newly proposed work, and she would be providing the Board with related updates.

Vice-Chair Kouchakdjian motioned to approve Consent Calendar Item 7, as presented in this evening's meeting packet. Board Member Carty seconded the motion.

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

VOTED: To approve Consent Calendar Item 7, as presented in this evening's meeting packet

**Discussion of Firearms Information session, agenda, review of PowerPoint, etc.**

Board Member Russo presented the proposed Firearms Information Session agenda, as well as a related PowerPoint presentation to be reviewed at the session. Board Member Roberts offered to act as moderator at the session.

Board Member Russo indicated that a professional from Gifford Law Center was considering appearing at the session. Board Member Russo confirmed that he would send the related communication thread to Board Members.

Board Member discussed plans for the session.

**Update from Select Board Policy Subcommittee on current status of policy review**

Vice-Chair Kouchakdjian noted that she, Town Manager Sheehan and Board Member Roberts (members of the Select Board Policy Subcommittee) have been meeting regularly and have discussed the Code of Conduct Policy. She added that Town Counsel is reviewing that policy.

Board Members discussed licensing of outdoor amusements (circuses and carnivals). Board Member Roberts mentioned the carnival/circus issue in 1971, when Sudbury voted not to continue such events. Board Member Russo agreed this item be given further consideration, in light of Town economic development aspects. Janie asked if other communities review this as a license instead of a policy. Vice-Chair Kouchakdjian and Board Member Roberts agreed to discuss this aspect further at an upcoming Subcommittee meeting.

**Town Manager Evaluation**

Chair Dretler acknowledged that Town Manager submitted his self-assessment to the Board. Board Members agreed to continue discussion of this topic to the April 23<sup>rd</sup> Select Board Meeting and thanked Town Manager Sheehan for his patience.

Town Manager Sheehan provided his self-assessment presentation outlining Town Manager goals which included advancing areas of vocational education, financial planning, succession planning, Town communications and productive relationships with Staff and the community.

Chair Dretler requested that board Members submit any related comments to Patty Golden, no later than April 17, 2024.

**Vote to review and possibly approve the open session minutes of 2/6/24 and 2/12/24**

**2/6/24 Minutes**

Vice-Chair Kouchakdjian motioned to approve the Select Board minutes of 2/6/24, as edited. Board Member Carty seconded the motion.

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

VOTED: To approve the Select Board minutes of 2/6/24, as edited

**2/12/24 Minutes**

Vice-Chair Kouchakdjian motioned to approve the Select Board minutes of 2/12/24, as edited. Board Member Roberts seconded the motion.

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

VOTED: To approve the Select Board minutes of 2/12/24, as edited

**Adjourn**

Vice-Chair Kouchakdjian motioned to adjourn the Select Board Meeting. Board Member Russo seconded the motion.

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

VOTED: To adjourn the Select Board Meeting

There being no further business, the meeting ended at 10:52 PM.

DRAFT