

*Town of Sudbury, Massachusetts*



Town Manager's Proposed Budget

For the Fiscal Year Ended June 30, 2026

**Town of Sudbury, Massachusetts**  
Town Manager’s Proposed Budget  
For the Fiscal Year Ended June 30, 2026

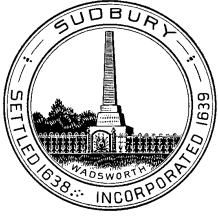
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# ***Introductory Section***



Andrew J. Sheehan  
Town Manager

**TOWN OF SUDBURY**  
*Office of the Town Manager*  
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January 30, 2025

To: Honorable Select Board  
Members of the Finance Committee

Dear Honorable Select Board and Members of the Finance Committee,

I am pleased to deliver the Town Manager's Proposed Budget for Fiscal Year 2026 (FY26). This consists of the operating and capital budgets, and transfers to Stabilization Funds. As proposed, these budgets total \$131,913,738, an increase of \$6,862,649 (5.49%) from the Fiscal Year 2025 (FY25) budget.

The Finance Team has worked hard to develop a conservative budget that maintains services while being mindful of the impact on taxpayers. We undertook this work with the following goals in mind:

- Develop a FY26 budget that is within the limits of Proposition 2 ½.
- Put strategies in place that will position the Town to withstand future challenges;
- Begin to address some of the identified needs that we have been unable to accommodate during the past several budgets;
- Maintain employee compensation in order to retain and attract high quality employees;
- 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 within the guidelines and procedures set forth by the Government Finance Officers Association (GFOA) and in conformance with the 2025 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. Our focus remains centered on reflecting the functional needs and institutional values. Department Heads identified myriad needs that would enhance service delivery for the community. Fixed costs continue to grow faster than available funