

Town of Sudbury, Massachusetts



Town Manager's Proposed Budget

For the Fiscal Year Ended June 30, 2023

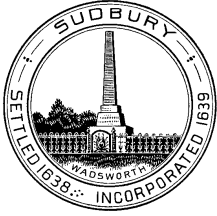
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For the Fiscal Year Ended June 30, 2023

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Introductory Section



Henry Hayes
Town Manager

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January 31, 2022

To: Honorable Select Board
Members of the Finance Committee

Here is our recommended Fiscal Year 2023 (FY23) operating and capital budgets. As proposed, these budgets total \$111,002,713, which is an increase of \$2,806,729,717 (2.59%) from the Fiscal Year 2022 (FY22) budget.

Staff has worked hard to develop a conservative budget to maintain services, while being thoughtful of the taxpayer obligations and burdens in recent times. We diligently worked with the following goals in mind:

- Develop a FY23 budget that is within the limits of Proposition 2 ½.
- Maintain a level service budget, while identifying opportunities for improvements through efficiencies;
- Maintain employee compensation and plan for the future;
- Continue to aggressively manage employee benefits, both short-term and long-term;
- Establish and fund a capital program that recognizes the needs of the community while respecting our fiscal constraints; and
- Develop a budget document with the recommended guidelines and procedures set forth by the Government Finance Officers Association (GFOA) and in conformance with the Town Manager's 2021 goals.

Based on these goals and keeping in mind our revenues and fixed costs, the Town's budget was created collaboratively between the three Cost Centers (Lincoln-Sudbury Regional High School, Sudbury Public Schools and the Town), along with the assistance and teamwork of our Town Department Heads. Our focus remains centered on reflecting the functional needs and institutional values. Department Heads identified a myriad of needs that would enhance service delivery for the community. As the approach to balancing requests against available funds and fixed costs, very little remains for new initiatives. Ultimately, over \$650,000 of unmet needs resulted after all requests were submitted. Below are some of the associated outcomes:

Planning and Community Development

This department is projected to gain a full-time employee that is not funded through the General Fund; a combined approach from the Community Preservation Committee and Sudbury Housing Trust contributions will cover the position being added. This will bolster requirements associated with these

organizations and functional areas related to Town services. We are grateful for the partnership that allows this to occur.

Information Systems

The requested budget for Information Systems included a request for an addition of a full-time employee to perform as a Web Developer Systems Analyst, this request was not supported for the FY23 budget.

Human Resources

A request was submitted to add a Human Resources Generalist position, based on the available funds and other priorities, this is an unmet need.

Conservation

This department will see an increase of \$2,000 to protect, preserve, and enhance the natural and recreational features of the Assabet, Sudbury, and Concord Rivers, their tributaries and watersheds.

Finance

In the FY21 budget, there was a reduction to financial services that was applied to the Health Department, for the sake of gaining a full-time Health Inspector position. This was a calculated assessment, with the understanding that if the workload and requirements proved unsustainable into the future, there could be consideration given to re-establishing this position. Times have indicated that it is appropriate to continue watching this progression of requirements increasing, therefore, the initial request was made, and subsequently not supported.

Law Office

After reviewing trends, and the anticipation from the previous year's budget, this budget will increase by \$25,000 to cover expenses.

Vocational Education

This budget will see a decrease of \$15,400 in FY23 due to a reduction of enrollments, offset by increased transportation costs.

Public Works

In total, this department requested four (4) additional Light Equipment Operators for FY23. These positions would support Trees & Cemetery, Streets & Roads, and Parks & Grounds. Unfortunately, these are unmet needs for this budget cycle.

Combined Facilities

As a concerted effort to align with the Division of Local Services April 2020 Review of Capital Improvement Program recommendations regarding maintenance, the amounts for Town maintenance/\$75,000 has been removed from the Town Manager's Capital Operating Budget; and Sudbury Public Schools maintenance/\$80,000 have been accounted for in the Facilities' departmental budget, reflecting as a \$155,000 increase.

Library

This budget request reflects a reduction in material expenses and personnel adjustments that were requested.

Recreation

The Park, Recreation and Aquatics Department has a vacant Assistant Director position, which has not been funded since before FY20. The need is present to bring this position back, however, it remains an unmet need for FY23.

Fire Department

Based on the increases in EMS supplies and software costs and contract increases, adjustments have materialized some uptick in expenses. Conversely, some saving will be notable with regard to maintenance avoided relative to upgraded equipment and vehicles. A request was submitted for the addition of a Fire Inspector/Prevention Officer, which is an unmet need.

Police Department

Increases in equipment and training requirements are occurring as a result of the recent years of changes in policing. A request was also submitted for the addition of a Sergeant, this reflects as an unmet need.

Benefits

Benefits for the schools (SPS) and Town are increasing overall by \$623,680 this year (4.39%). This budget includes worker's compensation, property and liability insurances, health insurance benefits for our active employees and retirees, unemployment claims, and Medicare. The Property/Liability portion includes our IOD (Injured on Duty) coverage for Public Safety employees. It also includes coverage for vacant buildings such as Broadacre, which is more expensive. As we have said in prior years our medical insurance budget is still lower than it was 15 years ago, which is due to changes that have been made over the past 12 years, with a shift in contribution levels, changing to the GIC, as well as the Opt-Out Program that the Town added on several years ago.

We are pleased to submit this comprehensive, yet conservative, budget document, with the anticipation that the Town may observe a measure of continued impacts from the global pandemic (COVID-19), and encourage residents to explore cleargov.com where they can learn more about town spending and see where their individual tax dollars are being spent.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Town of Sudbury, Massachusetts, for its Annual Budget for the fiscal year beginning July 01, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

For the ninth year in a row, the GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town. In order to receive this prestigious award, a government must publish an easily readable and efficiently organized Annual Comprehensive Financial Report (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. These documents are available on the Town's website and we encourage citizens to take advantage of all the information that is provided.

The FY23 budget represents a collaboration between cost centers, amongst departments and through our various committees and commissions. The presentation of this document begins a process during which more information will become available and I look forward to discussing this budget at Town Meeting.

The careful and purposeful collaboration between our professional staff within the departments, Superintendents, and partners throughout the community enable us to properly sustain a safe, secure,

serviced and strong Sudbury. Despite the pressures of the global pandemic applied on a daily basis, none have failed to deliver exceptional service to the residents, businesses, visitors and partnering communities. It truly is the profound dedication of our teams that enables this capability. It brings me great joy to serve alongside such amazing public servants!

I am grateful for our Department Heads and School Superintendents for their systematic foresight, concerted efforts and careful budget submissions. A special thank you goes out to our Finance Director, Dennis Keohane, for his attention to detail and unyielding work on our budget process. Our team is incomplete without our Assistant Town Manager/Human Resources Director, Maryanne Bilodeau, who is always bringing a value-added perspective to the conversations. Lastly, I extend a hearty thanks to the Select Board, Finance Committee and Capital Improvement Advisory Committee for their supporting us along the way.

Respectfully submitted,

Henry Hayes
Town Manager

CITIZEN'S GUIDE TO THE BUDGET

Welcome! Thank you for taking the time to become familiar with the Fiscal Year 2023 budget. The budget document is an important document that governs not only the town's expenditures, but also outlines priorities, missions and goals for the coming years. This year the Town will be submitting the budget document for recognition from the Government Finance Officers' Association, and the administration is proud to submit this comprehensive document to the Town. This section of the budget strives to help orient residents by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document. We hope that the introductory pages will create a transparent and easy to follow tool to understanding Sudbury's financial information.

The Budget Process

Massachusetts General Laws require a balanced budget which means that appropriations must be funded by revenues earned during the year plus any other available funds from prior years.

The Town of Sudbury is governed by the Town Charter by which an elected five-member Select Board appoint a professional manager to administer the daily operation of the Town. The Town's legislative body is Open Town Meeting, in which any registered voter in Sudbury may partake and vote. There are five (5) precincts in Sudbury. The Town Manager is the chief administrative officer of the Town, responsible for managing the day to day business of Town Departments, including all financial matters.

Preliminary revenue and expenditure projections are prepared and presented to the Select Board each fall. The projections assist the administration in establishing the Town's budget for the following year.

The Town Charter and bylaws require the Town Manager, with the assistance of the Finance Director and the treasurer-collector, to prepare and submit, after consultation with all departments, an annual operating budget and capital improvement program. In November, the Finance Director distributes budget instructions and documents to departments on behalf of the Town Manager. All Department Heads prepare their budget requests for the next fiscal year and submit them to the Finance Director by the end of November. During the month of December and early January, the Town Manager, Finance Director and Assistant Town Manager meet with each department head to review and discuss their requests.

Per Town Bylaws, the Town Manager must submit to the Finance Committee the budget by January 31st. After submitting the budget, the Town Manager presents it at a public meeting shortly thereafter.

During the months of January and February, the Select Board and Finance Committee conduct meetings individually and jointly to review, discuss and vote on all recommended budgets. Meeting notices are published in accordance with the Open Meeting Law and the meetings are opened to the public and broadcast on Sudbury TV. The Finance Committee's responsibilities are described in Town Bylaws Article IV, and their purpose is to consider all articles of any Town Meeting warrant which have any direct or indirect financial impact on the Town and to report its recommendations in writing to the Select Board. The Finance Committee must, no later than March 31, submit to the Selectmen their written report with their recommendations on the budget. Members of the Finance Committee are appointed by the Town Moderator. Town Meeting votes on a final budget in May.

It is important to remember that financial and budgetary information presented in the annual budget are projections and subject to change prior to Town Meeting.

The Town's Capital budgeting process is also laid out in the Town's Charter and bylaws. The Charter requires the Town Manager to submit a Capital Improvement Program each year. The Town Bylaws Article XXV Capital Planning created a Capital Improvement Advisory Committee to review proposals from the Town of over \$100,000 in a single year or over \$200,000 in multiple years. The committee makes a report with recommendations to the Finance Committee and the Select Board. The bylaw also dictates that the Town Manager shall develop an operating budget for proposed capital expenditures for the upcoming fiscal year of items that are less than \$100,000 in one year or under \$200,000 in multiple years. This budget is submitted with the annual operating budget and can include items from all three cost centers.

Budget Appropriation and Amendment

The legislative body of the Town is an open Town Meeting. All registered voters are entitled to attend and vote. Town Meeting has the authority to appropriate funds for the operating budget and capital expenditures. Any amendment to appropriations requires a Town Meeting vote. The procedures for Town Meeting are specified in the Town Bylaws Article II. The Town Meeting warrant, which includes the items to be voted on, is mailed to the home of every registered voter, posted on the town website and posted around town. The budget and other financial articles are presented at Town Meeting.

BUDGET CALENDAR

- The Town Manager, with the assistance of the Finance Director, prepares a financial projection by October 31st.
- The Finance Director provides budget guidance and supporting documents to all Town Departments by November 15th.
- On or prior to December 1st all departments provide budget requests to the Finance Director.
- The Town Manager and Finance Director meet with Department Heads individually to discuss budget requests. All meetings completed on or prior to December 15th.
- The Town Manager, with the assistance of the Finance Director, prepares the Town Manager's Proposed Budget and provides the document to the Select Board and Finance Committee by January 31st.
- The Town Manager and Town Departments participate in Finance Committee hearings/deliberations as scheduled by the Finance Committee after submittal of the budget.
- Not later than March 31st, the Finance Committee submits to the Select Board their written report with their recommendations.
- The Select Board shall cause the Finance Committee's budget submittal including the Town Manager's requested amounts, recommendations, and the Finance Committee's report of reasons for differences to be printed in the warrant for the Annual Town Meeting.
- Town Manager presents the final budget at the Annual Town Meeting (date to be determined) to request approval.

TOWN OVERVIEW AND STRUCTURE

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 18,874 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. The Town Manager has authority to move funds as needed within these program areas, 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. Currently enrolled Sudbury students will be permitted to continue attending Minuteman until graduation. 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.

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 financial matters.

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

At the Select Board's request, the Massachusetts Division of Local Services (DLS) Technical Assistance Bureau (TAB) reviewed the Town of Sudbury's capital improvement program (CIP). This review was one of a series of steps the board has taken to fulfill its responsibility for ensuring Sudbury's capital assets can cost effectively sustain the town's desired service levels into the future. It follows on the completed work of the strategic financial planning committee for capital funding (SFPCCF), which had existed from October 2013 to April 2019. It also corresponds with a FY2020 goal of the board to update the town's financial policy manual, which was last revised in 2015.

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. 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 6,200 individuals employed in 670 establishments within the boundaries of the Town, with an annual payroll of \$390 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 91%, and the 10 largest taxpayers account for only 4.74% of the tax levy.

COVID-19 is a respiratory disease caused by a novel coronavirus that has not previously been seen in humans. The virus and the resulting actions by national, state and local governments is altering the behavior of businesses and people in a manner that will have negative impacts on global and local economies. The Town saw reductions in some revenue sources, particularly room occupancy tax, during fiscal 2020. Additional costs related to COVID-19 have been mitigated by various State and Federal Grants in fiscal years 2020 and 2021.

Despite the challenges of COVID-19, 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.

Mission and Goals

The mission of the Town of Sudbury is to enhance the quality of life of Sudbury's residents by providing efficient, cost effective, and high-quality services, while protecting the Town's character and history.

Annually, the Select Board and Town Manager adopt their own goals. These goals include both financial and non-financial priorities.

For calendar year 2022, the Select Board has chosen the following six high priority goals to focus on:

BOS GOALS 2022			
Goal	Primary Category	Deliverables/Steps	Goal Type
Advance to Construction Phase - Bruce Freeman Rail Trail	Open Space, Recreation & Historic Assets	Early July - advertising, early Oct - construction 2022	Financial
Plan and Support ARPA funding spending	Financial Management & Economic Resilience	Determine priority and use of ARPA funds; incorporate oversight	Financial
Evaluate Current State and Future Best use of Sewataro	Open Space, Recreation & Historic Assets	Increase public use; swimming on summer weekends; safeguard property; update Agreement; examine / evaluate best uses for the property; discover revenue generating opportunities; define strategic vision, options and next steps; formulate evaluation team; compare data from other communities; increase documentation of activities and uses; consider tax exempt debt option (lease vs management agreement); assess environmental and public health impact	Financial/Non-Financial
Refine issues/research/make decisions re. LS Regional and Assessment Process/Vocational Ed Access	Effective Governance and Communication	Map out issues and process; coordinate with stakeholders / Lincoln leadership and LSRHS School Committee; evaluate Agreement review increments; examine vocational education responsibilities - explore joining district; define the perceived problems; budget timeline alignment; draft updates of the Agreement	Financial/Non-Financial
Sustainability and Climate Change initiatives	Environmental Health & Wellness	Support MVP/Master Plan related elements/HMP/possible CED	Financial/Non-Financial
Expand (Normalize) and Fund Transportation Option	Transportation, Mobility & Housing	Continue existing programs, identify possible future programs and determine sustainability options	Financial

For calendar year 2022, the Town Manager has chosen the following goals to focus on, in order to provide a safe, secure, serviced and strong Sudbury:

1. **Maximize COVID-19 related funding available:** (ARPA, Cares Act, etc.). Execute sound financial principals, in conjunction with the available and applicable guidelines in order to utilize the funds in ways that propel risk mitigation, equipment needs, approved capital qualifying activities, enhance public safety, and support the local economy (as authorized by the Select Board). Request and utilize funds within the timelines corresponding with the designated program(s).
2. **Comprehensive Wastewater Management Plan:** Continue planning process and identify future needs and adjustments. Complete multi-year Town-wide study with public participation, preserve and protect Sudbury's drinking water supplies, identify and establish the benefit from 20-year planning document, submit state and regulatory filings - seeking full approvals, leverage funding opportunities to reduce costs to the taxpayer. Prepare this \$20M project for presentation at a future Town Meeting (TBD) for a determination on the will of the Town for this project's future.
3. **Staff enhancement:**
 - a. Update Employee Handbook (2019): Identify all existing Town and departmental policies and procedures and revise during each summer/fall, as/if appropriate.
 - b. Discover and implement additional training and development opportunities.
 - i. Increase staff participation in professional development courses and activities by 2% over the prior year.
 - c. Increase the professional staff by appropriate function and grade:
 - i. Potential foreseen positions (blended or stand-alone): Grant writer, procurement specialist, transportation specialist, planning and community development specialist, junior Human Resources specialist, safety professional, Park, Recreation and Aquatics professional, information systems technician.
 - ii. Temporary or grant-funded positions (to only continue with relevant funding and workload) that have some utility would include: conservation worker, GIS specialist.
 - d. Space Utilization: Planning for facility use now and in the perceivable future for teams employed by the Town. Identify space needs, discover opportunities for quality of life and optimal square footage utilization, enhance restroom settings, increase energy conservation methodologies, maximize environmental control effectiveness. Strive for fall/winter 2022 evaluation, set capital plans in place for subsequent capital improvement plan submissions.
 - e. **Sustain a SAFE, SECURE, SERVICED & STRONG SUDBURY!** Concept to be added to Employee Handbook.
4. **Capital:** Revise the Capital Improvement Process, to include the instructions and form for submissions of projects. Empower clear identification of associated needs and factors related to compliance, funding sources, anticipated impacts, improve and interject objectivity to better enable project understanding and scoring. Provide to Departments and major contributors for review and feedback by the end of September 2021. Incorporate process change for the FY2023 budget process.
 - a. Revise the form and process.
 - b. Continue to work on funding sources for routine capital, as well as finding capacity for larger projects.
5. **Regional and Technical High Schools:** Work to establish clearer relationships, processes, budgeting, bussing and predictions as best as able. Solidify regional, vocational and technical education program logistics in order to provide (1) consumer and homemaking education; (2)

general labor market preparation, and (3) specific labor market preparation as required by law. Identify the responsibilities related to Sudbury Public School, Lincoln-Sudbury Regional High School and the Town, in order to remove ambiguity. Increase transparency and information sharing in order to establish and finalize applications for attendance and, when required or requested, ensure transportation is available for the students, in advance of need. This is time sensitive in advance of each school year beginning, as bussing agreements, routes and schedules need to be finalized prior to school starting.

6. **Fairbank Community Center**: Execute build of new facility on time and on budget. Provide project management oversight to the Town for Fairbank Community Center renovation, alteration, and new construction, including project planning, budgeting, scheduling, programming, design, estimating, bidding, procurement, construction, inspecting, furnishing, and occupying services. Deliver \$28.8M facility within budget and scheduled timing (5/1/22 - Construction begins; duration of 20 months = 01/23).
7. **Fire Station**: Execute build of new facility on time and on budget. Provide project oversight to the Town for Fire Station #2 new construction, including project planning, budgeting, scheduling, programming, design, estimating, bidding, procurement, construction, inspecting, furnishing, and occupying services. Deliver \$4.3M facility within budget and scheduled timing (18 months total, 12 months of construction).
8. **Rail Trail development**: In collaboration with Town Staff, Town Departments, as well as Town Boards and Commissions, to move as quickly as possible to complete all designs, submit them to the state, and take all other actions needed to advance and complete Sudbury rail trail projects and associated actions. Maintain focus and stay within the established budgets and timelines set for the identified projects.
 - a. Bruce Freeman Rail Trail: Equip the Town and firm to be on time to open bids and begin construction as indicated on the project timeline. Construction advertising deadline by June 25, 2022 and construction period October 15, 2022 – October 15, 2024.
 - b. Formerly CSX Corridor: Continue to seek funds (CPA, grants, etc.) and opportunities to advance the purposes of establishing, constructing, operating and maintaining a multi-use rail trail/bicycle path for open space, conservation, and active recreation purposes, general municipal purposes, and for all other purposes for which rail trails are now or hereafter may be used in the Commonwealth.
 - c. Mass Central Rail Trail: When appropriate, provide oversight of the development and advancement of this project.

Routine Goals

9. **Town Center**: Work with the Select Board, DPW, Conservation, Planning and Community Development and other appropriate departments and agencies in order to identify and implement advancements and community goals regarding this property acquisition.
10. **Ongoing Work with Various Committees/Commissions**: Regarding master plans, including Town-wide fields and senior needs.
11. **Implement major plans**: To include Livable Sudbury, Master Plan, Community Profile and historical preservation.
 - a. Establish and sustain **emergency management** exercises to **ensure readiness** and responsiveness.

- b. **Municipal Vulnerability Preparedness Hazard Mitigation Plans**: Strive toward Implementation.
- c. **Disabilities and Accommodations focus**: Make progress against Americans with Disabilities Act Transition Plan. Continue to seek opportunities to enrich the experiences and access for all people across Sudbury.
- d. **Cemetery**: Work with Department of Public Works on plan to create future cemetery space, including increased number of plots and access.
- e. **Broadacres Farm**: Compile and recommend viable actions and identify timing potentials.
- f. **Establish Sewarage Use Policy**: Possibly recommend **fee structure** for use of the property in conjunction with the Select Board.

FUND INFORMATION

Fund Overview

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. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary activities.

Governmental Funds

General Fund

The General Fund is the primary operating fund of the Town government. It is used to account for all financial resources, except those that are required to be accounted for in another fund. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges.

Special Revenue Funds

The Town maintains several Special Revenue Funds which are used to account for revenues that are legally restricted to being spent for a specific purpose. These revenues must be accounted for separately from the General Fund and include revolving funds, grants, gifts, and receipts reserved for appropriation.

Capital Project Funds

Capital Projects Funds are used to account for monies expended for the acquisition or construction of major facilities or equipment. The Town's Capital Projects Funds are funded primarily by the receipt of bond proceeds resulting from the Town's issuance of bonds for specific projects.

Proprietary Funds

Enterprise Funds

Enterprise funds operate primarily by revenue charged for services. Revenue collected for these services are dedicated to the specific purpose of the enterprise operation. The Town maintains enterprise funds for the Transfer Station, the Atkinson Pool, and Recreational Field Maintenance.

Fiduciary Funds

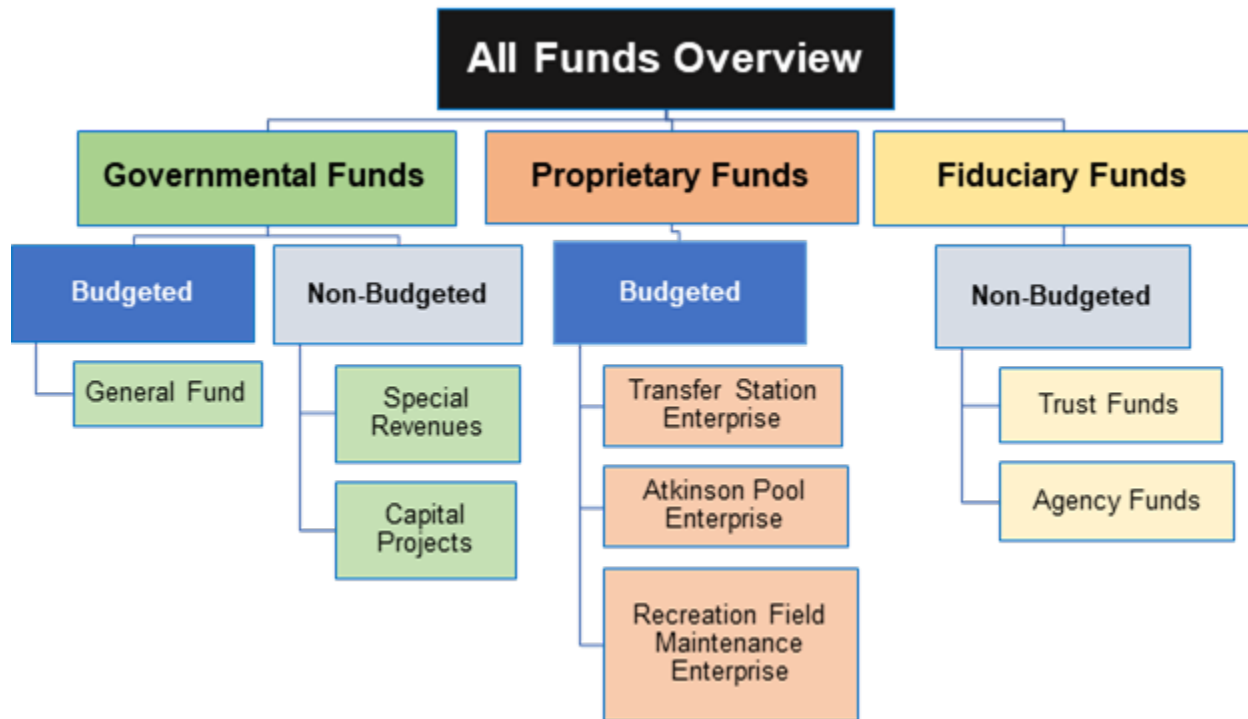
Trust Funds

Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of a fund may be expended.

Non-expendable trusts are used to account for funds where the principal must, by law or covenant, remain intact. Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust.

Agency Funds

Agency funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, and other governmental units.



BASIS OF ACCOUNTING AND BUDGETING

The Town follows the Uniform Massachusetts Accounting System (UMAS) for budgeting. This accounting system is prescribed by the Commonwealth of Massachusetts' Department of Revenue for local government entities and is intended to demonstrate compliance with state statutes and local near-term decisions (e.g. the budget). This system prescribes the use of the modified accrual basis of accounting, which is the basis used by all governmental fund types. Modified accrual accounting combines accrual-basis accounting with cash-basis accounting and recognizes revenues when they become available and measurable and recognizes expenditures when liabilities are incurred. This system divides available funds into separate entities within the organization to ensure that the money is being spent where it was intended.

The full accrual basis of accounting is used for the Town's financial statements which conform to generally accepted accounting principles (GAAP). The statements report information about the Town with a broad overview. The Government Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with GAAP. Users of these statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application allows users (including citizens, legislators and others) to assess the financial condition of one government compared to others.

The Town adopts an annual budget for the General Fund and all Enterprise Funds. Although Town Meeting approval is required for capital projects, borrowing authorizations, and other special warrant articles, annual budgets are not presented for any other fund. The spending for purposes related to the Capital Plan and the Community Preservation Fund are presented as separate articles from the annual operating budget at Town Meeting. The Town's operating budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

- Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as deferred revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
- For the budget, encumbrances and continuing appropriations are treated as the equivalent of expenditures in the year the commitment is made as opposed to when the liability is incurred (GAAP).
- The depreciation is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.
- Cash disbursements for fixed assets are recorded as an expenditure under the cash basis and capitalized under the accrual basis (GAAP).

BUDGET AND FINANCIAL MANAGEMENT POLICIES

Budget

The Town of Sudbury has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements.

Revenues determine the capacity of the Town to provide services. To ensure that revenues for the Town are balanced and capable of supporting desired levels of services, the Town of Sudbury has adopted the following revenue policy statements:

- The Town Manager and Finance Director are responsible for estimating revenues for the upcoming fiscal year. They will consult with other officials of the town as well as state officials and others with knowledge of state and local finance.
- Revenue forecasts for local receipts and state aid shall be conservative, using generally accepted forecasting techniques and appropriate data. Revenue deficits will be avoided at all costs. To avoid any potential for such a deficit, estimates for local receipts will generally not exceed 100% of the prior year's actual collections.
- The Town Manager and Finance Director will project revenues for the next three years as part of the three-year financial forecast.
- Each year and whenever appropriate, existing revenues will be re-examined and possible new sources of revenues will be explored to ensure that we are maximizing our revenue potential.
- Legally restricted revenues will be avoided when they adversely affect the short or long-term financial health of our government.
- The Town will strive to be informed and aware of all grants and other aid that may be available to us. All potential grants and other aid shall be carefully examined for matching requirements (both dollar and level-of-effort) and restrictive covenants, to ensure that our participation in such grants will be beneficial and cost-effective.
- Each year and whenever appropriate, intergovernmental revenues will be reviewed to determine their short and long-term stability, to minimize the impact of any adverse changes. Intergovernmental revenues shall be used as legally prescribed or otherwise set forth by policy.
- A balance will be sought in the revenue structure between elastic and inelastic revenues, to minimize any adverse effects caused by inflationary or economic changes.
- One-time revenues will be used for capital improvements, additions to reserves or as legally restricted to a specific purpose.
- The Town will carefully and routinely monitor all amounts due the Town. An aggressive policy of collection will be followed for all receivables, including property taxes. A target of 98% property tax collection rate by fiscal year end will be achieved.
- Recreational user charges and fees will be set to recover approximately 100% of total direct costs generated by revolving fund recreation programs.
- Enterprise fund user charges and fees will be set to recover all direct and associated costs with the activities of these funds.

Expenditures are a rough measure of a local government's service output. While many expenditures can be easily controlled, emergencies, unfunded mandates, and unanticipated service demands may strain our ability to maintain a balanced budget. To ensure the proper control of expenditures and provide for a quick and effective response to adverse financial situations, the Town of Sudbury has adopted the following expenditure policy statements:

- Expenditures/expenses and purchase commitments will be made in a form and process that is legal, appropriate, funded, authorized and sufficiently documented.
- Expenditures/expenses and purchase commitments will be recorded in an accurate and timely fashion.
- The review and approval process for all vouchers shall be followed at all times. Properly completed claims must be prepared and submitted to the accounting department by the department responsible for originating the claim. A “properly completed claim” must include, but is not limited to, the vendor’s name and address, date of claim, explanation, and accounts to be charged, department authorization signature and sufficient documentation. “Sufficient documentation” means that a person unfamiliar with the transaction could understand what was ordered, when, by whom, from what vendor, at what price, when the goods or services were delivered, who accepted delivery, and who authorized payment.
- The balances in appropriation accounts will be monitored regularly to ensure that the total of expenditures/expenses and purchase commitments in any account do not exceed the authorized budget for that account.
- Requests for competitive bids, proposals, formal and informal quotes, and other methods of seeking and encouraging vendor competition will be obtained as required by law and as otherwise established by the Town Manager or Town Counsel.
- Arrangements will be encouraged with other governments, private individuals, and firms, to contract out or cooperatively deliver services, in a manner that reduces cost and/or improves efficiency and effectiveness while maintaining service quality.
- The full direct and indirect costs will be calculated for any service provided for a fee or charge, or where there is a potential for the reimbursement of such costs.
- All appropriations shall lapse at the close of the fiscal year to the extent that they shall not have been expended or encumbered.

Debt Management

Debt is an effective way to finance capital improvements or to even out short-term revenue flows. Properly managed debt preserves our credit rating, provides flexibility in current and future operating budgets, and provides us with long-term assets that maintain or improve our quality of life. To provide for the appropriate issuance and responsible use of debt, the Select Board of the Town of Sudbury have adopted the following debt management policies:

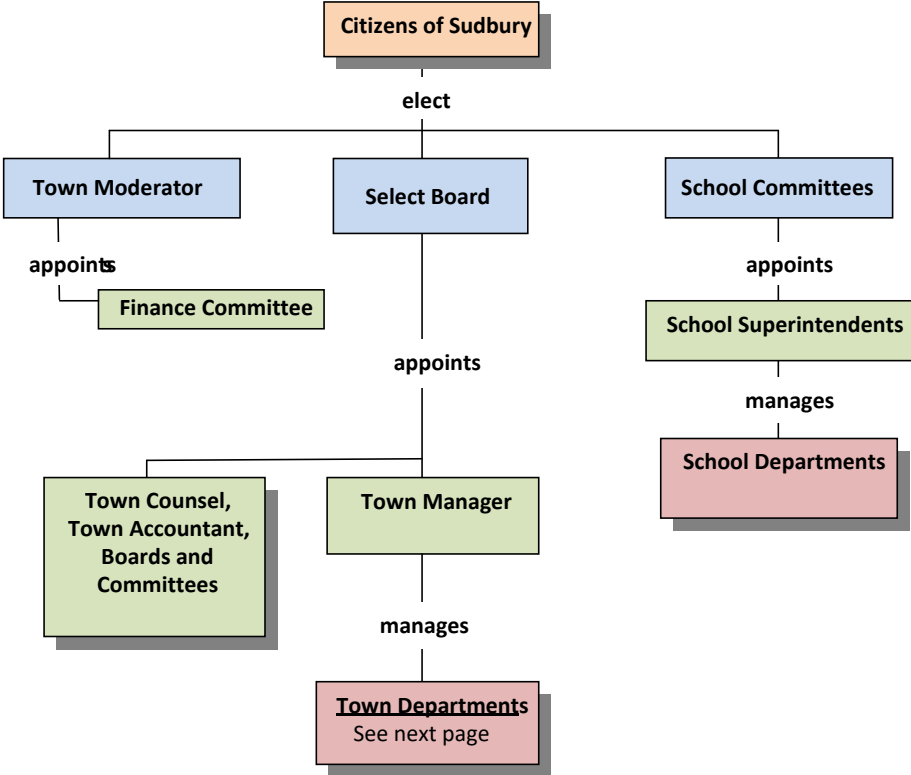
- Long-term debt will be issued only for objects or purposes authorized by state law under Chapter 44, section 7 and 8.
- Short-term debt may be issued to finance current operating expenditures only in the event of extreme financial emergency.
- Debt maturity will not exceed the lesser of: the useful life (as established by the Town Treasurer-Collector), or the period of probable usefulness (as defined in Massachusetts State Local Finance Law), of the object or purpose so financed, whichever is shorter.
- Debt limits established by law and policy will be calculated by the Town’s Finance Director and Treasurer-Collector at least once each year and whenever otherwise requested or appropriate. The Town will maintain good communications with bond rating agencies, bond counsel, banks, financial advisors and others involved in debt issuance and management.
- The Town’s annual Town Report, Town Manager’s Budget Request and annual town meeting warrant will give comprehensive summaries of the debt obligations of the Town.
- The Town will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within ten years.

- The Town will attempt to vote all significant debt questions (over \$500,000) exempt from the limits of Proposition 2 1/2.

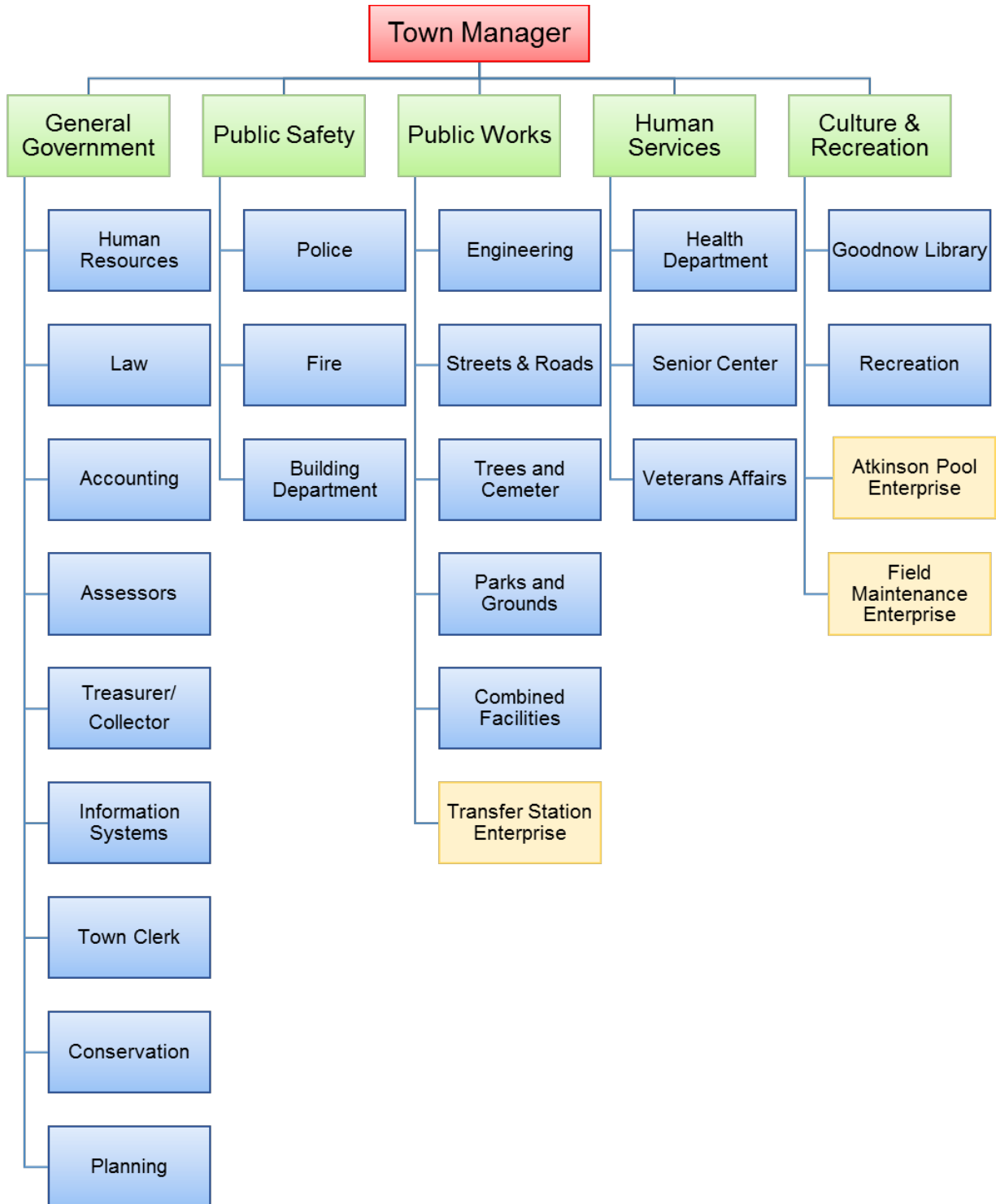
Reserves

The Town of Sudbury shall maintain a Stabilization Fund to provide the reserves that are required to protect the financial condition of the Town. The Town will work toward the goal of maintaining in the Stabilization Fund an amount equal to five percent (5%) of the total projected general fund operating revenues for the next previous fiscal year. Interest earned on Stabilization Fund balances will be retained in the Stabilization Fund.

ORGANIZATIONAL CHART



ORGANIZATIONAL CHART (CONTINUED)



ELECTED OFFICIALS

<u>Select Board</u>	<u>Member</u>	<u>Title</u>
	Jennifer S. Roberts	Chair
	Charles G. Russo	Vice-Chair
	Daniel E. Carty	Member
	Janie W. Dretler	Member
	William J. Schineller	Member

<u>SPS School Committee</u>	<u>Member</u>	<u>Title</u>
	Silvia M. Nerssessian	Chair
	Meredith Gerson	Vice-Chair
	Mandy Sim	Member
	Tyler Steffey	Member
	Sarah Troiano	Member

<u>LS School Committee</u>	<u>Member</u>	<u>Title</u>
	Cara Endyke Doran	Chair
	Candace Miller	Vice-Chair
	Heather Cowap	Member
	Harold Engstrom	Member
	Kevin Matthews	Member
	Mary Warzynski	Member

PRINCIPAL APPOINTED OFFICIALS

<u>Department</u>	<u>Department Head</u>	<u>Title</u>
Town Manager	Henry Hayes	Town Manager
ATM/HR	Maryanne Bilodeau	Assistant Town Manager/Human Resources Director
Finance and Treasurer/Collector	Dennis Keohane	Finance Director/Treasurer- Collector
Accounting	Christine Nihan	Town Accountant
Assessors	Cynthia Gerry	Director of Assessing
Town Clerk	Beth Klein	Town Clerk
Conservation	Lori Capone	Conservation Coordinator
Planning and Community Development	Adam Duchesneau	Director of Planning & Development
Information Systems	Mark Thompson	Technology Administrator
Police	Scott Nix	Police Chief
Fire	John Whalen	Fire Chief
Building Inspection	Andrew Lewis	Building Inspector
School Department	Brad J. Crozier	Superintendent
Public Works	Daniel Nason	Director of Public Works
Facilities	William Barletta	Combined Facilities Director
Health	William Murphy	Health Director
Senior Center	Debra Galloway	Senior Center Director
Veterans Affairs	Michael Hennessy	Veteran's Agent
Goodnow Library	Esme Green	Library Director
Park & Recreation	Dennis Mannone	Park, Recreation, and Aquatic Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Sudbury
Massachusetts**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director

Budget and Financial Overview

FINANCIAL FORECAST

Revenue and Expenditure Projections

The Town Charter Part IV Section 10 requires the Town Manager to annually prepare a financial forecast of town revenue, expenditures and the general condition of the Town. A forecast of projected revenues and expenditures is a useful management and policy making tool that enables a municipality to evaluate and make smart policy choices. A forecast can serve as an early warning system to detect future gaps between revenues and expenditures, but does not insulate a community from potential surprises or emergencies, but it allows the administration to plan for, consider and correct potential issues. It is important to note that forecasts are early projections and should not be relied on by any resident, committee or commission.

The Town forecasts for three years at a time, by using educated estimates based on past expenditures, revenues and the expertise of staff.

The Town of Sudbury has four major categories of revenues: real estate and personal property, intergovernmental aid, local receipts and other available funds.

Real estate and personal property taxes account for 89 percent of all revenues received annually. The tax levy is the amount a community raises through property tax. The levy can be any amount up to the levy limit. Under Massachusetts General Law, it can raise up to 2 ½ percent annually. The tax levy can rise more each year through different mechanisms, including debt/capital exclusions, overrides and new growth. New growth is taxes attributed to the value of new construction and is added permanently to the tax levy. From 2008-2022, the Town had excess capacity in the levy ranging from \$7,756 to \$968,165.

Intergovernmental aid comprises 6 percent of all revenues received annually. The primary components are Chapter 70 aid for schools and Unrestricted General Government aid. The amount of intergovernmental aid differs from year to year.

Local receipts accounts for 5 percent of all revenues received annually. They are based on local fees, fines, permits and other charges, like excise tax, penalties and licenses.

Other available funds accounts for less than 1 percent of all revenue received annually. It includes actual revenues already received, including ambulance receipts. This revenue source can differ greatly from year to year.

Three-Year Revenue Projection:

REVENUES	FY22 Budgeted	FY23 Projected	FY24 Projected	FY25 Projected
Real Estate and Personal Property	95,534,495	98,764,509	103,881,352	106,849,641
State Aid	6,416,401	6,533,204	6,652,281	6,773,528
SAFER Grant	90,000	-	-	-
Local Receipts	4,595,088	5,045,000	5,146,000	5,248,960
Ambulance Receipts and Other Transfers	660,000	660,000	660,000	660,000
Free Cash	900,000	-	-	-
TOTAL:	108,195,984	111,002,713	116,339,633	119,532,129

The Town also forecasts for potential expenses each year. Expenses include all departments and costs within the budget. Budgetary increases are driven by numerous factors, including fixed costs (like insurance and pension), personnel, contracts for services, and need driven increases or decreases due to changes in population, demographics, priorities, state/federal mandates and bylaw changes.

Three-Year Expenditure Projection:

EXPENDITURES	FY22 Budgeted	FY23 Projected	FY24 Projected	FY25 Projected
Education - SPS	40,630,742	41,849,664	42,937,756	44,054,137
Education - LS	27,330,369	27,869,764	29,036,786	29,807,409
Education - Vocational	565,400	550,000	563,750	577,844
General Government	3,249,463	3,397,735	3,502,276	3,608,971
Public Safety	9,392,898	9,603,953	9,858,782	10,130,007
Public Works	5,699,232	5,937,489	6,060,765	6,178,252
Human Services	975,948	978,861	1,008,093	1,036,848
Culture & Recreation	1,504,394	1,569,499	1,622,835	1,677,137
Total Town Departments	89,348,446	91,756,965	94,591,043	97,070,605
Reserve Fund	300,000	300,000	300,000	300,000
Town-Wide Operating and Transfers	180,969	189,459	196,530	204,176
Town Debt Service	2,433,239	2,240,185	3,993,847	3,891,609
Employee Benefits (Town and SPS)	14,206,150	14,829,830	15,483,213	16,165,739
OPEB Trust Contribution (Town and SPS)	625,000	650,000	675,000	700,000
Total Operating Budget	107,093,804	109,966,439	115,239,633	118,332,129
Capital Expenditures	1,102,180	1,036,274	1,100,000	1,200,000
TOTAL:	108,195,984	111,002,713	116,339,633	119,532,129

Other Considerations - Coronavirus

COVID-19 is a respiratory disease caused by a novel coronavirus that has not previously been seen in humans. The virus and the resulting actions by national, state and local governments is altering the behavior of businesses and people in a manner that will have negative impacts on global and local economies. The Town saw reductions in some revenue sources, particularly room occupancy tax, during fiscal 2020. The negative effect on the economy may result in reduced collections of property taxes and other revenues, including local meals tax revenue, motor vehicle excise taxes and other fees and charges collected by the Town.

Despite the challenges of COVID-19, 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.

The global pandemic has continued and the impacts are still manifesting themselves in the variants that are rapidly and widely spread. We are fortunate to have endured fairly well and the community has sustained many businesses and construction projects.

Unforeseen cost increases have negatively impacted Town projects and advancements, like the Fairbank Community Center and Fire Station #2 enhancements. Labor and material costs have increased dramatically, effecting most large functional areas in various ways. Snow and ice teams in particular have had a significant cost shift across the Nation.

The State and Federal funding sources have and are projected to assist in offsetting one-time or short-term needs through the CARES Act and American Rescue Plan Act. The purpose of these funds is to offset the detrimental outcomes related to stressors

As a result, herein is a conservative forecast that centers heavily on the most predictable revenue streams in the given periods. Any estimates beyond the three-year point in this environment may not be the best approach, and could posture leaders to have a skewed perspective for the foreseeable years

GENERAL FUND BUDGET SUMMARY

EXPENDITURES	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
Education - Sudbury Public Schools (SPS)	38,673,510	40,630,742	41,849,664	3.00%
Education - LS Regional High School (LS)	26,712,280	27,330,369	27,869,764	1.97%
Education - Vocational	297,813	565,400	550,000	-2.72%
General Government	3,125,895	3,249,463	3,397,735	4.56%
Public Safety	9,169,834	9,392,898	9,603,953	2.25%
Public Works	5,715,022	5,699,232	5,937,489	4.18%
Human Services	908,178	975,948	978,861	0.30%
Culture & Recreation	1,402,351	1,504,394	1,569,499	4.33%
Total Town Departments	86,004,883	89,348,446	91,756,965	2.70%
Reserve Fund	-	300,000	300,000	0.00%
Town-Wide Operating and Transfers	1,549,462	180,969	189,459	4.69%
Town Debt Service	3,470,195	2,433,239	2,240,185	-7.93%
Employee Benefits (Town and SPS)	13,391,454	14,206,150	14,829,830	4.39%
OPEB Trust Contribution (Town and SPS)	468,382	625,000	650,000	4.00%
Total Operating Budget	104,884,376	107,093,804	109,966,439	2.68%
Capital Expenditures	759,224	1,102,180	1,036,274	-5.98%
TOTAL EXPENDITURES:	105,643,600	108,195,984	111,002,713	2.59%

REVENUES & AVAILABLE FUNDS	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
Real Estate and Personal Property Taxes	93,162,052	95,534,495	98,764,509	3.38%
State Aid	6,330,294	6,416,401	6,533,204	1.82%
MSBA Reimbursement	1,605,767	-	-	0.00%
FEMA and other Federal Grants	23,898	-	-	0.00%
SAFER Grant	276,228	90,000	-	-100.00%
Local Receipts	6,384,242	4,595,088	5,045,000	9.79%
Other Available	738,260	660,000	660,000	0.00%
Free Cash	-	900,000	-	-100.00%
TOTAL REVENUES & AVAILABLE FUNDS:	108,520,740	108,195,984	111,002,713	2.59%

FUND BALANCE	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
Beginning Fund Balance	7,014,623	9,891,764	8,991,764	-9.10%
Revenues (Increase to Fund Balance)	108,520,740	107,295,984	111,002,713	3.45%
Expenditures (Decrease to Fund Balance)	(105,643,600)	(108,195,984)	(111,002,713)	2.59%
ENDING FUND BALANCE:	9,891,764	8,991,764	8,991,764	0.00%

The Overall Budget

The FY23 Town Manager's Recommended Operating Budget totals \$109,966,439. The sum represents a \$2,872,635 or 2.68% increase over the FY22 final approved operating budget amount of \$107,093,804. The Town Manager's Recommended Operating Capital Budget totals \$1,036,274, a decrease of 5.98% from the FY22 capital budget.

Town Departments

The FY23 Town Manager's Recommended Budget for Town operating Departments, including the Reserve Fund and Town-Wide Operating and Transfers is \$21,976,996. This represents an increase of \$674,092 or 3.16% over the FY22 appropriation of \$21,302,904. This budget includes personal services and operating expenses for all town departments.

Sudbury Public Schools and Lincoln Sudbury Regional High School

The Town Manager's FY23 Recommended Operating Budget includes the budget submissions from each of the respective school committees.

The sum of the Sudbury Public Schools budget is \$41,849,664. This represents a \$1,218,922 or 3.00% increase over the FY22 appropriation of \$40,630,742. This budget includes personal services and operating expenses.

The sum of the Lincoln Sudbury Regional High School assessment is \$27,869,764. This represents an increase of \$539,395 or 1.97% over the FY22 assessment of \$27,330,369. The increase is related to a budgetary increase for LS as well as a shift in the percentage allocated to Sudbury due to the decrease in the number of Sudbury students compared to Lincoln. The assessment is calculated using the minimum required contribution, as determined by the State, and enrollment numbers for the last three years. This assessment includes personal services, employee benefits, operating expenses, and debt service. Budget summaries for both districts are included in the School Budget sections herein.

Vocation Education

For FY23, the sum of \$550,000 is being budgeted to cover the estimated expense of Sudbury students enrolled in vocational education. This is a preliminary estimate and may change based on enrollment and tuition. The proposed FY23 budget for Vocational Education decreased by \$15,400 or 2.72%. This is the sixth year in which the Town is removed from the Minuteman Vocational District as a member community. The Town has students attending three different vocational schools, with most at Minuteman and Assabet. The Town also pays for transportation to these schools.

Fixed Costs and Obligations

Debt Service

The sum of \$2,240,185 is being submitted to pay for FY23 debt service. The \$193,054 decrease over FY22 is primarily attributable to the retirement of existing debt.

Employee Benefits

The sum of \$14,829,830 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$6,541,263 and SPS accounts for \$8,288,567. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$623,680 or 4.39% from the FY22 appropriated amount. The Town has strived to keep employee benefit costs stable by joining the Group Insurance Commission and increasing contribution rates.

Capital Improvement Program

The Capital Improvement Plan for FY23, including the Town Manager's Operating Capital Budget, is \$8,825,717 for FY23, an increase of \$6,046,037 from FY22. \$3,500,000 of this increase relates to a proposed debt financed project.

The Town Manager's Capital Operating Budget, which includes projects \$100,000 or less in one year or \$200,000 or less over multiple years, decreased from \$1,102,180 in FY22 to \$1,036,274 in FY23.

Revenues

Total revenues and other funding sources available and recommended for the Fiscal Year 2023 Operating Budget is \$109,966,439. Property taxes account for approximately 89% of the Town's total revenue sources available to fund the FY23 budget. Local revenue sources account for 5%, while state aid and federal grants contribute 6% and other available funds contribute less than 1%.

Property Taxes

FY23 property taxes are estimated to be \$98,764,509, which includes both proposition 2 ½ and new growth. New growth is projected at \$900,000 for FY23.

State Aid

The sum of \$6,533,204 is included in revenues to reflect Sudbury's State aid for FY23. This reflects a \$116,803 (1.82%) increase.

Local Receipts

The sum of \$5,045,000 is included in revenues to reflect local receipts for FY22. This reflects a \$449,912 (9.79%) increase from FY22.

Other available

The sum of \$660,000 is included in revenues to reflect other available funds for FY23. These funds are from the Receipts Reserved for Appropriation account, which contains the town's ambulance receipts.

GENERAL FUND BUDGET DETAIL

SUDBURY PUBLIC SCHOOLS

The Sudbury Public Schools (SPS) strive to enable all students to reach their intellectual and personal potential. The school system, in partnership with families and the community, will work with integrity and respect to realize the shared vision of enabling students to become life-long learners and effective contributors to society. It is our mission to provide the highest quality education to all student's in the safest environment possible while embracing diversity, individual talents and creativity, and the overall joy of learning.

SPS is committed to excellence in educating students to be knowledgeable, creative, independent thinkers who are caring, collaborative members of the school and wider communities.

Performance measures:

Description	2019	2020	2021
Student Enrollment	2,653	2,538	2,521
Teacher FTE's	201	196	201
Student/Teacher Ratio	13.2 to 1	13.0 to 1	12.5 to 1

Consolidated Financial Information:

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Sudbury Public Schools			
Sudbury Public Schools	38,673,510	40,630,742	41,849,664

LS REGIONAL HIGH SCHOOL

Since its founding in 1954, Lincoln-Sudbury Regional High School has viewed itself as "a different kind of place" - a place that truly values diversity in style and substance. This quality manifests itself in the academic program and in the general atmosphere of the school, and may best be seen in the respectful and warm relationships between students and adults, the high degree of autonomy for and participation by the faculty in decisions, and a school culture marked by commitment to innovation and experimentation.

Through a challenging academic program and a wide variety of school activities, students are expected to make choices and to have a degree of power over their own education. The ability to make good choices requires the development of a sense of responsibility and an understanding of the ethical implications of their actions. Formality and standardization have, in the life of the school, been less important than creativity, originality, and critical thinking skills. The school culture also seeks to join academic skills to an active civic concern for the Lincoln-Sudbury community, American society, and the world beyond.

The school's Core Values - fostering caring and cooperative relationships, respecting human differences, pursuing academic excellence and cultivating community - constitute the foundation of the operation of Lincoln-Sudbury Regional High School. The primary curricular expectation that we have of ourselves is that we provide opportunities for students to develop a strong knowledge base in the various disciplines and program areas described in our Program of Studies, and reflected in our graduation requirements.

To that end, Lincoln-Sudbury defines five general areas of academic, civic and social student performance, which serve as the underpinnings of student expectations.

Performance Measures:

Description	2019	2020	2021
Number of Students	1,528	1,512	1,525
Teacher FTE's	127	129	147
Student/Teacher Ratio	12.0 to 1	11.7 to 1	10.4 to 1

Consolidated Financial Information:

	FY21 Actual	FY22 Appropriated	FY23 Recommended
LS Regional High School			
Sudbury Operating Assessment	25,846,224	26,599,016	27,041,899
Sudbury Debt Assessment	529,571	511,660	492,300
Sudbury OPEB Normal Cost Assessment	336,485	219,693	335,565
Total LS Regional High School	26,712,280	27,330,369	27,869,764

VOCATIONAL EDUCATION

The Town of Sudbury is committed to finding cost effective and excellent vocational education for our students. On July 1, 2017, the Town withdrew from the Minuteman Regional High School District. The Sudbury Public School Committee voted to make Assabet Valley Regional Vocation School the Town's choice school. The Town is responsible for the cost of transportation to the vocational schools.

Performance Measures:

Description	2019	2020	2021
Provided transportation to students	180 Days	180 Days	180 Days
Provided quality education	22 Students	14 Students	11 Students

Consolidated Financial Information:

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Vocational Education			
Operating Assessments	297,813	565,400	550,000

GENERAL GOVERNMENT

The General Government portion of the budget represents the Executive, General Administration, Human Resources Management, Legal, Financial and quasi-judicial functions of the Town.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
GENERAL GOVERNMENT			
Select Board/Town Manager	448,264	454,933	465,934
ATM/HR	227,611	237,534	241,885
Law	211,834	181,898	207,673
Finance Committee	4,189	4,305	4,959
Accounting	374,934	385,234	401,328
Assessors	306,646	297,118	293,547
Treasurer/Collector	283,257	333,263	347,249
Information Systems	507,983	543,427	563,187
Town Clerk & Registrars	334,387	313,699	359,681
Conservation	125,588	154,449	161,443
Planning & Board of Appeals	301,200	332,343	342,945
Salary Contingency Account	-	11,260	7,904
Total General Government	3,125,893	3,249,463	3,397,735
Salaries & Other Cash Compensation	2,409,013	2,494,869	2,554,637
All Other Expenses	716,880	754,594	843,099
Total General Government	3,125,893	3,249,463	3,397,735
General Government Headcount (FTE)	30.00	30.00	30.00

Select Board/Town Manager

The Select Board and Town Manager provide executive leadership for the Town of Sudbury. Together, they pursue a collaborative process and ethical and professional procedures to ensure that Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Sudbury.

The Board and Town Manager are supported by office staff as they work toward this mission. The Town Manager is responsible for the management of all Town departments, is the contracting authority and is responsible for overseeing all budgetary, financial and personnel administration activities of the Town. This includes preparing the annual budget, appointing all staff and setting compensation, formulating and implementing personnel policies, and negotiating all contracts with the Town's union employees.

Administrative staff in the office serves as liaison between the public and the Select Board, handle all phone calls, visitors and correspondence directed to the office, and maintain all records of Select Board's meetings. The office staff accept articles and prepares the warrants for all Town Meetings and Town Elections and produce the Town's Annual Report. They maintain records of all committee and board appointments and resignations. They compile all agenda materials for bi-monthly Select Board meeting and process licenses issued by the Select Board.

The Public Information Officer enhances the public communications between the Town government and Sudbury's residents. Activities include maintaining up to date information on the Town website and social media pages, providing traditional media with timely information and responses to requests, producing the Town Manager and Select Board's Newsletters as well as special projects and events.

Performance measures:

Description	2019	2020	2021
Number of Select Board Meetings	46	44	44
Number of Town Meetings and Elections	3	3	2
Number of Town Manager/Select Board Office Hours	15	14	23
Number of Town Manager/Select Board Newsletters	9	10	4
Number of Licenses Issued	89	92	86

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
SELECT BOARD/TOWN MANAGER				
Town Manager	1.00	180,000	180,000	180,000
Administration	1.00	93,329	94,418	96,786
Clerical	2.00	126,157	128,415	131,998
Deferred Comp TM	-	6,000	6,000	6,000
Non-Acctble Travel	-	4,800	4,800	4,800
Sub Total: Personal Services	4.00	410,286	413,633	419,584
General Expense	-	37,978	36,000	39,600
Travel	-	-	750	750
Out of State Travel	-	-	2,000	2,000
Employee Professional Develop.	-	-	2,550	4,000
Sub Total: Expenses	-	37,978	41,300	46,350
Total: Selectmen	4.00	448,264	454,933	465,934

Assistant Town Manager/ Human Resources (ATM/HR)

The ATM/HR Director is responsible for administering benefits, personnel recruitment, labor relations, staffing, training, and discipline.

Benefits include health, dental, and life insurance as well as retirement, workers' compensation, and other post-employment benefits (OPEB).

Additionally, the ATM/HR Director provides oversight of the Library, Parks & Recreation, Senior Center, and Veterans' departments.

Performance measures:

Description	2019	2020	2021
Administer benefits for active town/school employees	429	409	403
Administer benefits for town/school retirees	425	432	447
Recruitment and employee orientation (town only - does not include school)	171	176	175

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
ASSIST. TOWN MANAGER/ HUMAN RESOURCES				
ATM/HR Director	1.00	162,093	157,964	161,901
Benefits Coordinator	1.00	59,775	60,360	61,856
Clerical	-	-	6,178	5,005
Sick-Leave Buy-Back	-	-	3,619	3,710
Sub Total: Personal Services	2.00	221,868	228,121	232,472
General Expense	-	2,683	1,900	1,900
Travel	-	-	2,450	2,450
Contracted Services	-	-	1,200	1,200
Professional Development	-	3,060	3,863	3,863
Prior Year Encumbrances	-	-	-	-
Sub Total: Expenses	-	5,743	9,413	9,413
Total: ATM/HR	2.00	227,611	237,534	241,885

Law

The Town's Legal Department provides legal counsel to the Town of Sudbury. The Town's attorneys and staff provide legal representation and support to Town of Sudbury officials, boards, commissions and staff concerning the Town and Town related business. The Department advises all Town boards and officials about their legal responsibilities and prerogatives. It represents the Town in all courts of various state and federal jurisdiction and before administrative agencies. The Legal Department is responsible for handling preparation and review of all contracts, drafting or reviewing warrant articles, and preparation of written advisory and interpretative opinions.

Performance Measures:

Description	2019	2020	2021
Review warrant articles for Town Meetings and Elections	35	60	
Attend office hours	50	52	
Draft ballot question arguments	1	2	

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
LAW				
Legal Administrative Assistant	1.00	23,465	30,908	31,683
Sub Total: Personal Services	1.00	23,465	30,908	31,683
General Expense	-	927	990	990
Legal Expenses	-	176,802	150,000	175,000
Prior Year Encumbrances	-	10,640	-	-
Sub Total: Expenses	-	188,369	150,990	175,990
Total: Law	1.00	211,834	181,898	207,673

Finance Committee

The Finance Committee is a nine-member volunteer committee appointed by the Town Moderator. The duty of the Finance Committee is to consider all articles of any Town Meeting Warrant which have any direct or indirect financial impact on the Town and to report its recommendations in writing to the Select Board. The Committee may also make recommendations on those articles which do not have financial impact on the Town as it chooses, and such recommendations shall likewise be reported to the Select Board.

Consolidated Financial Information:

		FY21	FY22	FY23
	FTE's	Actual	Appropriated	Recommended
FINANCE COMMITTEE				
Clerical	-	4,189	4,305	4,959
Total: Finance Committee	-	4,189	4,305	4,959

Accounting

The primary function of the Accounting Department is to ensure payable and payroll processing for the School and the Town. The Town Accountant is responsible for several DOR reporting requirements such as submitting Free Cash for certification and preparing the Schedule A form as well as assisting in the Tax Recap preparation. The department also assists the Finance Director with the annual financial statement audit. W-2's and 1099's are prepared and all payroll tax returns are filed by the department. The Accounting department responds to public records requests that pertain to financial information

Performance Measures:

Description	2019	2020	2021
Payrolls Processed	19,599	19,259	18,389
Invoices Processed	16,639	15,126	15,784

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
ACCOUNTING				
Town Accountant	1.00	123,190	124,423	127,546
Salaries	3.00	186,900	191,661	201,017
Annual Sick Buy Back	-	1,716	1,750	1,750
Sub Total: Personal Services	4.00	311,806	317,834	330,313
General Expense	-	9,399	5,000	5,000
Computer	-	53,722	56,800	59,640
Travel	-	7	600	600
Accting Contracted Services	-	-	5,000	5,775
Sub Total: Expenses	-	63,128	67,400	71,015
Total: Accounting	4.00	374,934	385,234	401,328

Assessors

The Assessing Department is responsible for administering Massachusetts property tax laws effectively and equitably, and for producing accurate and fair assessments of all taxable property. Sudbury property taxes fund the majority of the Town's operating budget. To accomplish this mission, all real and personal property is valued annually. Valuations provide the basis for the fair allocation of taxes. There are multiple components to the mass appraisal system in place for valuing properties, including market analysis and the physical inspection of properties.

The Assessing Department is responsible for calculating new growth and other factors to determine the Town's levy limit. The Assessors' prepare annual tax rolls, and administer the State's (RMV) Motor Vehicle Excise Program. The office is also responsible for administering the tax deferral and exemption programs. Action on exemption and deferral applications including the Senior Means Tested Exemption program and the Community Preservation Surcharge Exemption program rests with the Assessors. Abatement applications for property and motor vehicle excise too fall under the Assessor's authority.

Performance Measures:

Description	2019	2020	2021
Real & Personal Property Accounts Maintained	7,126	7,146	7,192
Exemption processed (all inclusive)	544	534	457
Property Tax Abatements Processed	61	69	41
Motor Vehicle Excise Committed	19,857	19,785	19,774
Motor Vehicle Excise Abatements Processed	1,250	1,039	939
Property Inspections Completed Cyclical & Permits	669	436	1,008
DOR Required Revaluation	Interim Year Update	Interim Year Update	Interim Year Update
DOR/DLS Reporting Completed Timely	1	1	1

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
ASSESSORS				
Assessor	1.00	99,322	99,551	100,046
Clerical	2.00	129,518	128,985	120,268
Sick Leave Buy Back	-	22,485	5,957	4,403
Sub Total: Personal Services	3.00	251,325	234,493	224,717
General Expense	-	436	1,775	4,938
Contracted Services	-	54,885	60,850	63,892
Sub Total: Expenses	-	55,321	62,625	68,830
Total: Assessors	3.00	306,646	297,118	293,547

Treasurer/Collector

The Treasurer/Collector's office is responsible for collecting all revenues due the Town, and to hold and invest those revenues until needed to pay the Town's obligations. Additionally, the office is responsible for the issuing and tracking of short-term and long-term debt.

Performance Measures:

Description	2019	2020	2021
Quarterly real estate tax bills processed	6,538	6,547	6,575
Quarterly Personal property tax bills processed	120	126	111
Comprehensive Annual Financial Report Completed	1	1	1

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
TREASURER/COLLECTOR				
Fin. Director/Treas.-Collector	1.00	155,848	157,614	161,751
Clerical	3.00	105,661	145,949	155,648
Sick Leave Buy Back	-	-	-	-
Sub Total: Personal Services	4.00	261,509	303,563	317,399
General Expense	-	11,045	15,000	13,500
Equipment Maintenance	-	733	700	750
Travel In-State	-	1,061	1,000	1,100
Tax Collection Services	-	8,665	8,000	9,500
Tax Title Expense	-	-	5,000	5,000
Sub Total: Expenses	-	21,748	29,700	29,850
Total: Treasurer/Collector	4.00	283,257	333,263	347,249

Information Systems

The Information System department's main goal is to support the various Sudbury departments with connectivity, data, computing and insight to relevant technologies for the purpose of meeting each department's objectives. The department provides the tools needed to support sharing information with the citizens and community. The Information System's department manages and deploys technology which enables all employees of Town Government to perform their jobs. The department manages the server, network and data infrastructure, as well as security.

Performance Measures:

Description	2019	2020	2021
Number of Virtual Hosts (Servers)	6	6	6
Network Storage	2	2	2
10GB Switches			18
20 GB Building to Network Hub (Flynn) Connection	5	5	5
Cisco VoIP telephone system buildings connected	14	14	14
Number of Telephones	264	264	265
Jabber Clients (Laptop/Mobile)			75
School Buildings	5	5	5
Aerohive Access Points	46	51	53
Aerohive Buildings	11	12	12
Desktop Computers New	2	1	14
Laptops New	15	26	37
Tablets New	4	1	9

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
INFORMATION SYSTEMS				
Technology Administrator	1.00	112,946	113,241	113,805
Non-Clerical	1.00	93,479	94,418	96,786
Summer Help	-	15,826	8,936	8,936
Sick Leave and Vacation Buy Back	-	4,710	5,626	5,654
Sub Total: Personal Services	2.00	226,961	222,221	225,181
General Expense	-	3,963	5,000	5,000
Software	-	107,841	131,706	135,906
Equipment Maintenance	-	3,990	7,000	7,000
Travel	-	95	400	400
Contracted Services	-	52,161	60,000	65,600
Professional Development	-	7,632	8,000	8,000
Equipment	-	83,109	77,600	77,600
WAN/Telephone Connections	-	2,641	11,500	11,500
Network	-	1,694	5,000	5,000
Internet	-	10,567	15,000	22,000
Sub Total: Expenses	-	281,022	321,206	338,006
Total: Information Systems	2.00	507,983	543,427	563,187

Town Clerk & Registrars

The Town Clerk serves as the custodian of Town records including vital records and other official documents filed in the Town Clerk's Office. The Clerk is responsible for the maintenance, preservation and disposition of Town records. Additionally, the Clerk serves as a Records Access Officer for Town Public Records and Licensing Administrator; creating, recording and certifying birth, death and marriage certificates in compliance with Massachusetts General Laws and Town Bylaws.

Additionally, the Clerk serves as Chief Election Official, planning, organizing, publicizing, and conducting all elections, ensuring compliance with election laws and regulations. As Registrar of Voters, the Clerk certifies nomination papers and petition signatures and recruits, trains, schedules and supervises election officers. The Clerk compiles and certifies official election results, Town Meeting votes and required reports to State Commissions and Agencies. The Town Clerk is the Town's Official Coordinator for the Local Update of Census Addresses Operation (LUCA) for the 2020 Federal Census.

The Town Clerk's Office readily assists residents with information regarding Town Services, Voter Registration, Certification of Vital Records, filing for Marriage Licenses, Business Certificates, Special Permits, etc. In addition, they process dog licenses, solicit and compile census information each year and provide notice to town employees, including board and committee members, of State Ethics and Open Meeting Law mandates and record their compliance.

The Town Clerk also performs duties and responsibilities under the jurisdiction of the Secretary of the Commonwealth, the Executive Office of Health and Human Services, the Department of Revenue, the Attorney General, the State Ethics Commission, the Office of Political and Campaign Finance, the Governor's Office as well as County Courts and County Officials.

Performance Measures:

Description	2019	2020	2021
Birth, Marriage and Death Certificates Issued	1,615	1,018	1,476
Marriage Intentions	79	77	162
Doing Business As Certificates- new and renewal	126	73	109
Number of On-line Vital transactions			287
Proof of Residency	45	93	4
Public Record Requests (other than vitals)	55	70	82
List of Persons sold	21	9	6
Number of Dogs Licensed/On-line	2,731	2,588	2918/ 1911
New Voter Registrations	778	1,630	553
Number of Elections	2	4	1
Number of Absentee/Mail In Ballots Processed	378	16,391	663
Number of In Person Early Voters	n/a	4,320	n/a
Number of Town Meetings	2	2	1
Number of Open Meeting Law Certificates Recorded	85	57	91
Number of Ethics Summary Certificates Recorded	181		152
Number of Ethics Online Training Certificates Recorded			102
Oaths of Office Administered/Recorded	262	242	118
Census returned and entered	5,934	6,077	6,853
Meeting Notices Posted		N/A	702

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
TOWN CLERK				
Town Clerk	1.00	88,696	90,892	91,345
Overtime	-	10,342	2,179	6,000
Clerical	3.00	175,808	186,896	193,564
Registrars	-	-	932	932
Election Workers	-	23,108	10,000	25,000
Sub Total: Personal Services	4.00	297,954	290,899	316,841
General Expense	-	8,466	8,500	18,740
Equipment Maintenance	-	1,746	3,000	3,400
Travel	-	213	1,100	1,200
Tuition	-	695	1,200	1,500
Elections	-	22,808	9,000	18,000
Sub Total: Expenses	-	36,433	22,800	42,840
Total: Town Clerk	4.00	334,387	313,699	359,681

Conservation

The Conservation Department provides review and permitting of all activities within wetland jurisdiction, wetland regulation enforcement, land stewardship of over 900 acres with trail open to the public, oversees the deer bow hunting program, licenses agricultural lands, accepts and monitors conservation restrictions, leads 6-week spring walk program, provides wetland and wildlife education, and assists with development planning.

Performance Measures:

Description	2019	2020	2021
Wetland Notices of Intent	35	22	25
Wetland Request for Determination of Applicability	40	32	16
Certificate of Compliances	26	26	-
Wetland Abbrev. Notices of Resource Area Dealineation	1	4	28
Wetland Certificates of Compliance	45	25	4
Violation Issues	20	2	210
Acres of Conservation Land To Manage	1,200	1,200	1,200
Acres of Conservation Restriction Land To Monitor	350	350	350

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
CONSERVATION				
Conservation Coordinator	1.00	83,407	87,093	91,345
Clerical	1.00	27,098	54,556	55,298
Sub Total: Personal Services	2.00	110,505	141,649	146,643
General Expense	-	2,019	1,800	4,400
Contracted Services	-	-	-	5,000
Trails Maintenance	-	8,664	10,000	4,400
Travel	-	-	600	600
Clothing	-	400	400	400
Prior Year Encumbrances	-	4,000	-	-
Sub Total: Expenses	-	15,083	12,800	14,800
Total: Conservation	2.00	125,588	154,449	161,443

Planning & Board of Appeals

The Office of Planning and Community Development (PCD) works with citizens and community leaders to build a consensus on how the Town of Sudbury should grow, both in the short and long-term. This is accomplished through the coordination of a variety of land planning functions that range from updating the Master Plan, for the future of Sudbury, to reviewing all new development proposals to ensure they reflect this vision. PCD is comprised of the Director, Environmental Planner, Planning and Zoning Coordinator and Administrative Assistant.

Additionally, the PCD supports the Planning Board, Design Review Board, Zoning Board of Appeals, Sudbury Housing Trust, Community Preservation Committee, Sudbury Historical Commission, Historic Districts Commission, Land Acquisition Review Committee, Traffic Safety Coordinating Committee, Transportation Committee, and Bruce Freeman Rail Trail Advisory Task Force.

Performance Measures:

Description	2019	2020	2021
Special Permits (Planning Board)	2	-	1
Stormwater Management Permits (Planning Board)	20	12	25
Subdivisions (Planning Board)	1	1	2
Site Plan Approvals (Planning Board)	10	3	17
Approval Not Required (ANR) Plans (Planning Board)	5	8	2
Scenic Road Permits (Planning Board)	9	18	30
Sign Permits (Design Review Board)	31	18	25
Affordable Housing Lotteries (Housing Trust)	6	12	9
Small Grants (Housing):			
Requested	5	6	8
Awarded	5	6	7
Units Created for Subsidized Housing Inventory	-	101	-
Comprehensive Permit Modifications (ZBA)	1	-	-
Decision Appeals (ZBA)	1	2	1
Variances (ZBA)	3	2	2
Special Permits and Other Matters (ZBA)	29	30	34
Community Preservation Applications (CPC)	7	10	9
Demolition Delay Applications (Historical Commission)	9	4	4

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
PLANNING				
Planning Director	1.00	109,654	115,274	122,776
Staff Planning Salaries	1.00	88,675	89,562	91,810
Clerical	2.00	89,697	101,277	114,100
Stipends	-	1,119	1,130	1,158
Sub Total: Personal Services	4.00	289,145	307,243	329,845
General Expense	-	2,086	2,600	2,600
Contracted Services	-	4,873	20,000	8,000
Professional Development	-	2,133	2,500	2,500
Sub Total: Expenses	-	12,055	25,100	13,100
Total: Planning	4.00	301,200	332,343	342,945

PUBLIC SAFETY

The Public Safety cluster consists of the Police and Fire Departments, Combined Dispatch and the Building Inspector. It is the largest of the Town's budget clusters.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
PUBLIC SAFETY			
Police	4,256,733	4,346,929	4,437,037
Fire	4,654,241	4,718,427	4,767,563
Building Department	258,862	288,710	304,452
Salary Contingency Account	-	38,832	94,900
Total Public Safety	9,169,836	9,392,898	9,603,953
Salaries & Other Cash Compensation	8,219,065	8,372,838	8,466,911
All Other Expenses	797,291	850,060	955,042
Capital	153,480	170,000	182,000
Total Public Safety	9,169,836	9,392,898	9,603,953
Public Safety Headcount (FTE)	88.00	88.00	88.00

Police

The Police Department is honored to serve the residents of Sudbury. They continually assess how to best provide services relative to current needs. Over the last several years, the Department has transitioned to an educational model versus an enforcement approach. Although they remain committed to enforcement, when necessary, the Department believes that a more proactive approach of educating is a more beneficial approach to prevent undesirable behavior.

Some areas that have been concentrated on include community relationship building, school/religious/workplace safety, mental health, and domestic violence as well as Restorative Justice and Diversion.

Performance Measures:

Description	2019	2020	2021
Calls for Service (Including Walk-In Traffic)	25,210	21,434	19,911
Arrests/Criminal Applications	205	200	178
Medical Aids	886	1,115	1,044
Motor Vehicle Accidents	464	310	324
Alarms	600	519	513

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
POLICE				
Police Chief	1.00	171,311	172,363	176,684
Lieutenants	2.00	287,577	294,008	295,476
Patrol Officers	27.00	2,025,606	2,140,711	2,180,782
Overtime	-	355,550	332,725	349,389
Dispatcher Overtime	-	129,366	99,439	99,936
Clerical	2.00	126,757	128,006	131,186
Night Differential	-	33,683	33,523	34,193
Dispatch Night Differential	-	13,558	14,075	14,075
Dispatchers	9.00	464,912	492,195	500,244
Sick Leave Buy Back	-	11,008	12,985	13,050
Holiday Pay	-	39,750	28,215	28,356
Stipend	-	74,612	81,964	80,446
Non-accountable Clothing	-	14,010	14,220	14,220
Sub Total: Personal Services	41.00	3,768,859	3,844,429	3,918,037
General Expense	-	129,878	92,500	97,500
Dispatch General Expense	-	5,351	5,000	5,000
Gasoline	-	40,513	50,000	52,500
Maintenance	-	66,255	90,000	87,000
Travel In-state	-	-	1,500	1,500
Uniforms	-	23,106	24,000	24,000
Dispatch Clothing Allowance	-	2,629	4,500	4,500
Tuition	-	25,561	15,000	15,000
Equipment	-	34,290	50,000	50,000
Sub Total: Expenses		334,394	332,500	337,000
Police Cruisers	-	153,480	170,000	182,000
Sub Total: Capital		153,480	170,000	182,000
Total: Police	41.00	4,256,733	4,346,929	4,437,037

Fire

The Sudbury Fire Department responds to medical emergencies including lift assists and well-being checks, fire related calls including calls for fires, smoke investigations, smoke and carbon monoxide alarm investigations, fire alarm inspections, oil burner inspections, underground tank removals, and other generalized calls for assistance.

Performance Measures:

Description	2019	2020	2021
Total Medical Calls, including ambulance transports, lift assists, well being check	1,369	1,405	1,407
Total Fire Calls, including building, auto, alarm, other	828	927	885
Total Permits Issued	1,380	973	1,287

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
FIRE				
Fire Chief	1.00	157,371	166,311	170,452
Assistant Fire Chief	1.00	126,413	135,590	140,240
Firefighters/EMTs/Paramedics	40.00	3,031,272	3,203,158	3,166,065
Overtime	-	616,317	520,000	550,000
Clerical	1.00	81,715	82,679	84,742
Weekend Differential	-	6,216	6,525	6,525
Sick leave Buy Back	-	11,317	17,656	16,697
Retirement Sick Buyback	-	61,183	-	-
Fire Stipends	-	77,988	89,300	92,800
Non-accountable Clothing	-	32,975	35,600	35,600
Sub Total: Personal Services	43.00	4,202,767	4,256,819	4,263,122
General Expense	-	62,361	66,000	67,650
Gasoline/Diesel Fuel	-	20,101	29,000	29,000
Maintenance	-	67,606	80,000	75,000
Utilities	-	38,048	40,080	41,082
Alarm Maintenance	-	2,911	5,500	6,000
Travel	-	743	2,000	2,000
Clothing	-	6,546	10,300	10,300
Tuition	-	79,778	75,606	75,934
Contracted Services	-	90,465	98,522	119,875
CERT Expense	-	-	600	700
Equipment	-	76,901	54,000	76,901
Sub Total: Expenses	-	451,474	461,608	504,442
Total: Fire	43.00	4,654,241	4,718,427	4,767,563

Building Department

Meet with the public to assist with permit applications, file information, answer questions, and assist in directing people to the proper department. Schedule and conduct inspections, including periodical complaints and safety concerns. Issue building, sign, electrical, plumbing, gas and sheet metal permits. Assist with special permit or variance applications. Enforce the MSBC, AAB. Electrical Code and Plumbing and Gas code and Towns Bylaw

Performance Measures:

Description	2019	2020	2021
Permits issued	2,757	2,212	3,075
Inspections and investigations performed	4,767	3,349	4,299

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
BUILDING				
Building Inspector	1.00	91,886	95,702	100,140
Asst. Building Inspector	1.00	69,363	72,779	77,530
Clerical	2.00	68,082	72,359	77,332
Deputy Inspector	-	1,958	17,700	17,700
Wiring Inspector	-	16,150	13,050	13,050
Sick Buyback Annual	-	-	-	-
Retirement Sick Buyback	-	-	-	-
Sub Total: Personal Services	4.00	247,439	271,590	285,752
General Expense	-	6,343	10,500	10,500
Town Vehicle Maintenance	-	2,352	920	2,500
In-State Travel	-	1,270	1,500	1,500
Clothing Allowance	-	805	1,200	1,200
Contracted Services	-	-	3,000	3,000
Dept Equipment	-	-	-	-
Prior Year Encumbrances	-	653	-	-
Sub Total: Expenses	-	11,423	17,120	18,700
Total: Building	4.00	258,862	288,710	304,452

PUBLIC WORKS

The Public Works cluster includes the Engineering, Streets and Roads, Trees and Cemeteries, Parks and Grounds Divisions, and Transfer Station Enterprise Fund. The Transfer Station Enterprise Fund is voted separately at Town Meeting. This cluster also includes the Combined Facilities Department, with half of the salary of the Facilities Director included in this budget. The other half is included in the Sudbury Public Schools budget.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
PUBLIC WORKS			
Engineering	511,660	604,814	609,350
Streets & Roads	2,476,358	2,803,732	2,830,651
Snow & Ice	781,368	424,750	424,750
Trees and Cemetery	601,791	467,855	478,408
Parks and Grounds	226,099	289,838	291,003
Combined Facilities	1,117,744	1,095,816	1,299,863
Salary Contingency Account	-	12,427	3,464
Total Public Works	5,715,020	5,699,232	5,937,489
Salaries & Other Cash Compensation	2,495,737	2,642,735	2,694,669
All Other Expenses	2,437,915	2,631,747	2,818,070
Snow & Ice	781,368	424,750	424,750
Total Public Works	5,715,020	5,699,232	5,937,489
Public Works Headcount (FTE)	34.00	34.00	34.00

Engineering

The Engineering Division is responsible for planning, design and construction of roadway projects. Assists with maintaining compliance with various State and Federal programs such as National Pollutant Discharge Elimination System (NPDES) Phase II Stormwater, managing the Town’s Street Opening Permit and Trench Opening Permit programs, reviewing development and redevelopment plans to ensure roadway and utility changes conform to the Town’s construction standards, and inspecting modifications and expansions to the roadway and stormwater networks.

Performance Measures:

Description	2019	2020	2021
Researched, surveyed and staked street lines and road layouts	40	62	70
Inspected stormwater outfalls	120	284	373
Located, identified and performed culvert inspections, responded to resident, contractor and developer request for plans	136	155	135
Number of Driveway Permits Reviewed	132	98	124
Number of general stormwater permits reviewed.	14	10	7
Trench Permits Reviewed	71	71	114
Road Opening Permits	86	78	108

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
ENGINEERING				
Deputy Director DPW	1.00	125,119	126,370	129,542
Non-Clerical	3.00	256,253	261,282	269,760
Clerical	1.00	17,254	63,487	56,373
Summer Help	-	-	11,000	11,000
Sub Total: Personal Services	5.00	398,626	462,139	466,675
General Expense	-	13,653	18,000	18,000
Maintenance	-	1,681	3,300	3,300
Travel	-	-	500	500
Uniforms	-	2,400	3,575	3,575
Contracted Services	-	95,300	117,300	117,300
Sub Total: Expenses	-	113,034	142,675	142,675
Total: Engineering	5.00	511,660	604,814	609,350

Streets & Roads

The Streets & Roads Division is responsible for maintenance, repair and improvements to the Town's roadway and walkway infrastructure including: pavement markings, granite and bituminous curbing, street and regulatory signage, traffic islands and stormwater appurtenances.

Performance Measures:

Description	2019	2020	2021
Catch basin and manhole installs and repairs	82	59	92
Installed new thermoplastic crosswalks	12	10	12
Installed new pedestrian activated flashing LED crosswalk signal	1	1	1
Pot Hole Repairs	885	740	707
Installed various regulatory/informational signs throughout Town	86	49	40
ADA Curb Cuts	24	20	32

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
STREETS & ROADS				
DPW Director	1.00	156,048	157,614	161,557
Highway Dir. Of Operations	1.00	86,979	91,254	95,296
Management Analyst	1.00	94,604	97,611	100,261
Non-Clerical	13.00	682,343	813,573	841,228
Overtime	-	28,864	52,000	52,000
Clerical	1.00	76,773	82,860	68,447
Summer Help	-	-	7,200	7,200
Sick Leave Buy Back	-	1,743	1,770	1,812
Stipends	-	8,190	8,190	8,190
Sub Total: Personal Services	17.00	1,135,544	1,312,072	1,335,991
General Expense	-	29,299	33,770	36,770
Gasoline	-	71,345	104,160	104,160
Bldg. Maintenance	-	22,791	38,300	38,300
Vehicle Maintenance	-	242,585	325,000	325,000
Utilities	-	18,632	19,350	19,350
Street Lighting	-	18,590	20,000	20,000
In-state Travel	-	357	1,700	1,700
Clothing	-	19,924	23,600	23,600
Tuition	-	4,633	9,780	9,780
Police Details	-	82,263	85,000	85,000
Roadwork	-	761,467	781,000	781,000
Culvert Repairs	-	12,962	50,000	50,000
Sub Total: Expenses	-	1,340,814	1,491,660	1,494,660
Total: Streets & Roads	17.00	2,476,358	2,803,732	2,830,651

Snow & Ice

This Department is responsible for the Town's plowing, salting, and snow removal operations.

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
SNOW & ICE				
Snow & Ice Overtime	-	219,499	120,750	120,750
Snow & Ice Materials	-	364,801	195,000	195,000
Snow & Ice Contractors	-	197,068	109,000	109,000
Total: Snow & Ice	-	781,368	424,750	424,750

Trees and Cemetery

The Trees & Cemetery Division is responsible for the maintenance management of the Town's estimated 5,600 public shade trees. The Town's shade trees, while providing a great public amenity to the Town, require routine maintenance so they do not become a public liability. The Division staff regularly performs interments at various town owned and maintained cemeteries.

Performance Measures:

Description	2019	2020	2021
Interments	45	46	72
Trees felled	13	18	76
Stumps removed	25	6	20

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
TREES & CEMTERY				
Non-Clerical	5.00	440,694	318,216	330,003
Overtime	-	23,818	25,520	26,520
Clerical	-	10,573	11,759	9,525
Summer Help	-	-	3,840	3,840
Stipends	-	3,902	4,095	4,095
Sub Total: Personal Services	5.00	478,987	363,430	373,983
Cemetery Materials	-	15,932	18,425	18,425
Tree Contractors	-	87,085	86,000	86,000
Sub Total: Expenses	-	122,804	104,425	104,425
Total: Trees & Cemetery	5.00	601,791	467,855	478,408

Parks and Grounds

The Parks & Grounds Division provides safe and meticulously-maintained recreation facilities throughout Town.

Performance Measures:

Description	2019	2020	2021
Mow, maintain and stripe acres of town and school fields and parks	132 acres	132 acres	132 acres

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
PARKS & GROUNDS				
Non-Clerical	2.00	113,727	130,603	131,437
Overtime	-	3,850	7,584	7,584
Clerical	-	10,573	11,759	9,525
Summer Help	-	2,395	22,200	22,200
Sick Buy Back	-	733	3,037	1,602
Stipends	-	4,095	4,095	4,095
Sub Total: Personal Services	2.00	135,373	179,278	176,443
Maintenance	-	37,020	58,860	58,860
Clothing	-	3,411	4,200	4,200
Contracted Services	-	40,318	47,500	51,500
Sub Total: Expenses	-	90,726	110,560	114,560
Total: Parks & Grounds	2.00	226,099	289,838	291,003

Combined Facilities

The Facilities Department is responsible for the facility planning of all town owned buildings including the K-8 schools. The Department works with Town and School Departments to implement preventive maintenance programs, schedule and monitor renovations and repairs, and to apply energy conservation measures in all buildings. In addition, the Department assists with the planning for new construction and development projects that will enhance the town’s ability to support the needs of the community. The Facilities Department works closely with the Capital Improvement Advisory Committee (CIAC), the Energy Committee, and the Permanent Building Committee (PBC).

Performance Measures:

Description	2019	2020	2021
Number of Town and School Buildings maintained	17	17	17

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
COMBINED FACILITIES				
Facilities Director	1.00	68,183	68,969	70,691
Supervisor of Town Buildings	1.00	99,329	73,012	78,324
Overtime	-	2,782	3,000	2,500
Clerical	1.00	31,553	33,314	35,663
Electrician	-	23,934	25,141	25,974
Town Custodial	2.00	119,532	122,380	128,423
Sick leave Buy Back	-	1,894	-	-
Sub Total: Personal Services	5.00	347,207	325,816	341,577
General Expense	-	8,069	10,000	10,000
Town Bldg. Maintenance	-	184,726	176,427	335,000
Vehicle Maintenance	-	3,827	3,000	2,000
Utilities	-	310,559	350,000	350,000
In-State Travel	-	3,743	3,500	4,000
Clothing Allowance	-	2,748	2,750	2,750
Contracted Services	-	192,948	224,323	254,536
Sub Total: Expenses	-	770,537	770,000	958,286
Total: Combined Facilities	5.00	1,117,744	1,095,816	1,299,863

HUMAN SERVICES

The Human Services cluster includes the Health Department, Senior Center, and Veterans' Affairs Offices.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
HUMAN SERVICES			
Health Department	526,598	535,922	536,314
Senior Center	314,648	356,199	362,993
Veterans Affairs	66,933	80,063	75,401
Salary Contingency Account	-	3,764	4,153
Total Human Services	908,179	975,948	978,861
Salaries & Other Cash Compensation	734,781	765,104	770,845
All Other Expenses	173,398	210,844	208,016
Total Human Services	908,179	975,948	978,861
Human Services Headcount (FTE)	11.00	11.00	11.00

Health Department

The Health Department is responsible for the development and enforcement of health regulations and policies for the public.

The Department issues licenses for food establishments, recreational camps, and swimming pools, issues permits and inspects all septic system replacements and installations, and investigates public health nuisances.

Respond to reports of communicable diseases, enforce isolation and quarantine regulations, perform health clinics and screenings, provide home visits, and administers flu shots.

Provide social worker services, referrals, fuel assistance, HOPE Sudbury applications, food pantry deliveries, and manages donations

Conduct special projects such as household hazardous waste collection, noise survey, and soil testing for DPW.

Performance Measures:

Description	2019	2020	2021
Septic Inspections	325	320	310
Food Inspections	250	303	102
Flu Shots	900	831	641
Blood Pressure Screenings	975	200	-
SW referrals	4,000	5,900	6,100
Community Meeting/Presentations	141	185	150
Phone Consultation and Case Management	7,200	6,700	7,800
Average Per Month of Individuals Served	150	192	247
COVID Related Responses	-	675	850

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
HEALTH DEPARTMENT				
Director	1.00	106,577	108,144	108,683
Town Social Worker	1.00	84,882	89,562	91,810
Health Inspector	1.00	-	64,329	63,261
Public Health Nurse	1.00	158,806	92,262	83,888
Outreach Workers	-	16,687	16,591	16,923
Clerical	1.00	51,605	54,161	57,693
Sub Total: Personal Services	5.00	418,557	425,049	422,259
General Expense	-	8,853	9,500	14,500
Nursing Services Expenses	-	4,697	6,261	6,261
Contracted Services	-	17,910	-	-
Mosquito Control	-	55,620	55,620	55,620
Animal/Rabies Control	-	-	-	-
Animal Inspector	-	13,676	14,174	14,674
Hazardous Waste	-	-	17,000	17,000
Employee Professional Develop.	-	-	2,318	-
Community Outreach Program	-	4,269	6,000	6,000
Prior Year Encumbrances	-	3,016	-	-
Sub Total: Expenses	-	108,041	110,873	114,055
Total: Health Department	5.00	526,598	535,922	536,314

Senior Center

The Sudbury Senior Center strives to provide for the social, recreational, educational, and health needs of the older adults in Sudbury by offering a place to visit, groups to join, food to eat, classes to take, supportive consultations, and support groups, along with recreational and fitness opportunities.

Performance Measures:

Description	2019	2020	2021
Percentage of Sudbury residents 60 and older	24%	24%	25%
Individuals who use a Senior Center service or program	1,850	1,870	994
Outreach Information Specialist Individuals Helped	195	420	404
Number of visits/service units	24,000	17,500	9,000
Number of Volunteers	500	500	210
Number of Rides Provided	5,797	4,120	1,031

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
SENIOR CENTER				
Director	1.00	79,551	99,551	100,045
Program Coordinator	2.00	104,546	109,154	113,902
Clerical	1.00	58,715	59,297	60,773
Information/Reference	1.00	60,286	58,797	60,273
Sub Total: Personal Services	5.00	303,098	326,799	334,993
General Expense	-	10,043	29,400	28,000
Prior Year Encumbrances	-	1,507	-	-
Sub Total: Expenses	-	11,550	29,400	28,000
Total: Senior Center	5.00	314,648	356,199	362,993

Veterans Affairs

The Veteran's Affairs office is mandated according to Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every Town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents. The Veterans Services Officer must be a war-era veteran and be available full time to provide assistance. The Town shares a Veterans Services Officer with the City of Marlborough. The Town is reimbursed 75% of benefits paid under this mandated program.

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
VETERANS AFFAIRS				
Clerical	1.00	13,126	13,256	13,594
Sub Total: Personal Services	1.00	13,126	13,256	13,594
General Expense	-	-	400	400
Veterans Grave Markers	-	-	1,000	1,000
Contracted Services	-	10,406	10,407	10,407
Veterans Benefits	-	43,401	55,000	50,000
Sub Total: Expenses	-	53,807	66,807	61,807
Total: Veterans Affairs	1.00	66,933	80,063	75,401

CULTURE & RECREATION

The Culture & Recreation cluster includes the Goodnow Library, Recreation Department, Historical Commission, and the Historic Districts Commission.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
CULTURE & RECREATION			
Goodnow Library	1,188,249	1,275,492	1,331,691
Recreation	203,901	212,100	221,487
Historical Commission	6,913	7,800	8,271
Historic Districts Commission	3,288	3,444	3,649
Salary Contingency Account	-	5,558	4,401
Total Culture & Recreation	1,402,351	1,504,394	1,569,499
Salaries & Other Cash Compensation	1,095,596	1,181,926	1,223,237
All Other Expenses	306,755	322,468	346,262
Total Culture & Recreation	1,402,351	1,504,394	1,569,499
Culture & Recreation Headcount (FTE)	18.00	18.00	18.00

Goodnow Library

Library’s Mission is to improve lives through the power of information, ideas and innovation. The Library’s vision is to be a primary source for learning, be socially equitable and accessible to all, be a valued community partner, and be proactive and responsive to community needs.

Performance Measures:

Description	2019	2020	2021
Total Number of Holdings:	189,450	191,375	211,866
Total Circulation:	349,452	314,804	193,427
Circulation of eBook & eAudio:	38,093	53,134	55,900
Number of Adult Programs:	31	5	82
Attendance of Adult Programs:	252	94	747
Number of Teen Programs:	156	101	89
Attendance of Teen Programs:	1,245	943	652
Number of Children’s Programs:	842	697	285
Attendance of Children’s Programs:	27,108	29,645	16,865

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
GOODNOW LIBRARY				
Library Director	1.00	116,830	117,993	118,580
Non-Clerical	13.00	742,948	816,424	847,085
Other Hours	-	12,741	30,000	30,000
Retirement Sick Buyback	-	12,388	-	-
Sub Total: Personal Services	14.00	884,907	964,417	995,665
General Expense	-	10,375	9,500	10,000
Automation	-	62,985	53,000	63,000
Books & Materials	-	179,970	191,245	211,026
Contracted Services	-	50,012	57,330	52,000
Sub Total: Expenses	-	303,342	311,075	336,026
Total: Goodnow Library	14.00	1,188,249	1,275,492	1,331,691

Recreation

The Recreation Department offers a comprehensive and varied program of public recreation activities, services and resources for residents. The department provides social, educational, and recreational opportunities to Sudbury residents of all ages. Programs are self-sustaining and offer an opportunity for quality use of leisure time in a productive and healthy manner. Recreation facilities include the Atkinson Pool, Fairbank Community Center, toddler playground, tennis courts, basketball courts, sand volleyball court, outdoor skating area (weather permitting), and fields for baseball, field hockey, lacrosse, softball, and soccer.

Performance Measures:

Description	2019	2020	2021
Pool and recreation programs	600		
Pool uses	75,000		
Acres of parks and playgrounds	96	96	96
New registration website	1	1	
Summer concerts	5	5	

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
RECREATION				
Rec. Director	1.00	92,027	97,850	102,262
Non-Clerical Salaries	1.00	51,821	-	-
Program Coordinator	1.00	-	53,553	57,052
Clerical	1.00	60,053	59,297	60,773
Sick Buyback Annual	-	-	1,400	1,400
Sub Total: Personal Services	4.00	203,901	212,100	221,487
Total: Recreation	4.00	203,901	212,100	221,487

Historical Commission

The Sudbury Historical Commission, established by a special town meeting vote in 1968, and acting under Section 8D of Chapter 40 of the General Laws of the Commonwealth for the preservation, protection and development of the historical or archaeological assets of the Town.

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
HISTORICAL COMMISSION				
Salaries	-	3,795	2,265	2,736
Sub Total: Personal Services	-	3,795	2,265	2,736
General Expense	-	2,369	5,535	5,535
Prior Year Encumbrances	-	749	-	-
Sub Total: Expenses	-	3,118	5,535	5,535
Total: Historical Commission	-	6,913	7,800	8,271

Historic Districts Commission

The purpose of the Historic Districts Commission is to preserve and protect buildings, places and other areas of historic or architectural significance. There are currently four historic districts in existence; The Town Center, The Wayside Inn District, the King Philip District and the George Pitts Tavern District. These districts are subject to restrictions and controls under Massachusetts General Law Chapter 40 of the Acts of 1963.

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
HISTORIC DISTRICT COMMISSION				
Clerical	-	2,993	3,144	3,349
Sub Total: Personal Services	-	2,993	3,144	3,349
General Expense	-	295	300	300
Sub Total: Expenses	-	295	300	300
Total: Historic District Commission	-	3,288	3,444	3,649

TOWN-WIDE OPERATING AND TRANSFERS

The Town-Wide Operating and Transfer Accounts budget line item is made up of three categories – Town Wide Operating Expenses, Salary Contingency and Reserve Accounts, and, OPEB Trust Fund Contributions.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Town-Wide Operating & Transfers			
Town-Wide Operating Expenses	149,122	170,869	179,359
Reserve Fund	-	300,000	300,000
OPEB Trust Fund Contribution	468,382	625,000	650,000
Transfer Accounts	1,400,340	10,100	10,100
Total Town-Wide Operating & Transfers	2,017,844	1,105,969	1,139,459

Town-Wide Operating Expenses

This budget includes expenses that do not fit precisely into other cost centers and are shared by many departments or support Town-wide functions and responsibilities. Expenses include copiers, postage, telephone, Town Report, Town Meeting, the Memorial Day celebration and the July 4th parade.

Consolidated Financial Information:

	FTE's	FY21 Actual	FY22 Appropriated	FY23 Recommended
TOWN-WIDE OPERATIONS EXPENSES				
Copiers	-	3,348	16,055	16,055
Postage	-	37,886	45,900	45,900
Telephone	-	36,620	36,414	37,143
Audit Fees	-	45,920	45,000	45,750
Town Meeting/Election	-	24,949	19,050	26,061
Memorial Day	-	-	1,950	1,950
July 4th Celebration	-	-	6,500	6,500
Prior Year Encumbrances - Copiers	-	146	-	-
Prior Year Encumbrances - Telephone	-	253	-	-
Sub Total: Expenses	-	149,122	170,869	179,359
Total: Town-Wide Operations Expenses	-	149,122	170,869	179,359

Town Reserve Account

The Reserve Fund is used as a source of funds to meet those instances where supplemental funding is needed for extraordinary or unforeseen events. Money cannot be spent from the Reserve Fund without approval of the Finance Committee. There are areas where an unexpected and potentially large cost can arise and the Reserve Fund allows the most flexibility for meeting those issues.

OPEB Trust Fund Contribution

An expense line was initiated in the FY16 budget to start contributing to the OPEB Trust Fund to accumulate funds for the future payment of other post-employment benefits.

EMPLOYEE BENEFITS (TOWN AND SPS)

This budget is for the benefits and insurance needs of SPS and Town departments only. The largest item in this budget is for the health insurance premiums for SPS and Town employees and retirees.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Employee Benefits (Town and SPS)			
Workers Comp	251,608	339,042	296,392
Unemployment Claims	117,275	60,000	60,000
FICA Medicare	682,503	741,577	768,741
Life Insurance	2,480	4,563	4,563
Medical Insurance	5,251,567	5,623,220	5,774,998
Retiree Medical	1,295,843	1,338,286	1,431,156
County Retirement	5,389,846	5,647,886	6,018,875
Property & Liability Insurance	400,332	451,576	475,105
Total Employee Benefits (Town and SPS)	13,391,454	14,206,150	14,829,830

The sum of \$14,829,830 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$6,541,263 and SPS accounts for \$8,288,567. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$623,680 or 4.39% from the FY22 appropriated amount. The Town has strived to keep employee benefit costs stable by joining the Group Insurance Commission and increasing contribution rates.

TOWN DEBT SERVICE

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Town Debt Service			
Long-Term Principal	2,654,621	1,748,908	1,598,503
Long-Term Interest	353,892	629,981	577,657
Short-Term Interest	461,682	54,350	64,025
Total Town Debt Service	3,470,195	2,433,239	2,240,185

The Debt Service budget provides for the repayment of principal and interest on the long-term debt of both the Town and SPS. Sudbury pays an assessment to LS Regional High School for debt incurred by the District. The Town issues debt pursuant to votes of Town Meeting to begin construction projects or purchase expensive equipment or real property. The maximum amount of debt is authorized by Town Meeting, and then the Town Treasurer issues the debt after working with the Town Manager and the Town's Financial Advisor pending the approval of the Select Board. The treasurer of LSRHS issues its debt after working with the LSRHS School Committee, the School District's Financial Advisor and pursuant to votes of Town Meetings of both Lincoln and Sudbury.

The budget request for FY22 is for an appropriation of \$2,240,185 which is the total amount of gross debt service payments required for all Town of Sudbury debt. Town debt service payments fall into the following major bond issue categories: Municipal buildings and projects, open space acquisitions, recreational field development and Sudbury Public Schools projects.

The appropriation for the LSRHS debt service payment for FY22 of \$492,300 is requested for and paid through the District's assessment to Sudbury.

OPERATING CAPITAL BUDGET

A capital expenditure is defined as major, non-recurring cost involving land acquisition, construction or rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

The operating capital budget is comprised of individual projects or items valued under \$100,000. The projects with the operating capital budget may take several years to complete, in which case the budget (funding) may be carried forward until fully expensed, or unused balances are brought to Town Meeting for further consideration.

	FY21 Actual	FY22 Appropriated	FY23 Recommended
Operating Capital Budget			
Sudbury Public Schools	172,182	253,000	350,000
LS Regional High School	72,704	114,727	113,429
Selectmen/Town Manager	5,658	-	-
Information Systems	26,352	50,000	50,000
Town Clerk & Registrars	-	-	22,845
Police	43,559	30,000	45,000
Fire	71,216	256,000	110,000
Public Works	258,633	215,000	180,000
Parks and Grounds	-	-	85,000
Combined Facilities	95,388	183,453	80,000
Recreation	13,531	-	-
Total Operating Capital Budget	759,224	1,102,180	1,036,274

See supplementary section for additional information.

ENTERPRISE FUNDS

ENTERPRISE FUNDS BUDGET

EXPENDITURES	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
<u>Direct</u>				
Transfer Station	240,615	291,303	300,124	3.03%
Atkinson Pool	259,686	438,753	462,620	5.44%
Recreation Field Maintenance	163,287	205,403	209,796	2.14%
Total Direct Expenditures	663,588	935,459	972,540	3.96%
<u>Indirect</u>				
Transfer Station	17,163	17,800	17,551	-1.40%
Atkinson Pool	36,828	25,383	40,733	60.47%
Recreation Field Maintenance	24,269	25,383	26,089	2.78%
Total Indirect Expenditures	78,260	68,566	84,373	23.05%
TOTAL:	741,848	1,004,025	1,056,913	5.27%

RECEIPTS & RESERVES	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
Transfer Station	261,551	309,103	317,675	2.77%
Atkinson Pool	689,201	464,136	503,353	8.45%
Recreation Field Maintenance	267,257	230,786	235,885	2.21%
TOTAL:	1,218,009	1,004,025	1,056,913	5.27%

FUND EQUITY	FY21 Actual	FY22 Budgeted	FY23 Recommended	Percentage Increase
Beginning Fund Equity:				
Transfer Station	189,424	193,197	193,197	0.00%
Atkinson Pool	(77,394)	315,293	315,293	0.00%
Recreation Field Maintenance	(19,691)	60,010	60,010	0.00%
Revenues (Increase to Fund Equity):				
Transfer Station	261,551	309,103	317,675	2.77%
Atkinson Pool	689,201	464,136	503,353	8.45%
Recreation Field Maintenance	267,257	230,786	235,885	2.21%
Expenditures (Decrease to Fund Equity):				
Transfer Station	257,778	309,103	317,675	2.77%
Atkinson Pool	296,514	464,136	503,353	8.45%
Recreation Field Maintenance	187,556	230,786	235,885	2.21%
ENDING FUND EQUITY:				
Transfer Station	193,197	193,197	193,197	0.00%
Atkinson Pool	315,293	315,293	315,293	0.00%
Recreation Field Maintenance	60,010	60,010	60,010	0.00%

TRANSFER STATION

	FY21 Actual	FY22 Appropriated	FY23 Requested
TRANSFER STATION ENTERPRISE FUND			
Non-Clerical	103,433	136,974	138,529
Overtime	12,282	9,065	9,065
Clerical	10,573	11,759	9,525
Summer Help	-	5,760	5,760
Stipends	4,095	4,095	4,095
Sub Total: Personal Services	130,383	167,653	166,974
General Expense	22,920	25,000	25,000
Maintenance	14,449	21,000	21,000
Hauling & Disposal	50,363	62,650	67,150
Recycle Grant			
Resource Recovery	22,500	15,000	20,000
Prior Year Encumbrances			
Sub Total: Expenses	110,232	123,650	133,150
Direct Costs	240,615	291,303	300,124
INDIRECT COSTS:			
Benefits/Insurance	17,163	17,800	17,551
INDIRECT COSTS*	17,163	17,800	17,551
Total Costs	257,778	309,103	317,675
Enterprise Receipts	261,551	309,103	317,675
Total Revenues	261,551	309,103	317,675
Surplus/(Deficit)	3,773	-	-

POOL

	FY21 Actual	FY22 Appropriated	FY23 Requested
POOL ENTERPRISE FUND			
Pool Staff Salaries	106,893	109,734	112,502
Clerical		-	-
Part-Time Supervisors	-	22,000	31,894
Receptionists	1,505	13,000	13,260
Sick Leave Buy Back	-	950	-
WSI Lifeguards	5,994	49,504	50,494
Head Lifeguard	40,160	46,290	47,419
Pool Instructors	-	13,775	14,051
Sub Total: Personal Services	154,552	255,253	269,620
General Expense	23,442	43,050	46,000
Equipment Maintenance	20,630	33,600	37,000
Utilities	61,062	101,850	110,000
Programs	-	5,000	-
Prior Year Encumbrances	-	-	-
Sub Total: Expenses	105,134	183,500	193,000
Direct Costs	259,686	438,753	462,620
INDIRECT COSTS:			
Benefits/Insurance	36,828	25,383	40,733
INDIRECT COSTS*	36,828	25,383	40,733
Total Costs	296,514	464,136	503,353
Enterprise Receipts	539,201	464,136	400,000
Retained Earnings Used	-		103,353
Transfers In	150,000	-	-
Total Revenues	689,201	464,136	503,353
Surplus/Deficit	392,687	-	-

FIELD MAINTENANCE

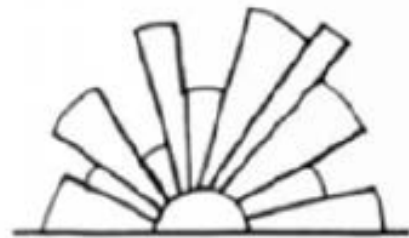
	FY21 Actual	FY22 Appropriated	FY23 Requested
REC. FIELD MAINTENANCE ENTERPRISE			
Field Maint. Salaries	113,689	129,903	130,296
Summer Help	-	-	-
Sub Total: Personal Services	113,689	129,903	130,296
Field Maintenance	18,107	40,000	41,000
Park Maintenance	9,702	10,000	11,000
Utilities	8,789	15,000	17,000
Sub Total: Expenses	36,598	65,000	69,000
Capital Expense	2,500	-	-
Transfer to Field Turf Stabilizatoin	10,500	10,500	10,500
Sub Total: Capital Expenses	13,000	10,500	10,500
Direct Costs	163,287	205,403	209,796
INDIRECT COSTS:			
Benefits/Insurance	24,269	25,383	26,089
INDIRECT COSTS*	24,269	25,383	26,089
Total Costs	187,556	230,786	235,885
Enterprise Receipts	217,257	230,786	235,885
Transfers In	50,000	-	-
Total Revenues	267,257	230,786	235,885
Surplus/Deficit	79,701	-	-

Supplementary Information

SUDBURY PUBLIC SCHOOLS BUDGET DETAIL

Superintendent's Introduction

The Sudbury Public Schools continued to be resilient in the 2021-2022 school year, as staff and students worked hard to overcome many obstacles. The FY23 budget has been prepared to continue to address the needs of students due to the pandemic, and at the same time improve instruction and curriculum.



In building the FY23 budget, we visualized the sun setting on the pandemic and a sunrise as we move to a different phase in the next school year. We used this metaphor to capture the District's efforts to take the next steps with our district goals and strategic initiatives, such as our continued commitment to students' social and emotional growth, project-based learning, and the latest curricular changes. The budget was designed to stay within the Town Manager's recommended guidelines while still meeting the needs of a level service budget. To provide for additional needs, administrators worked to identify areas within the budget that could be reallocated to provide for additional staffing and programming.

The budget process begins with student enrollment projections, which are done both internally and by a third party, New England School Development Council (NESDEC). Based on the projections, along with considerations of student and program needs and School Committee class size guidelines, staffing levels are determined. Employing a zero-based budgeting method, I then meet separately with each principal and central office administrator to hear the justification of the needs that are presented. After all of those needs are articulated, the requests with the highest student impact are incorporated into the recommended budget. Finally, the recommended budget is presented to the School Committee and the community prior to its adoption by the School Committee. This budget will come before the Town at Sudbury's Annual Town Meeting.

In the pages that follow, benchmarking data was based on comparable districts as identified by the Sudbury Public Schools School Committee on October 7, 2019, and sourced from the Department of Elementary and Secondary Education (DESE). At the time of publication, this book used the most recent information publicly available from the DESE. We were also careful to cite the source of the data for each chart, because different analytic tools can have different data collection points.

My team and I are grateful for the strong community support for the Sudbury Public Schools, and for the commitment of our outstanding educators, all of whom are dedicated to the students of Sudbury.

My best to you,
Brad Crozier, Superintendent of Schools

District at-a-Glance 2021-2022

**2,521
Students**



**383
Employees**



6.2%

Economically Disadvantaged



2.2%

English Language Learner Students



17.7%

Special Education Students (IEP)



STUDENT DIVERSITY

- White 74%
- Asian 10%
- Multi-Race 8%
- Hispanic 5%
- African American 3%

FY23 Budget by DESE Function Code

<u>EXPENSE (DOE Function Category)</u>	FY2022			FY2023		
	Budget \$	+/- \$:	+/- %	Forecast \$	+/- \$:	+/- %
Administration	\$ 1,182,095	\$ 37,078	3.24%	\$ 1,202,400	\$ 20,305	1.72%
Instructional Leadership	\$ 3,462,342	\$ 87,872	2.50%	\$ 3,547,475	\$ 85,133	2.46%
Teachers	\$ 21,247,207	\$ 610,015	2.96%	\$ 21,864,965	\$ 617,758	2.91%
Other Teaching Services	\$ 4,970,212	\$ 70,372	1.44%	\$ 5,120,118	\$ 149,906	3.02%
Professional Development	\$ 350,006	\$ 4,871	1.41%	\$ 351,705	\$ 1,699	0.49%
Instructional Materials/Equip/Tech	\$ 889,316	\$ 64,095	10.25%	\$ 696,214	\$ 6,898	1.00%
Guidance, Counseling, Testing	\$ 1,617,202	\$ 63,574	4.09%	\$ 1,684,779	\$ 67,577	4.18%
Pupil Services	\$ 3,092,947	\$ (63,449)	-2.01%	\$ 3,380,853	\$ 287,906	9.31%
Operations and Maintenance	\$ 2,643,512	\$ 164,204	6.62%	\$ 2,645,009	\$ 1,497	0.06%
Fixed Charges	\$ 185,845	\$ 1,976	1.07%	\$ 186,685	\$ 840	0.45%
<u>Out-of-District Expenditures</u>	\$ 1,190,058	\$ (18,699)	-1.55%	\$ 1,169,461	\$ (20,597)	-1.73%
TOTAL GF FORECAST \$:	\$ 40,630,742	\$ 1,021,908	2.58%	\$ 41,849,664	\$ 1,218,922	3.00%
Town Manager FY23 Budget Target (12/1/21)				\$ 41,849,664	\$ 1,218,922	3.00%
				+ / - diff \$:	\$	-



FY23 Budget by DESE Object Code

OBJ# MUNIS Account Summary Name:	FY2022	FY2023	vs. FY2022	
	Budget \$	Budget \$	+/- \$	+/- %
502 ART	\$ 435,309	\$ 448,087	\$ 12,778	2.94%
505 AUDIO VISUAL	\$ 52,550	\$ 53,077	\$ 527	1.00%
513 COMPUTER INSTRUCTION	\$ 418,707	\$ 427,080	\$ 8,373	2.00%
514 CURRICULUM DEVELOPMENT	\$ 853,403	\$ 895,299	\$ 31,896	3.74%
516 ELEMENTARY EDUCATION	\$ 8,038,014	\$ 8,074,670	\$ 36,656	0.46%
520 EARLY CHILDHOOD EDUCATION	\$ 1,895	\$ 1,914	\$ 19	1.00%
521 ENGLISH	\$ 589,096	\$ 606,563	\$ 17,467	2.97%
522 ENGLISH AS SECOND LANGUAGE	\$ 333,557	\$ 349,639	\$ 16,082	4.82%
524 FOREIGN LANGUAGE	\$ 732,486	\$ 770,470	\$ 37,984	5.19%
530 GUIDANCE	\$ 511,256	\$ 950,078	\$ 38,822	4.26%
531 HEALTH EDUCATION	\$ 106,300	\$ 113,846	\$ 7,546	7.10%
536 INSTRUCTION	\$ 108,588	\$ 109,674	\$ 1,086	1.00%
540 TECH ED (Technology/Engineering/Robotics)	\$ 223,628	\$ 231,934	\$ 8,306	3.71%
541 KINDERGARTEN	\$ 1,549,116	\$ 1,613,739	\$ 64,623	4.17%
544 LIBRARY	\$ 414,891	\$ 435,407	\$ 20,516	4.94%
555 MATHEMATICS	\$ 1,034,664	\$ 1,071,573	\$ 36,709	3.55%
560 MEDIA - COMPUTER SERVICES	\$ 292,373	\$ 295,297	\$ 2,924	1.00%
561 MIDDLE SCHOOL PROGRAMS	\$ 19,650	\$ 19,847	\$ 197	1.00%
563 MUSIC	\$ 699,380	\$ 726,492	\$ 27,112	3.88%
570 PHYSICAL EDUCATION	\$ 593,648	\$ 611,751	\$ 18,103	3.05%
572 PRE-SCHOOL EDUCATION	\$ 482,504	\$ 507,586	\$ 25,082	5.20%
573 PROFESSIONAL DEVELOPMENT	\$ 266,673	\$ 317,539	\$ 50,866	19.07%
575 READING	\$ 865,774	\$ 904,112	\$ 38,338	4.43%
582 SCIENCE	\$ 690,615	\$ 715,238	\$ 24,623	3.57%
583 SOCIAL STUDIES	\$ 828,423	\$ 856,331	\$ 27,908	3.37%
584 SPECIAL EDUCATION	\$ 7,610,949	\$ 7,905,544	\$ 294,595	3.87%
591 SPEECH	\$ 899,885	\$ 943,746	\$ 43,861	4.87%



OBJ#	MUNIS Account Summary Name:	FY2022	FY2023	vs. FY2022	
		Budget \$	Budget \$	Δ / - \$	Δ / - %
594	SUBSTITUTES	\$ 402,926	\$ 403,205	\$ 279	0.07%
632	HEALTH SERVICES	\$ 491,212	\$ 512,328	\$ 21,116	4.30%
634	HOME STUDY	\$ 88,125	\$ 88,988	\$ 861	1.00%
564	OCCUPATIONAL THERAPY	\$ 393,271	\$ 403,199	\$ 9,928	2.52%
571	PHYSICAL THERAPY	\$ 201,325	\$ 208,145	\$ 6,820	3.39%
574	PSYCHOLOGICAL SERVICES	\$ 688,386	\$ 718,965	\$ 30,579	4.45%
585	EQUIPMENT (LEASE & REPLACEMENT)	\$ 83,957	\$ 84,797	\$ 840	1.00%
590	SPED CONSULTANTS	\$ 64,600	\$ 65,248	\$ 648	1.00%
596	TUITION (SPED OOD)	\$ 1,190,058	\$ 1,169,461	\$ (20,597)	-1.73%
605	VISION CONSULTANT	\$ 15,000	\$ 15,150	\$ 150	1.00%
602	TRANSPORTATION (REGULAR)	\$ 865,250	\$ 1,045,903	\$ 180,653	20.88%
603	TRANSPORTATION (SPED)	\$ 703,400	\$ 744,344	\$ 40,944	5.82%
610	CURRICULUM/LIBRARY/MEDIA	\$ 386,103	\$ 389,964	\$ 3,861	1.00%
515	CUSTODIAL SERVICES	\$ 1,012,401	\$ 1,028,889	\$ 16,488	1.63%
581	SAFETY PROGRAMS	\$ 51,888	\$ 51,888	\$ -	0.00%
583	SUPERINTENDENT'S OFFICE	\$ -	\$ -	\$ -	0.00%
501	ADMINISTRATION	\$ 3,117,570	\$ 3,169,179	\$ 51,609	1.66%
543	LEGAL SERVICES	\$ 73,695	\$ 74,432	\$ 737	1.00%
615	WATER	\$ 12,100	\$ 12,221	\$ 121	1.00%
616	ELECTRICITY	\$ 513,143	\$ 512,226	\$ (918)	-0.18%
617	HEATING OIL/GAS	\$ 257,452	\$ 232,177	\$ (25,275)	-9.82%
619	TELEPHONE	\$ 49,915	\$ 50,414	\$ 499	1.00%
621	STIPENDS	\$ 68,930	\$ 68,930	\$ -	0.00%
622	603(D) MATCH	\$ 50,000	\$ 50,000	\$ -	0.00%
		\$ 40,630,742	\$ 41,848,664	\$ 1,218,922	3.00%

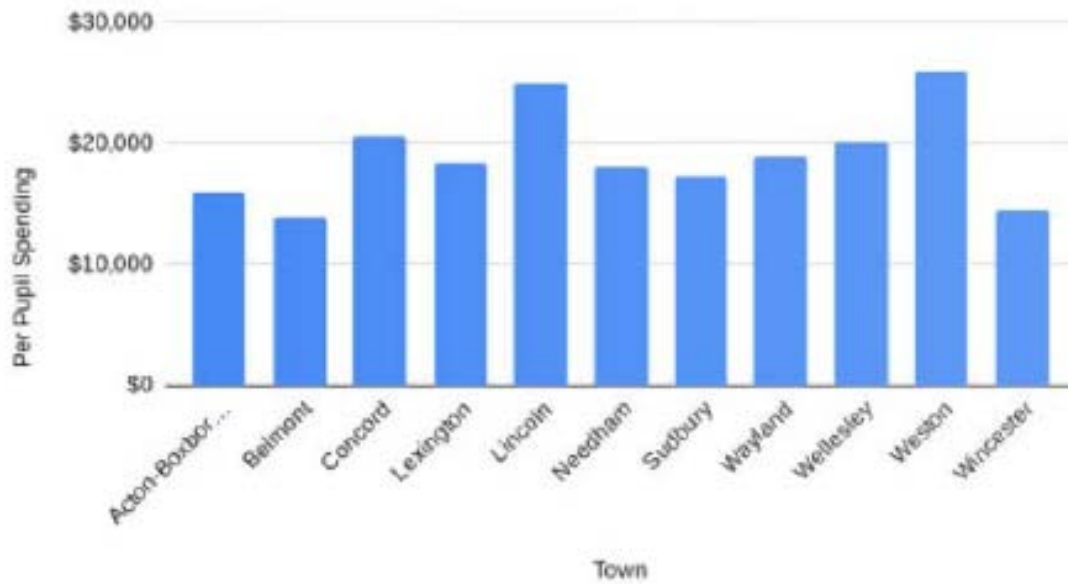


Pupil Expenditure

2021 Per Pupil Expenditure by Comparables

Sudbury's FY21 per-pupil cost was \$17,245 which is the fourth lowest as compared to peer districts as identified by Sudbury Public Schools School Committee.

Per Pupil Spending by Town



Source: DESE (Department of Elementary and Secondary Education) RADAR (Resource Allocation and District Allocation Reports)

2020 Per Pupil Spending by Dollars and Percentage of Total

Sudbury is the fourth lowest district in terms of per pupil spending as compared to peers.

Organization	Total	Admin	Instr'l Leaders	Teachers	Other Teaching Services	Professional Development	Instr'l Materials	Guidance & Psychology	Pupil Services	Operations & Maintenance	Benefits & Fixed Costs
Weston	\$25,949	3%	7%	36%	8%	2%	3%	5%	8%	9%	19%
Lincoln	\$24,949	5%	9%	40%	10%	1%	4%	3%	7%	8%	14%
Concord	\$20,671	2%	7%	43%	15%	1%	2%	3%	7%	7%	12%
Wellesley	\$20,054	2%	9%	41%	11%	2%	4%	4%	6%	7%	14%
Wayland	\$18,945	4%	7%	44%	10%	1%	2%	4%	7%	7%	14%
Lexington	\$18,363	3%	10%	43%	12%	1%	1%	5%	10%	0%	15%
Needham	\$18,165	4%	8%	38%	9%	2%	4%	4%	6%	7%	18%
Sudbury	\$17,245	2%	9%	43%	11%	1%	3%	4%	6%	5%	16%
Acton-Borborough	\$15,927	3%	7%	39%	11%	1%	2%	4%	11%	7%	15%
Winchester	\$14,560	5%	7%	45%	8%	0%	3%	4%	7%	6%	14%
Belmont	\$13,844	4%	6%	42%	7%	1%	3%	3%	8%	10%	17%

Functions included in categories

Administration

- 1100 School Committee
- 1200 Superintendent
- 1209 Assistant Superintendents
- 1300 Other District-Wide Administration
- 2400 Business and Finance
- 1400 Human Resources
- 1430 Legal Service for School Committee
- 1425 Legal Settlements
- 1450 District-wide Information Systems

Instructional Leadership

- 2100 Curriculum Directors (Supervisory)
- 2200 Dept Heads (Non-Supervisory)
- 2209 School Leadership
- 2209 Curriculum Leaders (School Level)
- 2209 Admin, Technology (School Level)
- 2315 Instructional Coordinators

Teachers

- 2305 Teachers, Classroom
- 2305 Teachers, Specialists

Other Teaching Services

- 2300 Medical/Therapeutic Services
- 2305 Substitute Teachers
- 2300 Paraprofessionals
- 2340 Librarians/Media Center Directors

Professional Development

- 2101 Professional Development Leaders
 - 2103 Professional Days
 - 2105 Substitutes for Prof. Development
 - 2107 Professional Development Costs
- #### Instructional Materials/Equip/Tech
- 3100 Textbooks, Software/Media/Mats
 - 3115 Instructional Mats (Libraries)
 - 3120 Instructional Equipment
 - 3130 General Classroom Supplies
 - 3140 Other Instructional Services
 - 3141 Classroom Technology
 - 3145 Technology (Libraries)
 - 3155 Instructional Software

Guidance, Counseling, Testing

- 3700 Guidance/Adjustment Counselors
- 3720 Testing and Assessment
- 3800 Psychological Services

Pupil Services

- 3100 Attendance and Parent Liaisons
- 3200 Medical/Health Services
- 3300 Transportation Services
- 3400 Food Services
- 3110 Athletics
- 3120 Other Student Activities
- 3000 School Security

Operations and Maintenance

- 4100 Custodial Services
 - 4110 Heating of Buildings
 - 4130 Utility Services
 - 4200 Maintenance of Grounds
 - 4220 Maintenance of Buildings
 - 4225 Building Security System
 - 4240 Maintenance of Equipment
 - 4300 Extraordinary Maintenance
 - 4400 Networking/Telecommunications
 - 4450 Technology Maintenance
- #### Benefits and fixed charges
- 5100 Employer Retirement Contributions
 - 5200 Employee Separation Costs
 - 5200 Insurance for Active Employees
 - 5250 Insurance for Retired Employees
 - 5300 Other Non-Employee Insurance
 - 5300 Rental Lease of Equipment
 - 5310 Rental Lease of Buildings
 - 5400 Short Term Interest KANs
 - 5500 Other Fixed/Crossing Guards
 - 5510 School Crossing Guards

2021 Staffing Levels

The following tables focus on staffing levels in the Sudbury Public Schools. Sudbury is the second lowest in administrative/leadership spending. There is one district equivalent to Sudbury with regards to FTE designated to clerical/technology support with the rest all being higher.

FTE

Organization	Teachers	Paraprofessionals	Leadership	Student Support	Clerical	Tech.
Acton-Boxborough	405	187	56	39	45	15
Belmont	279	82	29	23	29	13
Concord	171	90	19	13	17	6
Lexington	621	178	68	58	114	15
Lincoln	125	48	13	8	17	4
Needham	421	161	61	40	67	12
Sudbury	201	53	21	19	20	3
Wayland	229	115	34	20	30	6
Wellesley	420	218	51	37	47	18
Weston	179	69	25	21	39	12
Winchester	349	91	37	28	28	3

Source: DESE (Department of Elementary and Secondary Education) RADAR (Resource Allocation and District Allocation Reports)



2021 Staffing (Continued)

FTE Per 100 Students

Organization	Teachers	Paraprofessionals	Leadership	Student Support	Clerical	Tech
Acton-Boxborough	7.8	3.6	1.1	0.7	0.9	0.3
Belmont	6.3	1.8	0.6	0.5	0.6	0.3
Concord	8.5	4.5	1.0	0.6	0.8	0.3
Lexington	9.0	2.6	1.0	0.8	1.7	0.2
Lincoln	12.0	4.6	1.3	0.8	1.6	0.4
Needham	7.7	2.9	1.1	0.7	1.2	0.2
Sudbury	8.0	2.1	0.9	0.8	0.8	0.1
Wayland	8.5	4.3	1.2	0.7	1.1	0.2
Wellesley	9.5	4.9	1.2	0.8	1.1	0.4
Weston	9.4	3.6	1.3	1.1	2.0	0.6
Winchester	7.8	2.0	0.8	0.6	0.6	0.1

Source: DESE (Department of Elementary and Secondary Education) RADAR (Resource Allocation and District Allocation Reports)



LS REGIONAL HIGH SCHOOL BUDGET DETAIL

Lincoln Sudbury Regional School District						
FY20 - FY23 Revenue Summary						
Category	FY 20 Actual	FY 21 Revised per Gov Proposal	FY 22 Revised 1/27/21	FY 23 Projected 12/6/21	FY 23 Gov. House 1 1/26/22	Change from Original Projection
State Revenues *						
Chapter 70 Aid	\$3,127,363	\$3,145,998	\$3,264,670	\$3,264,670	\$3,567,927	\$303,257
Reg Trans Reimb	\$556,217	\$332,472	\$328,098	\$384,101	\$418,724	\$34,623
(Transfer to Transp. Revolving)	-\$221,540	-\$10,135	-	-	-	
	\$3,462,040	\$3,468,335	\$3,592,768	\$3,648,771	\$3,986,651	\$337,880
Other Revenues						
Medicaid	\$35,000	\$35,000	\$35,000	\$40,000	\$40,000	
E-rate	\$2,500	\$2,500	\$0	\$0	\$0	
Transcripts	\$7,500	\$7,500	\$5,000	\$7,500	\$7,500	
Other Misc	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	
E & D (or other sources)	\$0	\$0	\$0	\$0	\$0	
Interest Income	\$10,000	\$10,000	\$15,000	\$15,000	\$15,000	
	\$65,000	\$65,000	\$65,000	\$72,500	\$72,500	
State and Other Revenue Total	\$3,527,040	\$3,533,335	\$3,657,768	\$3,721,271	\$4,059,151	\$337,880
Assessments -						
Lincoln *	\$3,550,493	\$3,676,335	\$3,876,655	\$3,994,712	\$1,980,525	3-yr avg OVER Min.
				Linc Min Cont	\$2,001,295	
					\$3,981,820	\$ (12,892)
				Sudb Min Cont	\$13,891,187	
Sudbury	\$25,808,881	\$26,712,280	\$27,330,369	\$28,194,752	\$13,978,577	3-yr avg OVER Min
					\$27,869,764	\$ (324,988)
	\$29,359,374	\$30,388,615	\$31,207,024	\$32,189,464	\$31,851,584	
Total Revenue	\$32,886,414	\$33,921,950	\$34,864,792	\$35,910,735	\$35,910,735	
					15,959,102	Over Minimum
					15,892,482	Minimum Contribution
					31,851,584	New Assessment total with increased Ch70

* State Revenue and town Assessments using Governor's Proposal House 1 as of 1/26/22

LINCOLN SUDBURY REGIONAL HIGH SCHOOL FY2023 EXPENDITURE PROJECTION – 12/6/2021

1. SALARIES							
Account	FY21 Actual Exp	FY22 Final Budget	FY22 Yr-to-Date as of 10/8/21	FY23 Proposed Budget	Change from Prior Yr	FY23 Change %	
ADMINISTRATOR SALARIES	\$ 1,349,482	\$ 1,601,652	\$ 1,616,622	\$ 1,652,869	\$ 51,217		
CLERICAL SALARIES	\$ 900,767	\$ 1,034,072	\$ 1,029,460	\$ 1,066,267	\$ 32,195		
TEACHER SALARIES	\$ 15,515,145	\$ 16,449,887	\$ 16,419,800	\$ 17,141,016	\$ 691,129		
OTHER SALARIES AND STIPENDS	\$ 760,093	\$ 834,209	\$ 859,947	\$ 892,394	\$ 58,185		
SUBSTITUTE WAGES	\$ 151,975	\$ 86,000	\$ 3,430	\$ 150,000	\$ 64,000		
MAINTENANCE WAGES	\$ 675,514	\$ 714,783	\$ 709,217	\$ 738,265	\$ 23,482		
PARAPROFESSIONAL WAGES	\$ 732,037	\$ 670,201	\$ 637,568	\$ 771,220	\$ 101,019		
BUS MONITORS	\$ 78,011	\$ -	\$ -	\$ -	\$ -		
SUBTOTAL SALAR	\$ 20,163,022	\$ 21,390,804	\$ 21,276,043	\$ 22,412,031	\$ 1,021,227	4.77%	
2. BUSING & FOOD SERVICE	\$ 1,204,609	\$ 1,345,229	\$ 908,452	\$ 1,381,000	\$ 35,771	2.66%	
3. CONTRACTUAL SERVICES	\$ 576,006	\$ 820,124	\$ 428,221	\$ 929,500	\$ 109,376	13.34%	
4. EQUIPMENT	\$ 188,442	\$ 228,467	\$ 31,497	\$ 230,456	\$ 1,989	0.87%	
5. EMPLOYEE INSURANCES	\$ 3,415,571	\$ 3,405,843	\$ 808,608	\$ 3,577,375	\$ 171,532	5.04%	
6. NON-EMPLOYEE INSURANCES	\$ 112,353	\$ 133,500	\$ 138,551	\$ 155,500	\$ 22,000	16.48%	
7. PENSION ASSESSMENT	\$ 704,071	\$ 793,652	\$ 756,986	\$ 772,126	\$ (21,526)	-2.71%	
8. OPEB CONTRIBUTION	\$ 383,109	\$ 250,000	\$ 250,000	\$ 383,109	\$ 133,109	53.24%	
9. OUT OF DISTRICT TUITION	\$ 3,610,331	\$ 4,141,954	\$ 5,737,227	\$ 3,764,550	\$ (377,404)	-9.11%	
10. TEXTBOOKS	\$ 68,070	\$ 82,666	\$ 12,864	\$ 80,500	\$ (2,166)	-2.62%	
11. INSTRUCT/ADMIN SUPPLIES AND MATERIALS	\$ 309,257	\$ 354,839	\$ 116,763	\$ 335,630	\$ (19,209)	-5.41%	
12. B & G CONTRACT SVCS, SUPPLIES, EQUIP.	\$ 521,682	\$ 554,525	\$ 405,734	\$ 549,000	\$ (5,525)	-1.00%	
13. UTILITIES	\$ 466,928	\$ 526,000	\$ 623,500	\$ 516,000	\$ (10,000)	-1.90%	
14. MISCELLANEOUS (Conf., Member., Trav., etc.)	\$ 260,597	\$ 254,764	\$ 69,462	\$ 261,908	\$ 7,144	2.80%	
15. DEBT SERVICE	\$ 628,700	\$ 582,425	\$ 552,575	\$ 562,050	\$ (20,375)	-3.50%	
Total General Fund	\$ 32,612,749	\$ 34,864,792	\$ 32,116,484	\$ 35,910,735	\$ 1,045,943	3.00%	
PROJECTED LOCAL REVENUE AS OF: 12/3/21				\$ 3,721,271			

CAMPUS ENROLLMENT YEAR-TO-YEAR COMPARISON

October 1, 2021 Enrollment				
	Oct. 1, 2020	Oct. 1, 2021	Change from Prior Year	Percentage % Change from PY
Lincoln	180	173	-7	-3.9%
Sudbury	1,223	1,213	-10	-0.8%
METCO/Boston	90	91	1	1.1%
Tuition-Waiver	32	36	4	12.5%
Total	1,525	1,513	-12	-0.8%

October 1, 2020 Enrollment				
	Oct. 1, 2019	Oct. 1, 2020	Change from Prior Year	Percentage % Change from PY
Lincoln	167	180	13	7.8%
Sudbury	1,230	1,223	-7	-0.6%
METCO/Boston	91	90	-1	-1.1%
Tuition-Waiver	24	32	8	33.3%
Total	1,512	1,525	13	0.9%

This enrollment comparison *excludes* Out-of-District student enrollment and Tuitioned-In students

LONG-TERM DEBT

LONG-TERM DEBT SCHEDULES

Town Outstanding Debt by Type

Issue Types	Schools	Municipal	Pre-CPA	Total	Annual Debt Service	Principal Balance
FY21 Principal Balance	445,000	22,173,613	1,190,000			23,808,613
FY22 Principal	240,000	1,423,908	85,000	1,748,908		
FY22 Interest	10,844	575,708	42,713	629,265	2,378,172	22,059,706
FY23 Principal	45,000	1,468,503	85,000	1,598,503		
FY23 Interest	6,250	532,944	38,463	577,657	2,176,160	20,461,202
FY24 Principal	40,000	1,468,116	85,000	1,593,116		
FY24 Interest	4,000	477,782	34,213	515,994	2,109,110	18,868,086
FY25 Principal	40,000	1,432,845	85,000	1,557,845		
FY25 Interest	2,000	423,102	29,963	455,065	2,012,910	17,310,241
FY26 Principal	-	1,437,895	85,000	1,522,895		
FY26 Interest	-	374,103	25,713	399,815	1,922,710	15,787,346
FY27 Principal	-	1,308,273	85,000	1,393,273		
FY27 Interest	-	332,075	23,163	355,237	1,748,510	14,394,073
FY28 Principal	-	1,308,787	85,000	1,393,787		
FY28 Interest	-	295,310	20,613	315,923	1,709,710	13,000,286
FY29 Principal	-	1,314,642	85,000	1,399,642		
FY29 Interest	-	258,506	18,063	276,568	1,676,210	11,600,645
FY30 Principal	-	1,320,645	85,000	1,405,645		
FY30 Interest	-	221,603	15,513	237,115	1,642,760	10,195,000
FY31 Principal	-	1,215,000	85,000	1,300,000		
FY31 Interest	-	194,298	12,963	207,260	1,507,260	8,895,000
FY32 Principal	-	1,060,000	85,000	1,145,000		
FY32 Interest	-	169,598	10,413	180,010	1,325,010	7,750,000
FY33 Principal	-	1,060,000	85,000	1,145,000		
FY33 Interest	-	148,976	7,863	156,838	1,301,838	6,605,000
FY34 Principal	-	1,060,000	85,000	1,145,000		
FY34 Interest	-	127,817	5,313	133,129	1,278,129	5,460,000
FY35 Principal	-	1,055,000	85,000	1,140,000		
FY35 Interest	-	105,421	2,656	108,077	1,248,077	4,320,000
FY36 Principal	-	720,000	-	720,000		
FY36 Interest	-	82,558	-	82,558	802,558	3,600,000
FY37 Principal	-	720,000	-	720,000		
FY37 Interest	-	69,350	-	69,350	789,350	2,880,000
FY38 Principal	-	720,000	-	720,000		
FY38 Interest	-	55,875	-	55,875	775,875	2,160,000
FY39 Principal	-	720,000	-	720,000		
FY39 Interest	-	42,400	-	42,400	762,400	1,440,000
FY40 Principal	-	720,000	-	720,000		
FY40 Interest	-	28,658	-	28,658	748,658	720,000
FY41 Principal	-	720,000	-	720,000		
FY41 Interest	-	14,462	-	14,462	734,462	-
Remaining Debt Service	4,739,581	28,258,182	1,751,044	34,748,807	34,748,807	

LS Regional High School Outstanding Debt

	Total	Annual Debt Service	Principal Remaining
FY21 Principal Balance			2,505,000
FY22 Principal	515,000		
FY22 Interest	67,425	582,425	1,990,000
FY23 Principal	510,000		
FY23 Interest	52,050	562,050	1,480,000
FY24 Principal	500,000		
FY24 Interest	36,900	536,900	980,000
FY25 Principal	495,000		
FY25 Interest	21,975	516,975	485,000
FY26 Principal	485,000		
FY26 Interest	7,275	492,275	-
Remaining Debt Service	3,922,275	3,922,275	

Community Preservation Outstanding Debt by Project

Issues	Nobscot I & II	Cutting/ Dickson	Libby	Pantry Brook	Johnson Farm	Total	Annual Debt Service	Principal Balance
FY21 Principal Balance	2,820,000	665,000	480,000	2,140,000	700,000			6,805,000
FY22 Principal	335,000	230,000	125,000	140,000	50,000	880,000		
FY22 Interest	83,234	12,175	8,988	42,657	25,125	172,178	1,052,178	5,925,000
FY23 Principal	330,000	220,000	120,000	150,000	50,000	870,000		
FY23 Interest	73,275	8,150	6,800	37,043	22,625	147,893	1,017,893	5,055,000
FY24 Principal	330,000	215,000	120,000	150,000	50,000	865,000		
FY24 Interest	62,475	4,300	4,700	34,043	20,125	125,643	990,643	4,190,000
FY25 Principal	330,000	-	115,000	155,000	50,000	650,000		
FY25 Interest	49,275	-	2,300	30,993	17,625	100,193	750,193	3,540,000
FY26 Principal	340,000	-	-	160,000	50,000	550,000		
FY26 Interest	35,975	-	-	27,843	15,125	78,943	628,943	2,990,000
FY27 Principal	330,000	-	-	160,000	50,000	540,000		
FY27 Interest	24,875	-	-	24,643	13,625	63,143	603,143	2,450,000
FY28 Principal	325,000	-	-	165,000	50,000	540,000		
FY28 Interest	16,525	-	-	21,393	12,125	50,043	590,043	1,910,000
FY29 Principal	320,000	-	-	170,000	50,000	540,000		
FY29 Interest	7,988	-	-	18,043	10,625	36,655	576,655	1,370,000
FY30 Principal	90,000	-	-	170,000	50,000	310,000		
FY30 Interest	1,800	-	-	14,643	9,125	25,568	335,568	1,060,000
FY31 Principal	90,000	-	-	175,000	50,000	315,000		
FY31 Interest	900	-	-	11,193	7,625	19,718	334,718	745,000
FY32 Principal	-	-	-	180,000	50,000	230,000		
FY32 Interest	-	-	-	7,643	6,125	13,768	243,768	515,000
FY33 Principal	-	-	-	180,000	50,000	230,000		
FY33 Interest	-	-	-	4,448	4,625	9,073	239,073	285,000
FY34 Principal	-	-	-	185,000	50,000	235,000		
FY34 Interest	-	-	-	1,526	3,125	4,651	239,651	50,000
FY35 Principal	-	-	-	-	50,000	50,000		
FY35 Interest	-	-	-	-	1,563	1,563	51,563	-
Remaining Debt Service	4,161,546	1,200,825	782,113	2,849,226	1,026,938	10,020,647	10,020,647	

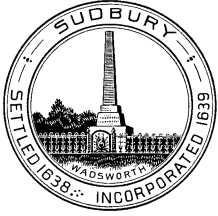
LEGAL DEBT LIMIT

The Legal Debt Limit is 5% of the Town’s taxable property as last equalized by the Massachusetts Department of Revenue. The Town can authorize debt up to the legal debt limit without approval from the State.

The Legal Debt Limit for FY21 is as follows:

Fiscal year 2021 equalized valuation.....	\$ 5,131,906,400
Normal debt limit (5% of equalized valuation).....	<u>256,595,320</u>
Debt applicable to limit:	
Total net debt applicable to limit.....	<u>66,337,113</u>
Legal debt margin.....	\$ <u>190,258,207</u>

CAPITAL PLANNING



Henry Hayes
Town Manager

TOWN OF SUDBURY
Office of the Town Manager
www.sudbury.ma.us

278 Old Sudbury Road
Sudbury, MA 01776-1843
978-639-3381

Fax: 978-443-0756
Email: townmanager@sudbury.ma.us

January 31, 2022

Dear Honorable Select Board and Members of the Finance Committee,

It is my pleasure to submit to you the FY23 Town Manager's Capital Plan for the Town Municipal Government, Sudbury Public Schools (SPS), and Lincoln Sudbury Regional High School (LSRHS) of the Town of Sudbury.

The development of the annual Capital Budget begins with requests from the Town Manager through the Combined Facilities Director, to all departments to prepare and submit capital requests in order to determine and submit an overall budget request that is coordinated among departments and represents the highest priority needs of the Town for the next year, based on available funds. From there, a collaborative process, with representation from each cost center is engaged to determine critical needs and prioritization of those needs for the coming fiscal year.

We all recognize the significant capital needs of the Town and the challenges that come with maintaining services while addressing capital needs. Balancing these needs while being respectful of the tax impact is at the forefront of our minds.

The requested Capital Budget is \$8,275,717. This includes the Town Manager's Capital Operating Budget of \$1,036,274. Favorable action on this plan at Town Meeting will allow the town to make necessary repairs and purchase or replace essential equipment. This plan is imperative to systematically anticipate and deliver service the town in the best possible manner.

The following chart shows the detail of the proposed FY23 Capital Plan:

Project Name	Department	Cost	Suggested Funding
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Electronic Voting Handsets for Town Meeting	Town Clerk	\$ 22,845	Tax Levy
Fire Thermal Imaging Cameras	Fire	\$ 50,000	Tax Levy
Fire Station #3 Roof Replacement	Facilities	\$ 80,000	Tax Levy
Noyes School ceiling tile replacement	SPS	\$ 45,000	Tax Levy
Loring Dishwasher	SPS	\$ 50,000	Tax Levy
2023 Chevy Silverado or equivalent (replace DPW 14)	DPW	\$ 85,000	Tax Levy
2023 Ford Explorer or equivalent (replace DPW E1)	DPW	\$ 45,000	Tax Levy
2023 Chevy Silverado or equivalent (replace DPW PR3)	Parks & Gnds	\$ 85,000	Tax Levy
2023 Ford Explorer or equivalent (replace FIRE CAR 2)	Fire	\$ 60,000	Tax Levy
2023 All Terrain Vehicle	Police	\$ 20,000	Tax Levy
Paging, Clocks, and Bell Systems	SPS	\$ 25,000	Tax Levy
UHF Repeater	Police	\$ 25,000	Tax Levy
Interior Painting of Schools	SPS/Facilities	\$ 50,000	Tax Levy
Sand and refinish all Schools Gymnasium floors	SPS/Facilities	\$ 80,000	Tax Levy
Walk-in Refrigerators at Schools	SPS/Facilities	\$ 50,000	Tax Levy
School Door Repairs and Replacements	SPS/Facilities	\$ 50,000	Tax Levy
Town-wide Walkway Design/Construction Improvements	DPW	\$ 50,000	Tax Levy
Document Scanning - FY23	Info Systems	\$ 50,000	Tax Levy
Buildings & Grounds -2012 Ford F350 Pickup Truck	LSRHS	\$ 35,036	Tax Levy
Gehl Skid Steer (currently 2006)	LSRHS	\$ 34,598	Tax Levy
Replace Firewall (renewal date 2023)	LSRHS	\$ 43,795	Tax Levy

Town Manager's Capital Operating Budget \$ 1,036,274

Noyes Classroom Sink Replacement	SPS/Facilities	\$ 130,000	Free Cash
Filtration Systems for Atkinson Pool	Facilities	\$ 160,000	Free Cash
Construct Walkway Improvements - FY23	DPW	\$ 700,000	Free Cash
2022 John Deere Backhoe/Loader	DPW	\$ 150,000	Free Cash
2023 6-Wheel 26,000+ GVW Combo Body Dump Truck w/Plow and Spreader	DPW	\$ 285,000	Free Cash
2023 Skid Steer - (replace DPW 26)	DPW	\$ 130,000	Free Cash
2022 Roadside Mower (replaces DPW 35)	DPW	\$ 140,000	Free Cash
SPS HVAC - Heating capital repairs and replacement	SPS/Facilities	\$ 455,000	Free Cash
Chain Link Fence Replacement	LSRHS	\$ 139,443	Free Cash
Fire Station No. 2: Additional Funding - Living/Office Area	Fire	\$ 950,000	Free Cash
Fairbank Community Center: Furniture, Fixtures and Equipment	Select Board	\$ 200,000	Free Cash
Fairbank Community Center: Audio-Visual Equipment	Select Board	\$ 300,000	Free Cash

Free Cash Capital Additions in Excess of \$100,000 \$ 3,739,443

Townwide Drainage & Roadway Reconstruction - FY23	DPW	<u>\$ 3,500,000</u>	Debt
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Total FY23 Capital Plan \$ 8,275,717

I greatly appreciate the Department Heads, School Superintendents, and the Capital Improvement Advisory Committee for their participation, cooperation and dedication to this process. Collectively, they are the most knowledgeable about our needs each year and their expertise is recognized and appreciated. I render specific recognition to our Combined Facility Director, Bill Barletta, for his coordination and oversight of the capital process and the Town of Sudbury. Ultimately, these submissions are aligned with the current and future needs of the Town, Master Plan and goals of the Select Board, in one way or another. The project request forms for the Town Manager's Capital Operating Budget are attached. We look forward to discussing these requests with you.

Respectfully submitted,

Henry Hayes
Town Manager

CAPITAL REQUEST FORMS – TOWN MANAGER’S CAPITAL OPERATING BUDGET

Capital Improvement Program

Date submitted: 10/26/21

Date of Last Edit:

Project Number: **CIP_FY23_TC-1** Example: CIP_FY23_DPW-1 (includes Dept priority on the end, budget-level)

Project Title:	Electronic Voting Handsets for Town Meeting		
Category:	Equipment		
Department / Committee:	Town Clerk	Contact:	Beth Klein

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring
 Rehabilitation

Year of Initial Request: **2021**

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other _____ X

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

In order to make Town Meeting more efficient and promote voter privacy, I am seeking to purchase or lease electronic handsets for use at Town Meeting. There would be an initial demonstration at the May 2022 ATM. If it is successful and approved by TM, then it would either be a one time expense if purchased or an ongoing expense if leased. This voting system has an expected useful life of 10 years.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Using electronic voting handsets would help with ADA compliance by making it easier for handicapped or senior residents to vote. In case there

Anticipated Staffing Changes:

None as to employees. The only staffing changes would occur during Town Meeting. There would not be a need for Tellers, if there is a close vote as there is now if there is a counted vote. The check in tellers would distribute the clickers when the voter checks in and collect them at the end of the meeting.

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

The system keeps everyone's vote anonymous and reassures voters that their vote counted.
 The system quickly calculates a simple majority, 2/3 majority, and 4/5 majority requirements
 The system produces a permanent record of each warrant vote
 The system is perfect for the social distancing requirements being enforced during the COVID 19 Pandemic
 The system is a onetime purchase (**State CARES funds can be used until October 31, 2021**)
 The system comes with Live Instructor Led training and Phone, email, and chat support

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:

Voters may be discouraged from attending Town Meeting because votes take a long time, especially if they are close.

Alternatives Considered and Reasons for Non-selection:

We could rent equipment from vender, but it would be more costly in the long run. I have three estimates which compare the difference between renting and purchasing.

Typical Replacement Lifecycle / Service Life:

unknown,
Also, re-utilization plan of current assets, if available: (trade-in, passed on to another Dept, sell)
 NA

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

I believe there would be minimal impact to the department's operating budget ie- replacement batteries for hand sets or replacment of lost handsets.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year					
		FY2023	FY2024	FY2025	FY2026		
Study/Design	\$0						<input type="checkbox"/> Tax Levy
Land Acquisition	\$0						<input type="checkbox"/> Dedicated Revenue Source
Construction	\$0						<input type="checkbox"/> Enterprise Retained Earnings
Equipment/Furnishings	\$22,845	\$22,845					<input type="checkbox"/> Capital Stabilization
Contingency	\$0						<input type="checkbox"/> Free Cash
Other (legal fees)	\$0						<input type="checkbox"/> Revolving Fund
TOTAL	\$22,845	\$22,845	\$0	\$0	\$0	\$0	<input type="checkbox"/> Debt In-levy
Amounts Approved or Received							
Grant Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Debt, Capital Exclusion
CPA Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Dedicated Stab/New Growth
Net of CPA and Grants	\$22,845	\$22,845	\$0	\$0	\$0	\$0	<input type="checkbox"/> CPA
Operating Budget Impac Include additional personnel costs, if applicable.							
During Project	\$0						<input type="checkbox"/> Grant(s) _____
Post-Project Annual	\$0						<input type="checkbox"/> Other _____
Post-Project One-time	\$0						CPA Purpose(s)
Check all that apply							
<input type="checkbox"/> Open Space							
<input type="checkbox"/> Recreation							
<input type="checkbox"/> Historical							
<input type="checkbox"/> Housing							

Estimated Total Project Cost: Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

The cost of this system may qualify for reimbursement through the American Rescue Plan.

Attached are a brochure and estimate from Meridia Electronic Voting Systems.

FY-23 Fire Department Improvement Request

Land Acquisition	\$0							<input type="checkbox"/> Enterprise Retained Earnings
Construction	\$0							<input type="checkbox"/> Capital Stabilization
Equipment/Furnishings	\$50,000		\$50,000					<input type="checkbox"/> Free Cash
Contingency	\$0							<input type="checkbox"/> Revolving Fund
Other (legal fees)	\$0							<input type="checkbox"/> Debt In-levy
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0	<input type="checkbox"/> Debt, Capital Exclusion
Amounts Approved or Received								<input type="checkbox"/> Dedicated Stab/New Growth
Grant Amount Approved/Rvc'd	\$0							<input type="checkbox"/> CPA
CPA Amount Approved/Rvc'd	\$0							<input type="checkbox"/> Grant(s) _____
Net of CPA and Grants	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$0	<input type="checkbox"/> Other _____
Operating Budget Impact Include additional personnel costs, if applicable.								<input type="checkbox"/> CPA Purpose(s)
During Project	\$0							<input type="checkbox"/> Check all that apply
Post-Project Annual	\$0							<input type="checkbox"/> Open Space
Post-Project One-time	\$0							<input type="checkbox"/> Recreation
								<input type="checkbox"/> Historical
								<input type="checkbox"/> Housing
Estimated Total Project Cost:		\$50,000	Estimated Future Savings:		0	Estimated Incremental Cost:		
Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):								
List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.								
Additional information available on request.								

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$7,000	\$7,000				
Land Acquisition	\$0					
Construction	\$73,000	\$73,000				
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$80,000	\$80,000	\$0	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$80,000	\$80,000	\$0	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Estimated Total Project (\$80,000	Estimated Future Savings: NA	Estimated Incremental Cost: NA
---------------------------	----------	------------------------------	--------------------------------

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

- Funding Source(s)
For Finance Use Only**
- Tax Levy
 - Dedicated Revenue Source
 - Enterprise Retained Earnings
 - Capital Stabilization
 - Free Cash
 - Revolving Fund
 - Debt In-levy
 - Debt, Capital Exclusion
 - Dedicated Stab/New Growth
 - CPA
 - Grant(s) _____
 - Other _____
- CPA Purpose(s)
Check all that apply**
- Open Space
 - Recreation
 - Historical
 - Housing

CIP FY 23 SPS-6
Schools Ceiling Tile Replacements

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____						
Project Number: CIP FY23 SPS-6									
Project Title: Schools Ceiling Tile Replacements									
Category: Building									
Department / Committee: SPS		Contact: William Barletta							
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Project Type is: New []</td> <td style="width: 33%;">Resubmission []</td> <td style="width: 33%;">Recurring [X]</td> </tr> <tr> <td></td> <td colspan="2" style="text-align: center;">Rehabilitation []</td> </tr> </table>				Project Type is: New []	Resubmission []	Recurring [X]		Rehabilitation []	
Project Type is: New []	Resubmission []	Recurring [X]							
	Rehabilitation []								
Year of Initial Request: 2021									
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Legal compliance _____ []</td> <td style="width: 33%;">Supports Community Plan _____ []</td> </tr> <tr> <td style="width: 33%;">Safety compliance _____ []</td> <td style="width: 33%;">Other _____ []</td> </tr> </table>				Legal compliance _____ []	Supports Community Plan _____ []	Safety compliance _____ []	Other _____ []		
Legal compliance _____ []	Supports Community Plan _____ []								
Safety compliance _____ []	Other _____ []								
<p><u>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</u></p> <p>The five school buildings contain over 434,000 square feet of space, most of that space has suspended ceilings with acoustical tile. Even with no damage or disturbance the best ceiling tiles will discolor, sag and distort over time. Ceiling tiles in schools are subject to a number of issues in addition to age. We must have the means and ability to replace damaged and worn tiles as needed and as well as perform comprehensive replacements. Large projects are best undertaken by vendors during school vacation weeks and summer vacation shutdown. This is essential to maintaining the desired learning and working environment.</p>									
<p>Anticipated Staffing Changes:</p> <p>None.</p>									
<p>Benefits of Project and Impact if Not Completed:</p> <p><u>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</u></p> <p><u>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</u></p> <p>Continued deterioration and degrading of interior learning and work space.</p>									
<p>Alternatives Considered and Reasons for Non-selection:</p> <p>There is no alternative to replacing aged, worn and damaged ceiling tiles.</p>		<p>Typical Replacement Lifecycle / Service Life: 10 years</p> <p>Also, re-utilization plan of current assets, if available: NA</p> <p>Insurance requirement: No</p>							
<p>Discuss Operating Budget Impact:</p> <p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>It is far more cost effective to replace ceiling tiles in schools as larger comprehensive projects. Operational funds are depleted in the attempt to keep pace with replacement.</p>									
Recommended Financing									

**CIP FY 23 SPS-6
Schools Ceiling Tile Replacements**

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$45,000		\$45,000			
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$45,000	\$0	\$45,000	\$0	\$0	\$0

Amounts Approved or Received	
Grant Amount Approved/Rvc'd	\$0
CPA Amount Approved/Rvc'd	\$0
Net of CPA and Grants	\$45,000

Operating Budget Impact <small>Include additional personnel costs, if applicable.</small>	
During Project	\$0
Post-Project Annual	\$0
Post-Project One-time	\$0

Funding Source(s) For Finance Use Only	
<input type="checkbox"/> Tax Levy	
<input type="checkbox"/> Dedicated Revenue Source	
<input type="checkbox"/> Enterprise Retained Earnings	
<input type="checkbox"/> Capital Stabilization	
<input type="checkbox"/> Free Cash	
<input type="checkbox"/> Revolving Fund	
<input type="checkbox"/> Debt In-levy	
<input type="checkbox"/> Debt, Capital Exclusion	
<input type="checkbox"/> Dedicated Stab/New Growth	
<input type="checkbox"/> CPA	
<input type="checkbox"/> Grant(s) _____	
<input type="checkbox"/> Other _____	

CPA Purpose(s) Check all that apply	
<input type="checkbox"/> Open Space	
<input type="checkbox"/> Recreation	
<input type="checkbox"/> Historical	
<input type="checkbox"/> Housing	

Estimated Total Project Cost: \$45,000 Estimated Future Savings: NA Estimated Incremental Cost: NA

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

**CIP FY23 SPS-2
Loring School Dishwasher Replacement**

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____								
Project Number: CIP FY23 SPS-2											
Project Title: Loring School Dishwasher Replacement		Justification Code: <input type="checkbox"/> A-Essential <input checked="" type="checkbox"/> B-Asset Maintenance <input type="checkbox"/> C-Enhancement									
Category: Equipment											
Department / Committee: SPS	Contact: William Barletta										
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>Project Type is:</td> <td>New [X]</td> <td>Resubmission []</td> <td>Recurring []</td> </tr> <tr> <td></td> <td></td> <td>Rehabilitation []</td> <td></td> </tr> </table>				Project Type is:	New [X]	Resubmission []	Recurring []			Rehabilitation []	
Project Type is:	New [X]	Resubmission []	Recurring []								
		Rehabilitation []									
Year of Initial Request: 2021											
Description & Justification / Need:		Legal compliance _____ []	Supports Community Plan _____ []								
		Safety compliance _____ []	Other _____ []								
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i></p> <p>The Loring School dishwasher is 18 years old and exceed its useful life. This equipment is crucial to providing the meals to students. The cost of repairs has increasing impact on the operating budget. The District continually invests in maintenance and repairs to keep this aged equipment in operation.</p> <p><i>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...</i></p> <p>School food service equipment must be maintained in working order.</p>											
Anticipated Staffing Changes:											
None.											
Benefits of Project and Impact if Not Completed:											
<p><i>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</i></p> <p>Reliable food preparation and serving. The operational budget can be focused on service and preventative maintenance.</p> <p><i>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</i></p> <p>Potential equipment failure and inability to fulfill student food service requirements.</p>											
Alternatives Considered and Reasons for Non-selection:		Typical Replacement Lifecycle / Service Life: 10 - 15 years									
There are no credible alternatives, this equipment must be in working order to fulfill student food service requirements.		Also, re-utilization plan of current assets, if available: NA Insurance requirement: No									
Discuss Operating Budget Impact:											
<p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>Operational funds are now disproportionately directed to the effort of maintaining equipment that has exceeded its useful life. Operational funds can be directed to routine service and repair.</p>											
Recommended Financing											

CIP FY23 SPS-2
Loring School Dishwasher Replacement

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$50,000		\$50,000			
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$50,000	\$0	\$50,000	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Estimated Total Project Cost:

Estimated Future Savings:

Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Funding Source(s) For Finance Use Only
<input type="checkbox"/> Tax Levy
<input type="checkbox"/> Dedicated Revenue Source
<input type="checkbox"/> Enterprise Retained Earnings
<input type="checkbox"/> Capital Stabilization
<input type="checkbox"/> Free Cash
<input type="checkbox"/> Revolving Fund
<input type="checkbox"/> Debt In-levy
<input type="checkbox"/> Debt, Capital Exclusion
<input type="checkbox"/> Dedicated Stab/New Growth
<input type="checkbox"/> CPA
<input type="checkbox"/> Grant(s) _____
<input type="checkbox"/> Other _____
CPA Purpose(s) Check all that apply
<input type="checkbox"/> Open Space
<input type="checkbox"/> Recreation
<input type="checkbox"/> Historical
<input type="checkbox"/> Housing

Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW Pick-up Truck with Plow_1

Project Title: Pick-up Truck with Plow	
Category: Rolling Stock	
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
 Rehabilitation []

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance [] Safety compliance [] Supports Community Plan [] Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

Purchase a new Pick-up truck with plow to replace an older model truck. The proposal is to replace a 2015 Chevy Silverado 2500 with a new pick-up truck and plow. This pick-up truck is assigned to a supervisor. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. Pick-up trucks are one of the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also paired with larger equipment to perform snow removal. This unit has a 10 Year lifecycle.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 The replacement cycle of these types of DPW vehicles and equipment is approximately 10 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in snow removal operations and construction projects.

Alternatives Considered and Reasons for Non-selection:

(why something else wasn't chosen)
 An alternative is using the existing equipment and hope that equipment doesn't fail during critical operation, however, this is not a prudent plan and will jeopardize the ability of the DPW team to do their jobs safely and effectively.

Typical Replacement Lifecycle / Service Life: 10 Years

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*
 Trade in old Unit 14

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$85,000	\$85,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$85,000	\$85,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$85,000	\$85,000	\$0	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$85,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW-E1_Ford Explorer Hybrid_11

Project Title: Ford Explorer or Equivalent	
Category:	Rolling Stock
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
 Rehabilitation []

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

Purchase a new Hybrid SUV to replace an older model. This vehicle is assigned to the Engineering Division. The Public Works employees use these vehicles to perform their everyday tasks. This unit has a 10 year lifecycle.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 The replacement cycle of these types of DPW vehicles and equipment is approximately 10 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in operations and construction projects.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 10 Years

(why something else wasn't chosen) An alternative is using the existing equipment and hope that equipment doesn't fail during critical operation, however, this is not a prudent plan and will jeopardize the ability of the DPW team to do their jobs safely and effectively.

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*
 Trade in or pass on to IT department.

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$45,000	\$45,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$45,000	\$45,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$45,000	\$45,000	\$0	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$45,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$85,000	\$85,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$85,000	\$85,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$85,000	\$85,000	\$0	\$0	\$0	\$0

Operating Budget Impac Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$85,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



FY-23 Fire Department Capital Improvement Program

Capital Improvement Program		Date submitted: 10/29/21__	Date of Last Edit:				
Project Number: CIP_FY23_Fire Department #2 Example: CIP_FY23_DPW-1 (Includes Dept priority on the end, budget-level)							
Project Title: Car 2 Replacement							
Category: Rolling Stock							
Department / Committee: Fire Dept.		Contact: Chief John M. Whalen					
Project Type is: New []		Resubmission []	Recurring [x]				
		Rehabilitation []					
Year of Initial Request: N/A							
Description & Justification / Need:		Legal compliance _____ []	Supports Community Plan _____ []				
		Safety compliance _____ [x]	Other _____ []				
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i> The Fire Department's current Car 2 is a 2017 Ford Explore with 48,000 miles, this vehicle is currently on a five year replacement plan. This vehicle is use by the Asst. Fire Chief as a command and staff vehicle. Car 2 will then be moved down to replace Car 4 which is the current back-up shift commanders/admin vehicle and has 67,000 miles, Car 4 is experiencing mechanical issues with many expensive repairs anticipated in the future.</p> <p><i>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...</i> This vehicle provides support as an incident command post during emergency incidents, having this resource allows the department to meet the many requirements of the current NFPA Standards.</p>							
Anticipated Staffing Changes:							
None							
Benefits of Project and Impact if Not Completed:							
<p><i>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</i> This replacement vehicle is used by the Fire Department's Asst. Fire Chief as a primary emergency response vehicle, this vehicle is also utilized for fire inspections and other department business. The dependability of the vehicle is critical to providing public safety to the Town of Sudbury.</p> <p><i>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</i> Non-replacement could possibly delay emergency response for the Asst. Fire Chief.</p>							
Alternatives Considered and Reasons for Non-selection:		Typical Replacement Lifecycle / Service Life:					
(why something else wasn't chosen)		Also, re-utilization plan of current assets, if available: Five Years					
		Insurance requirement: No					
Discuss Operating Budget Impact:							
<p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i> Vehicle replacement provides dependability for emergency response, maintenance for new vehicles is typically less expensive requiring only standard vehicle maintenance and tire replacement. New vehicle mechanical issues are usually covered by the manufactures three year warranty period.</p>							
Recommended Financing							
Funding Category		Estimated Project Costs by Fiscal Year				Funding Source(s) For Finance Use Only	
Five-Year Total (formulas present)		FY2022	FY2023	FY2024	FY2025	FY2026	<input type="checkbox"/> Tax Levy
Study/Design		50					<input type="checkbox"/> Dedicated Revenue Source

Capital Improvement Program

Date submitted: 11-24-2021

Project Number: FY23 Police Request 2nd Priority

Project Title:	All Terrain Vehicle
Category:	
Department / Committer: Police Dept.	Contact: Chief Scott Nix

Justification Code:	
<input checked="" type="checkbox"/>	A-Essential
<input type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input checked="" type="checkbox"/>	Resubmission <input type="checkbox"/>	Recurring <input type="checkbox"/>
		Rehabilitation <input type="checkbox"/>	
Year of Initial Request: For FY23			

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [X] Other _____ []

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.
 Purchase of an all terrain vehicle as well as a trailer for transport providing access to areas inaccessible for traditional police vehicles.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes: None
 There would be no impact on staffing.

Benefits of Project and Impact if Not Completed:
Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 We have had a number of circumstances recently whereby our inability to access remote areas has been problematic to proper investigations. As well, in preparing for the addition of rail trails, we need the ability to provide requisite services for various circumstances.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 Past circumstances have demonstrated our inability to respond effectively which is problematic in and of itself. This will be compounded by additional areas which will need to be serviced as our railtrails are constructed.

Alternatives Considered and Reasons for Non-selection: Have utilized	Typical Replacement Lifecycle / Service Life: Also, re-utilization plan of current assets, if available: We do not currently maintain such a vehicle. Estimated 10 year life expectancy. Insurance requirement: Yes
--	--

Discuss Operating Budget Impact:
 We would expect minimal expenses for fuel, routine maintenance and training.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$20,000		\$20,000			
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$20,000	\$0	\$20,000	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$20,000	\$0	\$20,000	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other *TM's Capital Request*

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project Cost: Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

**CIP FY23 SPS-1
Paging, Clocks and Bell System**

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____								
Project Number: CIP FY23 SPS-1											
Project Title: Paging, Clocks and Bell Systems											
Category: Equipment											
Department / Committee: SPS	Contact: William Barletta										
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>Project Type is:</td> <td>New [<input type="checkbox"/>]</td> <td>Resubmission [<input type="checkbox"/>]</td> <td>Recurring [X]</td> </tr> <tr> <td></td> <td></td> <td>Rehabilitation [<input type="checkbox"/>]</td> <td></td> </tr> </table>				Project Type is:	New [<input type="checkbox"/>]	Resubmission [<input type="checkbox"/>]	Recurring [X]			Rehabilitation [<input type="checkbox"/>]	
Project Type is:	New [<input type="checkbox"/>]	Resubmission [<input type="checkbox"/>]	Recurring [X]								
		Rehabilitation [<input type="checkbox"/>]									
Year of Initial Request: FY18											
Description & Justification, / Need:		Legal compliance _____ [<input type="checkbox"/>]	Supports Community Plan _____ [<input type="checkbox"/>]								
		Safety compliance _____ [<input type="checkbox"/>]	Other _____ [<input type="checkbox"/>]								
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i></p> <p>This is a continuation of the FY22 capital project to replace aging schools PA/Clock/Bell systems. These systems were installed with the old phone systems 20+ years ago when schools were built or renovated. New phone systems have been installed in all 5 schools, however PA System/clocks/bells remain in need of repair or replacement. New parts are no longer available.</p> <p><i>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations.</i></p>											
Anticipated Staffing Changes:											
None.											
Benefits of Project and <u>Impact if Not Completed</u> :											
<p><i>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</i></p> <p>Effective communications with staff and students during emergencies and day to day operations. The cost to maintain this equipment in working order has increased. New systems are reliable and require only routine maintenance.</p> <p><i>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</i></p>											
Alternatives Considered and Reasons for Non-selection:		Typical Replacement Lifecycle / Service Life: 10 - 15 years									
There are no alternatives.		Also, re-utilization plan of current assets, if available: NA									
		Insurance requirement: No									
Discuss Operating Budget Impact:											
<p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance.</i></p> <p>The operational budget is currently used to maintain failing and outdated equipment. Operational funds can be directed to routine service and preventive maintenance.</p>											
Recommended Financing											

**CIP FY23 SPS-1
Paging, Clocks and Bell System**

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year					Funding Source(s) For Finance Use Only
		FY2022	FY2023	FY2024	FY2025	FY2026	
Study/Design	\$0						<input type="checkbox"/> Tax Levy
Land Acquisition	\$0						<input type="checkbox"/> Dedicated Revenue Source
Construction	\$25,000		\$25,000				<input type="checkbox"/> Enterprise Retained Earnings
Equipment/Furnishings	\$0						<input type="checkbox"/> Capital Stabilization
Contingency	\$0						<input type="checkbox"/> Free Cash
Other (legal fees)	\$0						<input type="checkbox"/> Revolving Fund
TOTAL	\$25,000	\$0	\$25,000	\$0	\$0	\$0	<input type="checkbox"/> Debt In-levy
Amounts Approved or Received							
Grant Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Debt, Capital Exclusion
CPA Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Dedicated Stab/New Growth
Net of CPA and Grants	\$25,000	\$0	\$25,000	\$0	\$0	\$0	<input type="checkbox"/> CPA
Operating Budget Impact <small>Include additional personnel costs, if applicable.</small>							
During Project	\$0						<input type="checkbox"/> Grant(s) _____
Post-Project Annual	\$0						<input type="checkbox"/> Other _____
Post-Project One-time	\$0						CPA Purpose(s)
Check all that apply							
<input type="checkbox"/> Open Space							
<input type="checkbox"/> Recreation							
<input type="checkbox"/> Historical							
<input type="checkbox"/> Housing							
Estimated Total Project Cost:		Estimated Future Savings:		Estimated Incremental Cost:			
Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):							
<i>List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.</i>							

Capital Improvement Program

Date submitted: 11-24-2021

Project Number: FY23 Police Request 1st Priority

Project Title:	Standalone UHF Repeater
Category:	
Department / Committer: Police Dept.	Contact: Chief Scott Nix

Justification Code:	
<input checked="" type="checkbox"/>	A-Essential
<input type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input checked="" type="checkbox"/>	Resubmission <input type="checkbox"/>	Recurring <input type="checkbox"/>
		Rehabilitation <input type="checkbox"/>	
Year of Initial Request: For FY23			

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [X] Other _____ []

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.
 Purchase of a standalone UHF repeater to be installed at the police station allowing for operability in the event the town-wide infrastructure is compromised.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes: None

There would be no impact on staffing.

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 We continually strive to ensure communications ability is maintained. This would not only support our operations but the fire department as well.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 Past circumstances have demonstrated our connectivity utilizing the Town Hall has been problematic at times hence communications have gone down.

Alternatives Considered and Reasons for Non-selection: Have utilized	Typical Replacement Lifecycle / Service Life: Also, re-utilization plan of current assets, if available: We do not currently maintain a standalone repeater at our station. Estimated 10 year life expectancy. Insurance requirement: No
--	---

Discuss Operating Budget Impact:

Once installed the equipment is covered by a 1 year warranty following which it would be added to our yearly maintenance contract.

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$25,000		\$25,000			
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$25,000	\$0	\$25,000	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$25,000	\$0	\$25,000	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only	
<input type="checkbox"/> Tax Levy	
<input type="checkbox"/> Dedicated Revenue Source	
<input type="checkbox"/> Enterprise Retained Earnings	
<input type="checkbox"/> Capital Stabilization	
<input type="checkbox"/> Free Cash	
<input type="checkbox"/> Revolving Fund	
<input type="checkbox"/> Debt In-levy	
<input type="checkbox"/> Debt, Capital Exclusion	
<input type="checkbox"/> Dedicated Stab/New Growth	
<input type="checkbox"/> CPA	
<input type="checkbox"/> Grant(s) _____	
<input checked="" type="checkbox"/> Other <i>TM's Capital Request</i>	

CPA Purpose(s) Check all that apply	
<input type="checkbox"/> Open Space	
<input type="checkbox"/> Recreation	
<input type="checkbox"/> Historical	
<input type="checkbox"/> Housing	

Estimated Total Project Cost: Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):
List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

**CIP FY23 SPS-4
Schools Interior Painting**

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year					Funding Source(s) For Finance Use Only
		FY2022	FY2023	FY2024	FY2025	FY2026	
Study/Design	\$0						<input type="checkbox"/> Tax Levy
Land Acquisition	\$0						<input type="checkbox"/> Dedicated Revenue Source
Construction	\$50,000		\$50,000				<input type="checkbox"/> Enterprise Retained Earnings
Equipment/Furnishings	\$0						<input type="checkbox"/> Capital Stabilization
Contingency	\$0						<input type="checkbox"/> Free Cash
Other (legal fees)	\$0						<input type="checkbox"/> Revolving Fund
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0	<input type="checkbox"/> Debt In-levy
Amounts Approved or Received							
Grant Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Debt, Capital Exclusion
CPA Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Dedicated Stab/New Growth
Net of CPA and Grants	\$50,000	\$0	\$50,000	\$0	\$0	\$0	<input type="checkbox"/> CPA
Operating Budget Impact <small>Include additional personnel costs, if applicable.</small>							
During Project	\$0						<input type="checkbox"/> Grant(s) _____
Post-Project Annual	\$0						<input type="checkbox"/> Other _____
Post-Project One-time	\$0						<input type="checkbox"/> CPA Purpose(s)
<p align="center">Estimated Total Project Cost: \$50,000 Estimated Future Savings: NA Estimated Incremental Cost: NA</p> <p>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</p> <p><i>List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.</i></p>							

**CIP FY23 SPS-7
Sand and Refinish All Schools Gymnasium Floors**

Capital Improvement Program			Date submitted: _____	Date of Last Edit: _____															
Project Number: CIP FY23 SPS-7																			
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="5">Project Title: Sand and Refinish All Schools Gymnasium Floors</td> </tr> <tr> <td colspan="2">Category: Building</td> <td colspan="3"></td> </tr> <tr> <td colspan="2">Department / Committee: SPS</td> <td colspan="3">Contact: William Barletta</td> </tr> </table>					Project Title: Sand and Refinish All Schools Gymnasium Floors					Category: Building					Department / Committee: SPS		Contact: William Barletta		
Project Title: Sand and Refinish All Schools Gymnasium Floors																			
Category: Building																			
Department / Committee: SPS		Contact: William Barletta																	
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">Project Type is: New [X]</td> <td>Resubmission []</td> <td>Recurring []</td> <td></td> </tr> <tr> <td colspan="2"></td> <td colspan="2">Rehabilitation []</td> <td></td> </tr> </table>					Project Type is: New [X]		Resubmission []	Recurring []				Rehabilitation []							
Project Type is: New [X]		Resubmission []	Recurring []																
		Rehabilitation []																	
Year of Initial Request: 2021																			
Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ [] Safety compliance _____ [] Other _____ []																			
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i></p> <p>The existing schools gym floors have not been sanded down, relined and refinished in over 20 years. Maintenance has been by lightly sanding the surface and applying a coat of finish over the existing multiple coats. In one case over 25 coats of finish has been applied. The wood floors themselves are in good condition, however the multiple coats of repeatedly applied finish are beginning to delaminate, bubble and come loose. It is not practice or feasible to continue this process. The gym floors need to be completely sanded down to bare wood, have any deficient flooring pieces repaired or replaced, the floor relined for current play needs and coated with a modern gym floor finish able to be maintained by staff for the life of the finish.</p> <p><i>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...</i></p>																			
<p>Anticipated Staffing Changes:</p> <p>None.</p>																			
<p>Benefits of Project and Impact if Not Completed:</p> <p><u>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</u></p> <p>Maintains the play surface in a safe and maintainable manner. No delamination of multiple coats of floor finish. Sanding and refinishing all gym floors in one summer is the most advantageous for conducting this work and brings all floors on the same maintainable refinishing schedule.</p> <p><u>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</u></p> <p>Recoating the floors is less and less effective and creates a safety issue as the surface coats begin to delaminate. These coats would need to be completely removed at some point in the future.</p>																			
<p>Alternatives Considered and Reasons for Non-selection:</p> <p>The only alternative is to continue to recoat the floors which is less and less effective and creates a safety issue as the coats begin to delaminate. These coats would need to be completely removed at some point in the future.</p>		<p>Typical Replacement Lifecycle / Service Life: 10 years</p> <p>Also, re-utilization plan of current assets, if available: NA</p> <p>Insurance requirement: No</p>																	
<p>Discuss Operating Budget Impact:</p> <p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>The most cost effective manner of sanding and refinishing the floors is to do all at once. There is no value in continuing to recoat the floors.</p>																			
Recommended Financing																			

CIP FY23 SPS-7
Sand and Refinish All Schools Gymnasium Floors

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year						Funding Source(s) For Finance Use Only	
		FY2022	FY2023	FY2024	FY2025	FY2026			
Study/Design	\$0						<input type="checkbox"/>	Tax Levy	
Land Acquisition	\$0						<input type="checkbox"/>	Dedicated Revenue Source	
Construction	\$80,000		\$80,000				<input type="checkbox"/>	Enterprise Retained Earnings	
Equipment/Furnishings	\$0						<input type="checkbox"/>	Capital Stabilization	
Contingency	\$0						<input type="checkbox"/>	Free Cash	
Other (legal fees)	\$0						<input type="checkbox"/>	Revolving Fund	
TOTAL	\$80,000	\$0	\$80,000	\$0	\$0	\$0	<input type="checkbox"/>	Debt In-levy	
Amounts Approved or Received								<input type="checkbox"/>	Debt, Capital Exclusion
Grant Amount Approved/Rvc'd	\$0						<input type="checkbox"/>	Dedicated Stab/New Growth	
CPA Amount Approved/Rvc'd	\$0						<input type="checkbox"/>	CPA	
Net of CPA and Grants	\$80,000	\$0	\$80,000	\$0	\$0	\$0	<input type="checkbox"/>	Grant(s) _____	
								<input type="checkbox"/>	Other _____
Operating Budget Impact Include additional personnel costs, if applicable.								CPA Purpose(s)	
During Project	\$0						<input type="checkbox"/>	Check all that apply	
Post-Project Annual	\$0						<input type="checkbox"/>	Open Space	
Post-Project One-time	\$0						<input type="checkbox"/>	Recreation	
								<input type="checkbox"/>	Historical
								<input type="checkbox"/>	Housing
Estimated Total Project Cost: \$80,000		Estimated Future Savings: NA		Estimated Incremental Cost: NA					
Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):									
<i>List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.</i>									

CIP FY23 SPS-9
Nixon and Noyes Refrigeration

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____						
Project Number: CIP FY23 SPS-9									
Project Title: Nixon and Noyes Refrigeration									
Category: _____									
Department / Committee: SPS	Contact: William Barletta								
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Project Type is: New <input checked="" type="checkbox"/></td> <td style="width: 33%;">Resubmission <input type="checkbox"/></td> <td style="width: 33%;">Recurring <input type="checkbox"/></td> </tr> <tr> <td></td> <td>Rehabilitation <input type="checkbox"/></td> <td></td> </tr> </table>				Project Type is: New <input checked="" type="checkbox"/>	Resubmission <input type="checkbox"/>	Recurring <input type="checkbox"/>		Rehabilitation <input type="checkbox"/>	
Project Type is: New <input checked="" type="checkbox"/>	Resubmission <input type="checkbox"/>	Recurring <input type="checkbox"/>							
	Rehabilitation <input type="checkbox"/>								
Year of Initial Request: 2021									
<table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Legal compliance _____ <input type="checkbox"/></td> <td style="width: 33%;">Supports Community Plan _____ <input type="checkbox"/></td> </tr> <tr> <td>Safety compliance _____ <input type="checkbox"/></td> <td>Other _____ <input type="checkbox"/></td> </tr> </table>				Legal compliance _____ <input type="checkbox"/>	Supports Community Plan _____ <input type="checkbox"/>	Safety compliance _____ <input type="checkbox"/>	Other _____ <input type="checkbox"/>		
Legal compliance _____ <input type="checkbox"/>	Supports Community Plan _____ <input type="checkbox"/>								
Safety compliance _____ <input type="checkbox"/>	Other _____ <input type="checkbox"/>								
<p>Description & Justification / Need:</p> <p><u>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</u></p> <p>To replace the aged 25+ year old kitchen walk-in refrigeration equipment at Nixon school and the walk-in freezer equipment at Noyes school.</p> <p>This critical kitchen equipment has reached the end of its useful life and has become unreliable and subject to frequent failures and costly repairs.</p> <p><u>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...</u></p> <p>Food must be stored in the proper refrigeration equipment and maintained at required temperatures at all times.</p>									
<p>Anticipated Staffing Changes:</p> <p>None.</p>									
<p>Benefits of Project and Impact if Not Completed:</p> <p><u>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</u></p> <p>Food service equipment reliability. Operational funds can be directed to preventative maintenance. Greater energy efficiency.</p> <p><u>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</u></p> <p>More frequent downtime and continued attempts to perform costly repairs. Eventual failure of critical food service equipment. Inability to fulfill essential food service requirements.</p>									
<p>Alternatives Considered and Reasons for Non-selection:</p> <p>The equipment cannot be maintained with repairs. Eventual failure of critical food service equipment.</p>		<p>Typical Replacement Lifecycle / Service Life: 10 - 15 years</p> <p>Also, re-utilization plan of current assets, if available: NA</p> <p>Insurance requirement: No</p>							
<p>Discuss Operating Budget Impact:</p> <p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>The operational budget is currently being expended to attempt to maintain aged and failing equipment. Operational funds can be more effectively allocated to preventative maintenance.</p>									
Recommended Financing									

CIP FY23 SPS-9
Nixon and Noyes Refrigeration

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$50,000		\$50,000			
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0

Amounts Approved or Received	
Grant Amount Approved/Rvc'd	\$0
CPA Amount Approved/Rvc'd	\$0
Net of CPA and Grants	\$50,000

Operating Budget Impact <small>Include additional personnel costs, if applicable.</small>	
During Project	\$0
Post-Project Annual	\$0
Post-Project One-time	\$0

Funding Source(s) For Finance Use Only	
<input type="checkbox"/> Tax Levy	
<input type="checkbox"/> Dedicated Revenue Source	
<input type="checkbox"/> Enterprise Retained Earnings	
<input type="checkbox"/> Capital Stabilization	
<input type="checkbox"/> Free Cash	
<input type="checkbox"/> Revolving Fund	
<input type="checkbox"/> Debt In-levy	
<input type="checkbox"/> Debt, Capital Exclusion	
<input type="checkbox"/> Dedicated Stab/New Growth	
<input type="checkbox"/> CPA	
<input type="checkbox"/> Grant(s) _____	
<input type="checkbox"/> Other _____	

CPA Purpose(s) Check all that apply	
<input type="checkbox"/> Open Space	
<input type="checkbox"/> Recreation	
<input type="checkbox"/> Historical	
<input type="checkbox"/> Housing	

Estimated Total Project Cost: \$50,000 Estimated Future Savings: NA Estimated Incremental Cost: NA

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

CIP FY23 SPS-5
Schools Door Repairs and Replacements

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$50,000		\$50,000			
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0

Amounts Approved or Received	
Grant Amount Approved/Rvc'd	\$0
CPA Amount Approved/Rvc'd	\$0
Net of CPA and Grants	\$50,000

Operating Budget Impact <small>Include additional personnel costs, if applicable.</small>	
During Project	\$0
Post-Project Annual	\$0
Post-Project One-time	\$0

Estimated Total Project Cost: \$50,000 Estimated Future Savings: NA Estimated Incremental Cost: NA

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

Funding Source(s) For Finance Use Only	
<input type="checkbox"/>	Tax Levy
<input type="checkbox"/>	Dedicated Revenue Source
<input type="checkbox"/>	Enterprise Retained Earnings
<input type="checkbox"/>	Capital Stabilization
<input type="checkbox"/>	Free Cash
<input type="checkbox"/>	Revolving Fund
<input type="checkbox"/>	Debt In-levy
<input type="checkbox"/>	Debt, Capital Exclusion
<input type="checkbox"/>	Dedicated Stab/New Growth
<input type="checkbox"/>	CPA
<input type="checkbox"/>	Grant(s) _____
<input type="checkbox"/>	Other _____
CPA Purpose(s) Check all that apply	
<input type="checkbox"/>	Open Space
<input type="checkbox"/>	Recreation
<input type="checkbox"/>	Historical
<input type="checkbox"/>	Housing

Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_Walkways_8	
Project Title: Town-wide Walkway Design/Construction Improvements	
Category: Infrastructure	
Department / Committee: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
 Rehabilitation [X]

Year of Initial Request: 2016

Legal compliance _____ [] Supports Community Plan _____ []
 Description & Justification / Need: Safety compliance _____ [] Other Asset Maintenance _____ [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

This request is for \$50,000 for engineering, equipment, design and/or construction of walkways/ADA ramps town wide. The Comprehensive Walkway Program seeks to provide a network of walkways throughout Sudbury. This walkway network will:

- Provide safe, accessible paved surfaces for pedestrians and other users which are separated from the roadway pavement used by motorized vehicles; and
- Link Sudbury conservation land, parks and other public areas of surrounding towns. Some of these towns have walkways terminating at the Sudbury line; and
- Provide access to public areas such as schools, recreation centers, shopping centers, houses of worship, etc.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

- Risk to public safety: Most pedestrian-vehicular accidents in Town can be attributed to the lack of separate thoroughfares for vehicles and pedestrians. As town population increases, the volume of traffic on roads increases; which in turn increases the potential for pedestrian/vehicle collisions.
- Equitable provision of services: Some of the oldest streets in town have walkways along them, and others do not. These old streets are typically narrow and curvy, and do not allow safe pedestrian usage. Funds should be earmarked to expand the walkway network along the older streets in town.
- Funding Sources outside taxation: The walkway program currently funded in Sudbury utilizes public funds from Town Meeting appropriation and private contributions from developers and private citizens. These private contributions have been made willingly over

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?

None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

The benefits of the entire walkway program are enumerated in the Report of the Sudbury Walkway Committee, February 2000, and in the Project Description and Justification and Need sections of this document (available on the Town's website at www.sudbury.ma.us under Committees/Planning Board).

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:

Walkway construction is crucial for the safety of the Town's residents. Some school children and town residents cannot walk safely along Town roads due to their narrow width, winding curves and lack of suitable shoulders.

Alternatives Considered and Reasons for Non-selection:

It had been previously requested, and defeated, at the 2000 Annual Town Meeting to approve a Proposition 2 ½ override for the construction of the comprehensive list of walkways. Town Meeting has favored annual appropriations for walkway construction within the levy limit. It is believed that under the direction of the DPW Director, the funds will be used and managed more efficiently this way, with the overall effect of costing the taxpayers less. The requested funds will be expended in the Dept. of Public Works budget, utilizing as much town staff time as possible given work schedules and expertise. The alternative is to contract out the entire job at significantly higher costs. As planned, dividing tasks between town departments and private contractors produces the lowest construction costs.

A second alternative is to apply for Community Preservation funds for the

Typical Replacement Lifecycle / Service Life: 25 Years

Also, re-utilization plan of current assets, if available: (trade-in, passed on to another Dept, sell)

Insurance requirement: Yes / No

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$250,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Operating Budget Impac Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Estimated Total Project (\$50,000	Estimated Future Savings:		Estimated Incremental Cost:	
---------------------------	----------	---------------------------	--	-----------------------------	--

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Projects that are currently under review/design in the DPWare: Old Framingham Road, Peakham Road, Dutton Road and Goodman's Hill Road.

- Funding Source(s)
For Finance Use Only**
- Tax Levy
 - Dedicated Revenue Source
 - Enterprise Retained Earnings
 - Capital Stabilization
 - Free Cash
 - Revolving Fund
 - Debt In-levy
 - Debt, Capital Exclusion
 - Dedicated Stab/New Growth
 - CPA
 - Grant(s) _____
 - Other _____
- CPA Purpose(s)
Check all that apply**
- Open Space
 - Recreation
 - Historical
 - Housing

Capital Improvement Program

Date submitted: 10/29/2021

Date of Last Edit:

Project Number: CIP_FY23_IS-1 Example: CIP_FY23_DPW-1 (includes Dept priority on the end, budget-level)

Project Title: Document Scanning

Category: Infrastructure

Department: Information Systems Contact: Mark Thompson, Technology Administrator

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
Rehabilitation []

Year of Initial Request: FY2021

Description & Justification / Need: Legal compliance [] Supports Community Plan []
Safety compliance [] Other Productivity [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

We would like to scan paper documents and add the digitized document files to our archiving software database (Application Xtender). This is the second year of this project and we are continuing with the first phase, which is to digitize any document that is larger than 11" x 17". The majority of these documents will be plans that have been submitted to various departments. The average size of these plans are 36" x 48" which are stored in boxes and file cabinets. The scanning vendor will index the plans by Address, Year/Month of Plan, Permit Number, and Plan Type. The documents will be scanned in a 300 dpi resolution and added to our archiving database. The electronic documents will be stored according to the methods recommended by the Commonwealth of Massachusetts Archives Division. This will allow us to destroy the paper documents after the scanning is completed.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health

Anticipated Staffing Changes:

None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

Documents can be retrieved through the archiving software and will be easily found through keyword searches. The space required to store these paper documents will be freed up for other uses. Time used by staff retrieving these documents will be greatly reduced. Large format documents can be given to public electronically thus, eliminating the need for residents to look at the plans in the Town offices.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:

Paper documents take up precious space in our Town Buildings. This problem will continue to grow without the digitization of our paper records.

Alternatives Considered and Reasons for Non-selection:

None

Typical Replacement Lifecycle / Service Life:

Also, re-utilization plan of current assets, if available: The scanned documents do not have a replacement lifecycle.

Insurance requirement: No

Discuss Operating Budget Impact:

The maintenance and support cost for the archiving software, Application Xtender is in the Information Systems budget. All of the scanned documents will be imported into this software application.

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$0	\$0	\$0	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only	
<input type="checkbox"/> Tax Levy	
<input type="checkbox"/> Dedicated Revenue Source	
<input type="checkbox"/> Enterprise Retained Earnings	
<input type="checkbox"/> Capital Stabilization	
<input type="checkbox"/> Free Cash	
<input type="checkbox"/> Revolving Fund	
<input type="checkbox"/> Debt In-levy	
<input type="checkbox"/> Debt, Capital Exclusion	
<input type="checkbox"/> Dedicated Stab/New Growth	
<input type="checkbox"/> CPA	
<input type="checkbox"/> Grant(s) _____	
<input type="checkbox"/> Other _____	

CPA Purpose(s) Check all that apply	
<input type="checkbox"/> Open Space	
<input type="checkbox"/> Recreation	
<input type="checkbox"/> Historical	
<input type="checkbox"/> Housing	

Estimated Total Project Cost: \$50,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

Quotation for scanning of large format documents from Digiscribe. Massachusetts State Archive Division's frequently asked questions about digital records.

Capital Improvement Program

Date submitted: 10/25/21 Date of Last Edit:

Project Number:	CIP-FY23-LSRHS-PickUp Truck-3
Project Title:	B&G Pick Up Truck
Category:	Equipment
Department / Committee:	LSRHS
Contact:	Bella Wong, Kirsteen Patterson

Justification Code:	
<input type="checkbox"/>	A-Essential
<input checked="" type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input type="checkbox"/>	Resubmission <input checked="" type="checkbox"/>	Recurring <input type="checkbox"/>	Rehabilitation <input type="checkbox"/>
Year of Initial Request:	2023			

Description & Justification / Need: Legal compliance Safety compliance Supports Community Plan Other

This space should be used to give a general, factual description of the project including an overview of the project timeline, relevant locations, stakeholders, cost drivers and supporting detail, as well as the project's expected useful life.

The request is to replace a 2012 Ford F350 pick up truck utilizing a trade-in value to offset the total cost. Approval of this request will afford the Buildings and Grounds crew the ability to conduct necessary transportation of materials, equipment and plowing capacity on the LSRHS grounds fully maintained by LS staff.

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost? N/A

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

This item would continue to deteriorate and nullify any trade value without replacement, thus costing the budget more in service fees. Alternatives have included costly maintenance and parts repair annually that could be saved with an active model warranty.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation: Continued costs for maintenance to have vehicle in the fleet during major weather events.

<p>Alternatives Considered and Reasons for Non-selection:</p> <p><i>Funding availability and projects approved in prior years</i></p>	<p>Typical Replacement Lifecycle / Service Life: 10 years</p> <p>Also, re-utilization plan of current assets, if available: <i>N/A</i></p> <p>Insurance requirement: Yes - once part of the fleet</p>
--	---

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...). This project will help the budget by not requiring annual maintenance costs.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$45,000		\$45,000			
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$45,000	\$0	\$45,000	\$0	\$0	\$0

Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$45,000	\$0	\$45,000	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only
<input type="checkbox"/> Tax Levy
<input type="checkbox"/> Dedicated Revenue Source
<input type="checkbox"/> Enterprise Retained Earnings
<input type="checkbox"/> Capital Stabilization
<input type="checkbox"/> Free Cash
<input type="checkbox"/> Revolving Fund
<input type="checkbox"/> Debt In-levy
<input type="checkbox"/> Debt, Capital Exclusion
<input type="checkbox"/> Dedicated Stab/New Growth
<input type="checkbox"/> CPA
<input type="checkbox"/> Grant(s) _____
<input type="checkbox"/> Other _____

CPA Purpose(s) Check all that apply
<input type="checkbox"/> Open Space
<input type="checkbox"/> Recreation
<input type="checkbox"/> Historical
<input type="checkbox"/> Housing

Est Total Project Cost: 45,000 with trade-Estimated Future Savings: \$3,000 Est Incremental Cost: Sudbury share 87.59% \$39,415

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Project quote estimates attached

Capital Improvement Program

Date submitted: 10/25/21 Date of Last Edit:

Project Number:	CIP-FY23-LSRHS-Skid Steer-4
Project Title:	B&G Gehl Skid Steer Bobcat
Category:	Equipment
Department / Committee:	LSRHS
Contact:	Bella Wong, Kirsteen Patterson

Justification Code:	
<input type="checkbox"/>	A-Essential
<input checked="" type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input type="checkbox"/>	Resubmission <input checked="" type="checkbox"/>	Recurring <input type="checkbox"/>	Rehabilitation <input type="checkbox"/>
Year of Initial Request:	2023			

Description & Justification / Need: Legal compliance Safety compliance Supports Community Plan Other

This space should be used to give a general, factual description of the project including an overview of the project timeline, relevant locations, stakeholders, cost drivers and supporting detail, as well as the project's expected useful life.

The request is to replace a 2006 model Bobcat - Gehl Skid Steer piece of equipment. The useful life has gone well beyond the expected 10 years and the intent is to utilize a trade-in value, if available, to offset the total cost. Approval of this request will afford the Buildings and Grounds crew the ability to conduct necessary transportation of materials, equipment and plowing capacity on the LSRHS grounds fully maintained by LS staff. The unit is a critical piece of snow removal that the district does in-house which is often time sensitive and can be a safety concern.

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost? N/A

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 This item would continue to deteriorate and nullify any trade value without replacement, thus costing the budget more in service fees. Alternatives have included costly maintenance and parts repair annually that could be saved with an active model warranty.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation: Continued costs for maintenance to have vehicle in the fleet during major weather events.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 10 years

Funding availability and projects approved in prior years

Also, re-utilization plan of current assets, if available: N/A

Insurance requirement: Yes - once part of the fleet

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...). This project will help the budget by not requiring annual maintenance costs.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$39,500		\$39,500			
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$39,500	\$0	\$39,500	\$0	\$0	\$0

Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$39,500	\$0	\$39,500	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only	
<input type="checkbox"/>	Tax Levy
<input type="checkbox"/>	Dedicated Revenue Source
<input type="checkbox"/>	Enterprise Retained Earnings
<input type="checkbox"/>	Capital Stabilization
<input type="checkbox"/>	Free Cash
<input type="checkbox"/>	Revolving Fund
<input type="checkbox"/>	Debt In-levy
<input type="checkbox"/>	Debt, Capital Exclusion
<input type="checkbox"/>	Dedicated Stab/New Growth
<input type="checkbox"/>	CPA
<input type="checkbox"/>	Grant(s) _____
<input type="checkbox"/>	Other _____
CPA Purpose(s) Check all that apply	
<input type="checkbox"/>	Open Space
<input type="checkbox"/>	Recreation
<input type="checkbox"/>	Historical
<input type="checkbox"/>	Housing

Est Total Project Cost: 39,500 with trade-Estimated Future Savings: \$3,000 Est Incremental Cost: Sudbury share 87.59% \$34,598

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Project quote estimates attached

Capital Improvement Program

Date submitted: 10/25/21 Date of Last Edit:

Project Number:	CIP-FY23-LSRHS-Firewall-2
Project Title:	Internet Technology Firewall
Category:	Infrastructure
Department / Committee:	LSRHS
Contact:	Bella Wong, Kirsteen Patterson

Justification Code:	
<input type="checkbox"/>	A-Essential
<input checked="" type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input type="checkbox"/>	Resubmission <input checked="" type="checkbox"/>	Recurring <input type="checkbox"/>	Rehabilitation <input type="checkbox"/>
Year of Initial Request:	2023			

Description & Justification / Need: Legal compliance Safety compliance Other Supports Community Plan

This space should be used to give a general, factual description of the project including an overview of the project timeline, relevant locations, stakeholders, cost drivers and supporting detail, as well as the project's expected useful life.

The firewall is a necessary piece of technology equipment that blocks spamware, malware, etc. and maintains school building compliance with CIPA (Children's Internet Protection Act)

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost? N/A

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings. Data Safety concerns are the main factors for the request and end of life technology. A completed project will save annual maintenance costs and ensure continuity of data security.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation: The project is due for replacement the upcoming year (2023).

Alternatives Considered and Reasons for Non-selection: Typical Replacement Lifecycle / Service Life: 15 years

Funding availability and projects approved in prior years

Also, re-utilization plan of current assets, if available: N/A

Insurance requirement: No

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

This project will help the budget by not requiring replacement costs.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$50,000		\$50,000			
TOTAL	\$50,000	\$0	\$50,000	\$0	\$0	\$0

Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$50,000	\$0	\$50,000	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only	
<input type="checkbox"/>	Tax Levy
<input type="checkbox"/>	Dedicated Revenue Source
<input type="checkbox"/>	Enterprise Retained Earnings
<input type="checkbox"/>	Capital Stabilization
<input type="checkbox"/>	Free Cash
<input type="checkbox"/>	Revolving Fund
<input type="checkbox"/>	Debt In-levy
<input type="checkbox"/>	Debt, Capital Exclusion
<input type="checkbox"/>	Dedicated Stab/New Growth
<input type="checkbox"/>	CPA
<input type="checkbox"/>	Grant(s) _____
<input type="checkbox"/>	Other _____
CPA Purpose(s) Check all that apply	
<input type="checkbox"/>	Open Space
<input type="checkbox"/>	Recreation
<input type="checkbox"/>	Historical
<input type="checkbox"/>	Housing

Estimated Total Project Cost: 159,200 Estimated Future Savings: N/A Estimated Incremental Cost: Sudbury share 87.59% \$43,795

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

CAPITAL REQUEST FORMS – FREE CASH ADDITIONS IN EXCESS OF \$100,000

CIP FY23 SPS-3
Noyes Classroom Sinks Replacement

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____								
Project Number: CIP FY23 SPS-3											
Project Title: Noyes Classroom Sinks Replacement											
Category: _____											
Department / Committee: SPS		Contact: William Barletta									
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>Project Type is:</td> <td>New [X]</td> <td>Resubmission []</td> <td>Recurring []</td> </tr> <tr> <td></td> <td></td> <td>Rehabilitation []</td> <td></td> </tr> </table>				Project Type is:	New [X]	Resubmission []	Recurring []			Rehabilitation []	
Project Type is:	New [X]	Resubmission []	Recurring []								
		Rehabilitation []									
Year of Initial Request: 2021											
Description & Justification / Need:		Legal compliance _____ [X]	Supports Community Plan _____ []								
		Safety compliance _____ []	Other _____ []								
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i></p> <p>The sinks and sink bases in 31 Noyes classrooms are original to the 1970 building. The sink bases are made of wood and have deteriorated to the point of not being able to be repaired. Being 50 year old wood they have absorbed moisture and are unable to be properly cleaned. The existing sinks do not meet current ADA requirements and were identified in the recent Town Wide ADA Self Evaluation and Transition Plan as Priority 1 Program Access Barriers. As a pilot project we replaced one classroom sink and base with a wall mounted accessible stainless steel sink that is able to be properly cleaned and maintained. The sink bases are no longer a programmatic need and contents are able to be stored separately. This is the means and method that will be used to replace the remaining sinks. The new classroom sink installations will meet current ADA requirements.</p> <p><i>Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...</i></p>											
<p>Anticipated Staffing Changes:</p> <p>None.</p>											
<p>Benefits of Project and Impact if Not Completed:</p> <p><i>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</i></p> <p>Ability to properly clean and maintain the classroom sinks. The new classroom sink installations will meet current ADA requirements as identified in the Town Wide ADA Self Evaluation and Transition Plan.</p> <p><i>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</i></p> <p>Continue use of the deteriorate units will result in eventually removing the sinks from service. Non compliance with identified ADA recommendations.</p>											
<p>Alternatives Considered and Reasons for Non-selection:</p> <p>There are no other economically practical or viable options for continuing use or replacing the sinks.</p>		<p>Typical Replacement Lifecycle / Service Life: 25 years</p> <p>Also, re-utilization plan of current assets, if available: NA</p> <p>Insurance requirement: No</p>									
<p>Discuss Operating Budget Impact:</p> <p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>Operational funds will no longer be applied to attempting to maintain these sinks and bases or place them out of service.</p>											
Recommended Financing											

**CIP FY23 SPS-3
Noyes Classroom Sinks Replacement**

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year					Funding Source(s) For Finance Use Only
		FY2022	FY2023	FY2024	FY2025	FY2026	
Study/Design	\$0						<input type="checkbox"/> Tax Levy
Land Acquisition	\$0						<input type="checkbox"/> Dedicated Revenue Source
Construction	\$35,000		\$35,000				<input type="checkbox"/> Enterprise Retained Earnings
Equipment/Furnishings	\$95,000		\$95,000				<input type="checkbox"/> Capital Stabilization
Contingency	\$0						<input type="checkbox"/> Free Cash
Other (legal fees)	\$0						<input type="checkbox"/> Revolving Fund
TOTAL	\$130,000	\$0	\$130,000	\$0	\$0	\$0	<input type="checkbox"/> Debt In-levy
Amounts Approved or Received							<input type="checkbox"/> Debt, Capital Exclusion
Grant Amount Approved/Rvc'd	\$0						<input type="checkbox"/> Dedicated Stab/New Growth
CPA Amount Approved/Rvc'd	\$0						<input type="checkbox"/> CPA
Net of CPA and Grants	\$130,000	\$0	\$130,000	\$0	\$0	\$0	<input type="checkbox"/> Grant(s) _____
Operating Budget Impact Include additional personnel costs, if applicable.							<input type="checkbox"/> Other _____
During Project	\$0						<input type="checkbox"/> CPA Purpose(s) Check all that apply
Post-Project Annual	\$0						<input type="checkbox"/> Open Space
Post-Project One-time	\$0						<input type="checkbox"/> Recreation
							<input type="checkbox"/> Historical
							<input type="checkbox"/> Housing

Estimated Total Project Cost: \$130,000 Estimated Future Savings: NA Estimated Incremental Cost: NA

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Capital Improvement Program

Date submitted: 11/3/2021 Date of Last

Project Number: CIP FY23 FAC-3

Project Title:	Atkinson Pool Filtration
Category:	Equipment
Department / Committee/Facilities	Contact: William Barletta

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring

 Rehabilitation

Year of Initial Request: 2021

Description & Justificatio/Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other _____ []

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

The existing sand filtration systems have exceeded their useful life and are in need of replacement. The lap pool and dive well pool filtration systems are critical components in maintaining the pools in proper healthy working order. Pool cleanliness must be maintained at all times for the pools to remain in operation. The existing pool filtration systems use conventional sand filters and metered chlorination injection to clean and treat the water in each pool. Some of these systems are over 30 years old and require repeated costly maintenance with parts becoming more expensive and difficult to source.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes:

None.

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

New pool filtration technology enables these systems to be more reliable and economical to operate and maintain.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:

Risk of systems failure and requiring pool closure. Pool closure would have a very large impact on the Park and Rec Dept. revenue as well as deprive the community and schools of a well used and beneficial town asset. Eventually the system will fail resulting in emergency replacement and a prolonged and costly closure.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 15 years

The only alternative is to attempt to maintain the existing system as long as possible until eventual failure and prolonged pool closure.

Also, re-utilization plan of current assets, if available: NA

Insurance requirement: No

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

The Atkinson pool cannot afford short or long term shutdowns which reduce or eliminate revenue. The bottom line cost of a closure approximately \$1,000 per day. Contracts and commitments with swim members and swim teams cannot be honored with pool closure. These systems are critical to the financial security of the pool operations and reputation with patrons. Down time and failure can be prevented with this upgrade.

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0	TBD				
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$0	\$0	\$0	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$0	\$0	\$0	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Estimated Total Project Cost: TBD	Estimated Future Savings:	Estimated Incremental Cost:
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Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):
List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Funding Source(s) For Finance Use Only
<input type="checkbox"/> Tax Levy
<input type="checkbox"/> Dedicated Revenue Source
<input type="checkbox"/> Enterprise Retained Earnings
<input type="checkbox"/> Capital Stabilization
<input type="checkbox"/> Free Cash
<input type="checkbox"/> Revolving Fund
<input type="checkbox"/> Debt In-levy
<input type="checkbox"/> Debt, Capital Exclusion
<input type="checkbox"/> Dedicated Stab/New Growth
<input type="checkbox"/> CPA
<input type="checkbox"/> Grant(s) _____
<input type="checkbox"/> Other _____
CPA Purpose(s) Check all that apply
<input type="checkbox"/> Open Space
<input type="checkbox"/> Recreation
<input type="checkbox"/> Historical
<input type="checkbox"/> Housing

Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_Construct Walkway Improvements_9

Project Title: Construct Walkway Improvements - Old Framingham Rd	
Category: Infrastructure	
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring
 Rehabilitation

Year of Initial Request: FY22

Description & Justification / Need: Legal compliance Safety compliance Supports Community Plan Other

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.
 Construct a walkway to connect the existing walk on Old Framingham Road (which currently ends roughly at house #60) to Nobscot Road, including drainage improvements and paving.
 The existing walkway on Old Framingham Road stops across the street in front of House number 60. It does not connect to the existing walkway along Nobscot Road leaving the Mahoney Farms development (over 55 complex) from Grouse Hill to Nobscot without a connecting walkway. The current alignment of the roadway in the vicinity of the existing culvert needs to be shifted easterly to accommodate the new walkway construction along with required easements and related work.
Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations..
 This walkway will comply with ADA to complete the connection of the existing walkway, which abruptly terminate into the roadway, to the walkway along

Anticipated Staffing Changes:
 Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 N/A

Benefits of Project and Impact if Not Completed:
Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 To provide connectivity by linking walkways to existing walkways to provide a complete network. Connectivity enables users to access multiple locations through a complete system of walkways throughout Town.
Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 Not constructing or extending walkways leaves isolated portions of walkways which do not connect Town wide. The current walk discharges users into harms way by forcing them into the roadway and vehicular traffic.

<p>Alternatives Considered and Reasons for Non-selection: (why something else wasn't chosen) Not constructing or extending walkways leaves isolated portions of walkways which do not connect Town wide.</p>	<p>Typical Replacement Lifecycle / Service Life: 25 Years</p> <p>Also, re-utilization plan of current assets, if available: (trade-in, passed on to another Dept, sell)</p>
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Discuss Operating Budget Impact:
 Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$500,000	\$500,000				
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$500,000	\$500,000	\$0	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

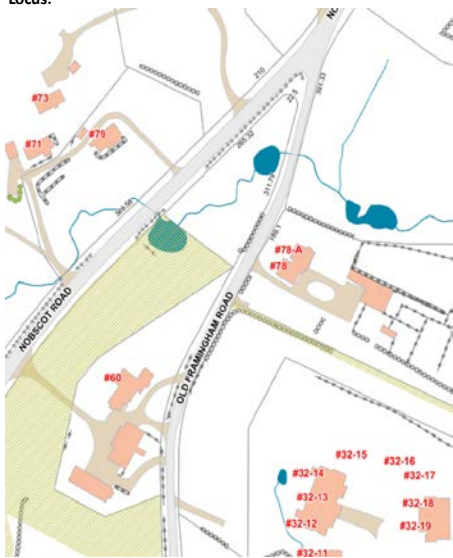
Funding Source(s) For Finance Use Only	
<input type="checkbox"/> Tax Levy	
<input type="checkbox"/> Dedicated Revenue Source	
<input type="checkbox"/> Enterprise Retained Earnings	
<input type="checkbox"/> Capital Stabilization	
<input type="checkbox"/> Free Cash	
<input type="checkbox"/> Revolving Fund	
<input type="checkbox"/> Debt In-levy	
<input type="checkbox"/> Debt, Capital Exclusion	
<input type="checkbox"/> Dedicated Stab/New Growth	
<input type="checkbox"/> CPA	
<input type="checkbox"/> Grant(s) _____	
<input type="checkbox"/> Other _____	

CPA Purpose(s) Check all that apply	
<input type="checkbox"/> Open Space	
<input type="checkbox"/> Recreation	
<input type="checkbox"/> Historical	
<input type="checkbox"/> Housing	

Estimated Total Project (\$500,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):
List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.
 The project is under design and currently going through the permitting process within the Public Works Department.

Locus:



Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_John Deere Backhoe/Loader_4

Project Title: Backhoe/Loader	
Category:	Rolling Stock
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring
 Rehabilitation

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

Purchase a new Backhoe-Loader with snow pusher attachment to replace an existing older model with a plow. This request is to replace an existing 2009 backhoe-loader with a new similar model with snow pusher attachment. The Department currently uses two (2) backhoe-loaders, however the oldest one is over 13 years old and is unreliable as a front-line machine. This article requests funds to purchase a new backhoe-loader, which will be safe, reliable, efficient, and capable of meeting the needs of the department. This equipment ensures the plowing operations remain efficient, and ultimately provide the staff with the proper equipment to clear the roads and parking lots during the snow and ice season. This unit has an estimated 12 year lifecycle.
Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations..

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 The replacement cycle of these types of DPW vehicles and equipment is approximately 12 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing significant delays in snow removal operations and construction projects.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 12 Years

(why something else wasn't chosen) An alternative is using the existing equipment and hope that equipment doesn't fail during critical operation, however, this is not a prudent plan and will jeopardize the ability of the DPW team to do their jobs safely and effectively

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*
 Trade in old Unit 22.

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$150,000	\$150,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$150,000	\$150,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$150,000	\$150,000	\$0	\$0	\$0	\$0

Operating Budget Impac Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$150,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_6 Wheel Combo Body Dump Truck_3	
Project Title: 6 Wheel Combo Body Dump Truck W/ Plow & Spreader	
Category: Rolling Stock	
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring
 Rehabilitation

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.
 Purchase a new 6-wheel dump truck with combination style (integrated spreader) body (>26,000 GVW) with plow and wing to replace an older model truck. This request will replace a 2007 Mack 6-wheel truck which has a fixed-mount dedicated spreader and plow with a new truck up-fitted with a combination body and plow. This truck is at its useful life-expectancy of about 15 years. Due to the caustic nature of the salt used in snow removal operations, the chassis and bodies of these vehicles disintegrate much sooner than the total number of hours or miles would typically indicate, in spite of being washed after every treatment event. Being a dedicated spreader, this vehicle is only used during winter months. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. This proposal is to replace the existing dedicated spreader with a combination body (dump truck and spreader) to be used throughout all seasons. The Public Works employees use these vehicles to move materials and equipment while performing construction activities as well as plow snow and treat the roadways during winter operations..

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 The replacement cycle of these types of DPW vehicles and equipment is approximately 15 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in snow removal operations and construction projects.

Alternatives Considered and Reasons for Non-selection: Typical Replacement Lifecycle / Service Life: 15 Years

(why something else wasn't chosen) An alternative is using the existing equipment and hope that equipment doesn't fail during critical operation, however, this is not a prudent plan and will jeopardize the ability of the DPW team to do their jobs safely and effectively.

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*
 Trade in old Unit 18.

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$275,000	\$275,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$275,000	\$275,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$275,000	\$275,000	\$0	\$0	\$0	\$0

Operating Budget Impac Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only
<input type="checkbox"/> Tax Levy
<input type="checkbox"/> Dedicated Revenue Source
<input type="checkbox"/> Enterprise Retained Earnings
<input type="checkbox"/> Capital Stabilization
<input type="checkbox"/> Free Cash
<input type="checkbox"/> Revolving Fund
<input type="checkbox"/> Debt In-levy
<input type="checkbox"/> Debt, Capital Exclusion
<input type="checkbox"/> Dedicated Stab/New Growth
<input type="checkbox"/> CPA
<input type="checkbox"/> Grant(s) _____
<input type="checkbox"/> Other _____

CPA Purpose(s) Check all that apply
<input type="checkbox"/> Open Space
<input type="checkbox"/> Recreation
<input type="checkbox"/> Historical
<input type="checkbox"/> Housing

Estimated Total Project (\$275,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_Skid Steer_5

Project Title: Skid Steer

Category: Rolling Stock

Department / Committer: DPW Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
Rehabilitation []

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance [] Safety compliance [] Supports Community Plan [] Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

This request is to replace an existing skid steer with a new similar model to be used by all divisions within the Public Works Department including the Highway, Drainage and Cemetery. The skid steer would have multiple attachments and be use in sidewalk construction, maintaining and installing drains (catch basins, manholes, culverts, swales, etc.) that are inaccessible by the larger machines (backhoes). This unit has an estimated 12 Year lifecycle. Equipment Maintenance – older equipment is aged, unreliable and becoming costly to repair.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
Equipment failure and significant delays in important town operations including roadwork and drainage. More fees spent on rental of skid steers.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 12 Years

(why something else wasn't chosen) Leasing equipment has been considered, but the CIAC prefers the town purchase outright because it will save money in the long run.

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*
Trade in old Unit 26.

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$130,000	\$130,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$130,000	\$130,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$130,000	\$130,000	\$0	\$0	\$0	\$0

Operating Budget Impac Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$130,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_Roadside Mower Attachment_6

Project Title: Roadside Mower	
Category:	Rolling Stock
Department / Committer: DPW	Contact: Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New [] Resubmission [] Recurring [X]
 Rehabilitation []

Year of Initial Request: FY23

Description & Justification / Need: Legal compliance [] Safety compliance [] Supports Community Plan []
 Other Rolling Stock [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.
 This request is to replace an older tractor with boom flail mower (unit 35) with a roadside mower attachment to be utilized on an existing front end loader. Equipment will be used by the Trees & Cemetery Division for townwide roadside vegetation management. The Public Works employees use this equipment to perform roadside mowing which is crucial for the safety of motorists and pedestrians to eliminate obstructed sight lines. This unit has an estimated 12 Year lifecycle.
 Equipment Maintenance – older equipment is aged, unreliable and becoming costly to repair.

Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...

Anticipated Staffing Changes:
 Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?
 None

Benefits of Project and Impact if Not Completed:
Highlight project benefits, including efficiencies created, service enhancements, and cost savings.
 Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:
 Equipment failure and significant delays in important town operations including roadside mowing. The roads would be unsafe to navigate.

Alternatives Considered and Reasons for Non-selection: (why something else wasn't chosen)

Typical Replacement Lifecycle / Service Life: 12 Years

Also, re-utilization plan of current assets, if available: (trade-in, passed on to another Dept, sell)
 Trade in old Unit 35.

Discuss Operating Budget Impact:
 Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$0					
Equipment/Furnishings	\$100,000	\$100,000				
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$100,000	\$100,000	\$0	\$0	\$0	\$0

Amounts Approved or Received

Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$100,000	\$100,000	\$0	\$0	\$0	\$0

Operating Budget Impact Include additional personnel costs, if applicable.

During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

**Funding Source(s)
For Finance Use Only**

Tax Levy

Dedicated Revenue Source

Enterprise Retained Earnings

Capital Stabilization

Free Cash

Revolving Fund

Debt In-levy

Debt, Capital Exclusion

Dedicated Stab/New Growth

CPA

Grant(s) _____

Other _____

**CPA Purpose(s)
Check all that apply**

Open Space

Recreation

Historical

Housing

Estimated Total Project (\$100,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.



CIP FY23 SPS-8
Schools HVAC/Heating Repairs and Replacements

Capital Improvement Program		Date submitted: _____	Date of Last Edit: _____								
Project Number: CIP FY23 SPS-8											
Project Title: Schools HVAC/Heating Repairs and Replacements											
Category: Equipment											
Department / Committee: SPS	Contact: William Barletta										
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>Project Type is:</td> <td>New <input checked="" type="checkbox"/> [X]</td> <td>Resubmission <input type="checkbox"/> []</td> <td>Recurring <input type="checkbox"/> []</td> </tr> <tr> <td></td> <td></td> <td>Rehabilitation <input type="checkbox"/> []</td> <td></td> </tr> </table>				Project Type is:	New <input checked="" type="checkbox"/> [X]	Resubmission <input type="checkbox"/> []	Recurring <input type="checkbox"/> []			Rehabilitation <input type="checkbox"/> []	
Project Type is:	New <input checked="" type="checkbox"/> [X]	Resubmission <input type="checkbox"/> []	Recurring <input type="checkbox"/> []								
		Rehabilitation <input type="checkbox"/> []									
Year of Initial Request: 2021											
Description & Justification / Need:		Legal compliance _____ []	Supports Community Plan _____ []								
		Safety compliance _____ []	Other _____ []								
<p><i>Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.</i></p> <p>This a request for the repair and replacement of individual HVAC and heating repairs and replacements in several schools. These items are critical to maintaining the heat and ventilation requirements in buildings. The district has continually addressed needed HVAC and heat issues in schools, this effort has been heavily relied upon as building systems have been called to operate in the pandemic period in good working order with extended schedules. The items below are a combined request and continuation of the ongoing repair and maintenance of this critical building infrastructure.</p> <ul style="list-style-type: none"> - Noyes 31 classroom window air conditioning units with associated window and electrical work \$180,000 - Curtis HRU-2 Unit Replacement \$95,000 - Curtis RTU-5 Unit Replacement \$75,000 - Nixon Boiler #3 Heat Exchanger Replacement \$30,000 - Noyes Main Heating/Circulation Pump Replacement \$25,000 - Curtis Univent Room 148 Replacement \$50,000 <p align="right">Descriptions of each item are contained within the attached supporting document.</p>											
Anticipated Staffing Changes:											
None.											
Benefits of Project and Impact if Not Completed:											
<p><i>Highlight project benefits, including efficiencies created, service enhancements, and cost savings.</i></p> <p>Contained within the attached supporting document.</p> <p><i>Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:</i></p> <p>Minimum levels of air flow and air exchange must be maintained in occupied buildings. Heat must be functioning in occupied buildings. Additional information is contained within the attached supporting document.</p>											
Alternatives Considered and Reasons for Non-selection:		Typical Replacement Lifecycle / Service Life: 10 - 15 years									
Contained within the attached supporting document.		Also, re-utilization plan of current assets, if available: NA									
		Insurance requirement: No									
Discuss Operating Budget Impact:											
<p><i>Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).</i></p> <p>Operation budgets cannot support the level of effort required to repair and replace this type of equipment as required. It is more cost effective and efficient to combine these projects. Items have become increasingly more costly to maintain, and in some cases all repairs and remedies have been expended.</p>											

CIP FY23 SPS-8
Schools HVAC/Heating Repairs and Replacements

Recommended Financing								
		Estimated Project Costs by Fiscal Year						Funding Source(s) For Finance Use Only <input type="checkbox"/> Tax Levy <input type="checkbox"/> Dedicated Revenue Source <input type="checkbox"/> Enterprise Retained Earnings <input type="checkbox"/> Capital Stabilization <input type="checkbox"/> Free Cash <input type="checkbox"/> Revolving Fund <input type="checkbox"/> Debt In-levy <input type="checkbox"/> Debt, Capital Exclusion <input type="checkbox"/> Dedicated Stab/New Growth <input type="checkbox"/> CPA <input type="checkbox"/> Grant(s) _____ <input type="checkbox"/> Other _____
Funding Category	Five-Year Total (formulas present)	FY2022	FY2023	FY2024	FY2025	FY2026		
Study/Design	\$0							
Land Acquisition	\$0							
Construction	\$455,000		\$455,000					
Equipment/Furnishings	\$0							
Contingency	\$0							
Other (legal fees)	\$0							
TOTAL	\$455,000	\$0	\$455,000	\$0	\$0	\$0		
Amounts Approved or Received								
Grant Amount Approved/Rvc'd	\$0							
CPA Amount Approved/Rvc'd	\$0							
Net of CPA and Grants	\$455,000	\$0	\$455,000	\$0	\$0	\$0		
Operating Budget Impact <i>Include additional personnel costs, if applicable.</i>								
During Project	\$0							
Post-Project Annual	\$0							
Post-Project One-time	\$0							
Estimated Total Project Cost: \$455,000		Estimated Future Savings: NA		Estimated Incremental Cost: NA				
Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):								
<i>List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.</i>								

CIP FY23 SPS-8 Item Descriptions

Noyes Classroom Air Conditioning Units \$180,000

Install 31 classroom window air conditioning units with all associated window and electrical work. The classrooms are exceeding hot during the warmest periods of the school year. This supports the school's educational mission with needed air conditioning in these classrooms. These classrooms at the Noyes school have always been a difficulty in warmer weather. As the warm weather season has expanded further into the school year the classrooms have become increasingly unbearable for students as there is no practical way to cool the rooms.

Useful Life: 10 years

Alternatives: Attempt to ventilate with windows only.

Curtis Rooftop Unit #5 Replacement \$95,000

Replace the Curtis school RTU-5 R22 AC Condensing Unit with a new R410A AC Condensing unit and DX Cooling Coil.

The unit is 21+ years old and the components are obsolete and wearing out.

The unit is currently Refrigerant 22 which is obsolete, and it will be replaced to a R410A refrigerant unit.

Useful Life 10-15 years

Alternatives: Attempt to repairing existing unit. R22 Refrigerant is obsolete and expensive.

Curtis Rooftop Unit HRU-2 Replacement \$75,000

Replace the Curtis school HRU-2 R22 AC Condensing Unit with a new R410A AC Condensing unit and DX Cooling Coil.

The unit is 21+ years old and the components are obsolete and wearing out.

The unit is currently Refrigerant 22 which is obsolete, and it will be replaced to a R410A refrigerant unit.

Useful Life 10-15 years

Alternatives: Attempt to repairing the existing unit. R22 Refrigerant is obsolete and expensive.

Nixon Boiler #3 Heat Exchanger Replacement \$30,000

Replace Boiler #3 Heat Exchanger at the Nixon School with a new Heat Exchanger and associated parts to maintain building heating system reliability.

With the new Heat Exchanger replacement for the #3 Nixon boiler the school will be able maintain even reliable heat throughout the school without experiencing cold sections.

The building needs the three boilers as designed to properly heat the school.

Useful Life 10-15 years

Alternatives: Attempt to patch repairs with school experiencing cold areas.

Noyes Heating Main Circulating Pump Replacement \$25,000

Replace the Noyes School main hot water heating circulating pump assembly with a new circulating pump sled unit with associated piping, fittings, valves, gauges, fluids, flex joints and VFD parts.

The 20+ year old pump has outlasted its reliability and usefulness.

The unit has been repaired to the extent possible and is now unrepairable.

Useful Life 10-15 years

Alternatives: There is no alternative to replacement.

Curtis School Science Room #148 Univent Heat pump Replacement \$50,000

Replace the Curtis School Science Room # 148 univent with a new R410A Heat pump heating and cooling coil univent.

The 21+ plus year old cooling coil Univent was not addressed during the 2008 Curtis School 8 Science room univent heat pump upgrade project. The existing Univent was converted to a heat pump and does not operate in heating mode.

Reliability of a fully functioning heat pump Univent that will heat during the shoulder seasons.

Useful Life 10-15 years

Alternatives: A less expensive alternative was undertaken in 2008. There is no alternative to replacement.

Capital Improvement Program

Date submitted: 10/25/21 Date of Last Edit:

Project Number:	CIP-FY23-LSRHS-Chainlink Fence-1
Project Title:	Chain link fence replacement
Category:	Infrastructure
Department / Committee:	LSRHS
Contact:	Bella Wong, Kirsteen Patterson

Justification Code:	
<input type="checkbox"/>	A-Essential
<input checked="" type="checkbox"/>	B-Asset Maintenance
<input type="checkbox"/>	C-Enhancement

Project Type is:	New <input type="checkbox"/>	Resubmission <input checked="" type="checkbox"/>	Recurring <input type="checkbox"/>	Rehabilitation <input type="checkbox"/>
Year of Initial Request:	2020			

Description & Justification / Need: Legal compliance Safety compliance Supports Community Plan Other

This space should be used to give a general, factual description of the project including an overview of the project timeline, relevant locations, stakeholders, cost drivers and supporting detail, as well as the project's expected useful life.

The chain link fence that provides a safety perimeter for the fields is in bad condition and in desperate need of replacement. The original fence was installed in 2004, the year the new building was commissioned and has been maintained along the way but it has exceeded expected useful life of 15 years. The fields are used by LS students for wellness programs, after school athletics as well as community members using the fields for weekend activities. The timeline for replacement would ideally take place in the summer of 2022 for minimal disruption. The project will require a project management organization to facilitate landscape architecture oversight. All procurement requirements will be followed for the process and coordinated by the management group.

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost? N/A

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings. Safety concerns are the main factors for the request. A completed project will save annual maintenance costs.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation: The project has been delayed due to years of not funding and the damage to the fence continues despite efforts to maintain.

Alternatives Considered and Reasons for Non-selection:

Typical Replacement Lifecycle / Service Life: 15 years

Funding availability and projects approved in prior years

Also, re-utilization plan of current assets, if available: N/A

Insurance requirement: No

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...). This project will help the budget by not requiring annual maintenance costs.

Recommended Financing

Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2022	FY2023	FY2024	FY2025	FY2026
Study/Design	\$9,200		\$9,200			
Land Acquisition	\$0					
Construction	\$150,000		\$150,000			
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$159,200	\$0	\$159,200	\$0	\$0	\$0

Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$159,200	\$0	\$159,200	\$0	\$0	\$0

Operating Budget Impac Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

Funding Source(s) For Finance Use Only	
<input type="checkbox"/>	Tax Levy
<input type="checkbox"/>	Dedicated Revenue Source
<input type="checkbox"/>	Enterprise Retained Earnings
<input type="checkbox"/>	Capital Stabilization
<input type="checkbox"/>	Free Cash
<input type="checkbox"/>	Revolving Fund
<input type="checkbox"/>	Debt In-levy
<input type="checkbox"/>	Debt, Capital Exclusion
<input type="checkbox"/>	Dedicated Stab/New Growth
<input type="checkbox"/>	CPA
<input type="checkbox"/>	Grant(s) _____
<input type="checkbox"/>	Other _____
CPA Purpose(s) Check all that apply	
<input type="checkbox"/>	Open Space
<input type="checkbox"/>	Recreation
<input type="checkbox"/>	Historical
<input type="checkbox"/>	Housing

Estimated Total Project Cost: 159,200 Estimated Future Savings: N/A Est Incremental Cost: Sudbury share 87.59% \$139,443

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):

List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Project quote estimates attached

CAPITAL REQUEST FORMS – DEBT FUNDED PROJECTS

Capital Improvement Program

Date submitted: 10/29/21

Date of Last Edit:

Project Number: CIP_FY23_DPW_Townwide Drainage & Roadway Reconstruction_7

Project Title:	Townwide Drainage & Roadway Reconstruction
Category:	Infrastructure
Department / Committee:	DPW
Contact:	Dan Nason

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New Resubmission Recurring
 Rehabilitation

Year of Initial Request: FY22

Legal compliance _____ [] Supports Community Plan _____ []
 Safety compliance _____ [] Other Asset Maintenance _____ [X]

Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.

This request is to fund the reconstruction of the drainage system in Goodman’s Hill Road and Pratt’s Mill Road including replacement of old corrugated metal pipe that deteriorates over time, catch basins and manholes where required. Reconstruction will include full repaving of the roadway upon completion. Coordination with the Water District and National Grid will be included as those entities may need to upgrade their services as well. Over time old corrugated metal drainage pipe deteriorates underground and loses its structural integrity. This occurs specifically because it is in contact with salt which is applied during winter treatment operations. Goodman’s Hill Road & Pratt’s Mill Road was televised using specialized camera equipment to record the condition of the pipe. Various locations showed significant section loss (complete sections of pipe missing due to corrosion). Additionally, on the afternoon of Tuesday, September 8, 2020 a sinkhole formed in Goodman’s Hill Road causing significant traffic delays and detours in order to repair the failed section of the drain system (see pictures below).

Anticipated Staffing Changes:

Highlight project staffing changes that would be driven by this project. Is this a short- or long-term impact? Will this be an adjustment that is funded by the project cost or independent of that cost?

None

Benefits of Project and Impact if Not Completed:

Highlight project benefits, including efficiencies created, service enhancements, and cost savings.

The Town has invested a great deal of money in its infrastructure over the past few decades. Continuing this investment ensures the stormwater (drain) system and the roadway remains in good condition and structurally sound.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:

Drainage system will continue to deteriorate eventually creating sinkholes and forcing road closures, detours and subsequent emergency repairs.

Alternatives Considered and Reasons for Non-selection:

(why something else wasn't chosen) Risk potential sinkholes and road closures/detours.

Typical Replacement Lifecycle / Service Life: 50 Years

Also, re-utilization plan of current assets, if available: *(trade-in, passed on to another Dept, sell)*

Discuss Operating Budget Impact:

Explain the project's short- and long-term impacts on the department's operating budget - this is not the cost of the project but ongoing cost for maintenance, operation that will need to come from your operational budget in the future (oil changes, filters, fuel, maintenance contracts etc...).

Recommended Financing						
Funding Category	Five-Year Total (formulas present)	Estimated Project Costs by Fiscal Year				
		FY2023	FY2024	FY2025	FY2026	FY2027
Study/Design	\$0					
Land Acquisition	\$0					
Construction	\$3,500,000	\$3,500,000				
Equipment/Furnishings	\$0					
Contingency	\$0					
Other (legal fees)	\$0					
TOTAL	\$3,500,000	\$3,500,000	\$0	\$0	\$0	\$0
Amounts Approved or Received						
Grant Amount Approved/Rvc'd	\$0					
CPA Amount Approved/Rvc'd	\$0					
Net of CPA and Grants	\$3,500,000	\$3,500,000	\$0	\$0	\$0	\$0
Operating Budget Impact Include additional personnel costs, if applicable.						
During Project	\$0					
Post-Project Annual	\$0					
Post-Project One-time	\$0					

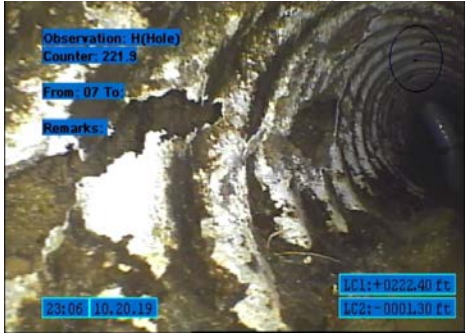
Funding Source(s) For Finance Use Only
<input type="checkbox"/> Tax Levy
<input type="checkbox"/> Dedicated Revenue Source
<input type="checkbox"/> Enterprise Retained Earnings
<input type="checkbox"/> Capital Stabilization
<input type="checkbox"/> Free Cash
<input type="checkbox"/> Revolving Fund
<input type="checkbox"/> Debt In-levy
<input type="checkbox"/> Debt, Capital Exclusion
<input type="checkbox"/> Dedicated Stab/New Growth
<input type="checkbox"/> CPA
<input type="checkbox"/> Grant(s) _____
<input type="checkbox"/> Other _____

CPA Purpose(s) Check all that apply
<input type="checkbox"/> Open Space
<input type="checkbox"/> Recreation
<input type="checkbox"/> Historical
<input type="checkbox"/> Housing

Estimated Total Project (\$3,500,000 Estimated Future Savings: Estimated Incremental Cost:

Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):
List titles/locations of documents, insert relevant photos, identify other items as applicable to the project that is not list otherwise on this form.

Picture(s) of sections of the televised drain pipe and a recent (September 8, 2020) sinkhole on Goodman's Hill Road:



EMPLOYEE HEAD COUNT

<u>Full-Time Equivalents</u>	Fiscal Year		
	2021	2022	2023
General Government.....	30	30	30
Public Safety.....	88	88	88
Sudbury Public Schools.....	383	428	439
Public Works.....	34	34	34
Human Services.....	11	11	11
Culture and recreation.....	18	18	18
Total	564	609	620

FY21 EMPLOYEE COMPENSATION GREATER THAN \$100,000

Position	Total	Salary¹	Other²	Overtime
Town Manager	193,800	180,000	13,800	
Fire Capt/Emt (Retired)	192,172	88,935	58,461	44,776
Fire Capt/Emt	189,097	88,935	43,152	57,010
Police Chief	185,711	136,366	49,345	
Police Lieutenant	167,018	113,461	37,111	16,446
Asstistant Town Manager	162,092	155,848	6,244	
Fire Chief	162,063	136,366	25,697	
Director of DPW	156,048	155,848	200	
Finance Director/Treasuer	155,848	155,848		
Police Lieutenant	153,788	116,280	22,361	15,147
Fire Lieutenant-Paramedic/Emt	143,123	78,366	17,999	46,758
Police Sergeant	142,689	79,741	25,430	37,518
Combined Facilities Director	136,766	136,366	400	
Assistant Fire Chief	133,939	108,463	25,476	
Fire Captain/EMT	132,385	88,935	13,108	30,342
Police Sergeant	129,276	79,741	25,962	23,573
Deputy Director Public Works	125,119	125,119		
Firefighter/EMT	124,447	68,133	9,023	47,291
Police Sergeant	124,004	79,741	25,928	18,335
Town Accountant	123,190	122,990	200	
Director of Planning	118,072	118,072		
Police Sergeant	117,819	79,741	30,861	7,217
Library Director	116,830	116,280	550	
Firefighter/EMT Paramedic	116,341	73,102	10,724	32,515
Firefighter/EMT	115,760	68,133	18,814	28,813
Technology Administrator	115,519	107,617	7,902	
Fire Lieutenant-Paramedic/Emt	113,185	73,198	16,981	23,006
Fire Lieutenant/Emt	113,125	77,841	18,749	16,535
Fire Lieutenant-Paramedic/Emt	113,024	76,700	20,056	16,268
Fire Captain/EMT	112,148	83,203	13,828	15,117
Firefighter/EMT Paramedic	110,446	67,294	14,229	28,923
Asst Town Engineer	110,025	106,675	3,350	
Patrolman	108,755	65,902	34,122	8,731
Patrolman	108,347	65,902	25,097	17,348
Director of Health	108,106	105,560	2,546	
Firefighter/EMT Paramedic	107,912	69,171	9,089	29,652
Patrolman	107,449	61,189	32,046	14,214
Highway Head of Operations	105,994	86,752	227	19,015
Firefighter/EMT Paramedic	105,981	71,587	11,882	22,512
Fire Lieutenant/EMT (Retired)	104,084	49,430	36,757	17,897
Police Sergeant	103,976	79,741	8,847	15,388
Patrolman	103,853	65,902	32,416	5,535
Firefighter/EMT Paramedic	103,572	71,817	9,531	22,224
Firefighter/EMT Paramedic	103,389	73,102	17,281	13,006
Police Sergeant	102,830	73,460	7,501	21,869
Patrolman	102,261	65,902	22,877	13,482
Firefighter/EMT Paramedic	102,237	67,160	9,676	25,401
Director of Assessing	101,572	97,872	3,700	
Firefighter/EMT	100,857	68,133	5,403	27,321

¹ Salaries are base pay.

² Other Compensation paid to employees may include annuities, deferred compensation match, career incentive, stipends, longevity, regular or retirement sick buy-back, or any other compensation paid by the Town, other than base salary or overtime.

COLLECTIVE BARGAINING

Bargaining Unit and Contract Financial Terms:

LS Regional High School

One-year contract covering fiscal year 2022. Effective date is 7/1/2021 and Cost of Living Adjustment is 0% or \$750. Three-year contract covering fiscal years 2023, 2024 and 2025. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/22: 3%; 7/1/23: 2%; 7/1/24: 2%.

Sudbury Public Schools, K-8

Teachers

One-year contract covering fiscal year 2022. Effective date is 7/1/2021 and Cost of Living Adjustment is 1 1/2% or \$750, whichever is greater. Three-year contract covering fiscal years 2023, 2024 and 2025. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/22: 2%; 7/1/23: 2%; 7/1/24: 2%.

Support Staff

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

Nurses

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

Custodians

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

Town

Fire

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

Police – Patrol Officers

Three-year contract covering fiscal years 2022, 2023 and 2024. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/21: 1/2%; 7/1/22: 2%; 7/1/23: 2%.

Police - Sergeants

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

Public Works

Three-year contract covering fiscal years 2022, 2023 and 2024. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/21: 1/2%; 7/1/22: 2%; 7/1/23: 2%.

Engineering

Three-year contract covering fiscal years 2022, 2023 and 2024. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/21: 1/2%; 7/1/22: 2%; 7/1/23: 2%.

Supervisory

One-year contract covering fiscal year 2022. Effective date is 7/1/2021 and Cost of Living Adjustment is 1/2%. The next two-year contract covering fiscal years 2023 and 2024 remains unsettled as of the printing of this document.

Civilian Dispatchers

The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

BUDGET TERMS AND DEFINITIONS

Abatement: A reduction provided by the Assessors in the assessed tax because of bona fide specific conditions or situations not considered when the tax was levied.

Abatement Surplus: Accumulation of the surplus amounts of Abatements and Exemptions set aside by the Assessors each year to cover abatements of (and exemptions from) real estate and personal property tax assessments. The accumulated amount for previous years no longer committed for abatements may be used by vote of the Town Meeting.

Allowance for Abatements and Exemptions: An amount set by the Assessors to create a fund to cover abatements of (and exemptions from) real and personal tax assessments for the current year, and raised on the tax levy.

Appropriation: An authorization by town meeting to make obligations and payments from the treasury for a specific purpose

Balanced Budget: A plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues).

Benefits and Insurance: This account in the shared expenses section of the budget is comprised primarily of benefits such as health insurance and retirement for both school and general government employees.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Bond Anticipation Note: Short-term interest-bearing notes issued by a government in anticipation of bonds to be issued at a later date. The notes are retired from proceeds from the bond issue to which they are related. Also referred to as a BAN.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a 12-month period referred to as the Fiscal Year, or FY) and the proposed means of financing them.

Capital Exclusion: A temporary increase in the tax levy to fund a capital project or make a capital acquisition.

Cherry Sheet: An annual statement received from the Department of Revenue detailing estimated receipts for the next fiscal year from the various state aid accounts as well as estimated state and county government charges payable to the state. The name "Cherry Sheet" derives from the color of the paper used.

Circuit Breaker Program: School districts are eligible for reimbursements for students with disabilities whose programs cost greater than four times the statewide foundation budget. "Circuit Breaker" means the reimbursement program for certain costs of special education as specified in M.G.L. c. 71B, § 5.

Debt Exclusion: An override to Proposition 2 ½ for the purpose of raising funds for debt service costs; remains for the life of the debt only.

Enterprise Fund: A separate fund, set up to provide a specific Town service, whereby all direct and indirect/overhead costs of providing the service are funded in total from user charges. An appropriation for an enterprise fund is funded in total from enterprise fund revenue unless otherwise noted. Enterprise fund revenue used to fund services provided by other Town departments will be shown in the warrant after the appropriation total for the department. An enterprise fund is required to fully disclose all costs and all revenue sources needed to provide a service.

Exemption: A reduction provided for a variety of purposes, which include, but are not limited to: buildings/property used for religious, government, charity, or pollution control. In addition, exemptions may also be provided to the elderly, handicapped, and veterans under certain conditions.

Free Cash: Free cash is the available, undesignated fund balance of the general fund and is generated when actual revenue collections are in excess of estimates, when expenditures are less than appropriated, or both. A free cash balance is certified as of July 1 each year by the Department of Revenue and once certified, any or all of the certified amount may be used to defray Town expenses by a vote of the Town Meeting.

Fund: A grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives

Fund Balance: Fund balance is the difference between assets and liabilities in a governmental fund.

Fund Equity: Fund equity is the difference between assets and liabilities in an enterprise fund.

Funding Sources for Expenditures: Authorizations for the Town to expend monies are made in the form of a motion at Town Meeting. The wording of the motions will specify the funding source; that is, the place from where money is going to come or will be raised. When a motion reads, “to appropriate a sum of money” without a source being identified, that amount will be included in the tax calculation, whereby the total of all sums to be appropriated will be reduced by an estimate of local and state revenue. The balance needed will be provided by property taxes. When items in the warrant are offset or raised from available funds, those items will also appear as offsets in the determination of the tax rate.

GAAP: Generally accepted accounting principles.

GASB: The Government Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with GAAP.

General Fund: 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

Levy Limit: The maximum amount a community can levy in any given year.

Local Receipts: This is the third largest source of revenue for the Town after property taxes and Cherry Sheet receipts. While it is comprised of a number of different items, the largest source is the auto excise tax.

Master Plan: “A statement through text, maps, illustrations or other forms of communication, that is designed to provide a basis for decision making regarding the long-term physical development of the municipality...” according to Massachusetts General Law Chapter 41 Section 81D.

New Growth: Proposition 2 ½ allows a community to increase its levy limit annually by an amount based upon the valuation of certain new construction and other growth in the tax base that is not the result of property revaluation. New growth becomes part of the levy limit and thus increases at the rate of 2.5% each year as the levy limit increases.

Override: An override is passed by a majority vote at Town Meeting and at the ballot. There are three types of overrides: An Operating Override, which permanently increases the levy limit; a Debt Exclusion, which increases the levy limit only for the life of the debt; and a Capital Project Override, which increases the levy only for the year in which the project is undertaken.

OPEB: Post-employment benefits that an employee will begin to receive at the start of retirement. This does not include pension benefits paid to the retired employee. Other post-employment benefits that a retiree can be compensated for are life insurance premiums, healthcare premiums and deferred-compensation arrangements.

Policy: A course or principle of action adopted or proposed by a government.

Proposition 2½: A Massachusetts General Law enacted in 1980 to limit property taxes.

Reserve Fund: An amount appropriated by the Annual Town Meeting for emergency or unforeseen purposes. The Finance Committee, by state law, is the sole custodian of the Reserve Fund and approves transfers from the Fund into the operating budgets throughout the year if: (1) the need for funds is of an emergency and/or unforeseen nature, and (2) if, in the judgment of the Finance Committee, the Town Meeting would approve such an expenditure if such a meeting was held. The Reserve Fund is, therefore, a mechanism for avoiding the necessity of frequent Special Town Meetings.

Revolving Fund: Funds that may be used without appropriation and that are established for special uses. Recreation fees, for example, may be paid into a revolving fund. Revolving funds are established by state law or Town bylaw.

Stabilization Fund: Under Massachusetts General Law Chapter 40 §5B, a community may establish one or more stabilization funds for different purposes by a two-thirds vote of Town Meeting. It may amend the purposes of those funds at a later time in the same manner. Appropriations into and from the funds require a two-thirds vote of Town Meeting.

Tax Levy: The tax levy is the revenue a community can raise through real and personal property taxes. In Massachusetts, municipal revenues to support local spending for schools, public safety, general government and other public services are raised through the tax levy, state aid, local receipts and other sources. The tax levy is the largest source of revenue for most cities and towns.

Town-wide Operating Expenses: This account in the general government section of the budget is comprised primarily of operating expenses such as postage, telephone and property liability insurance, that support town-wide operations and are not assigned to any one department or cost center.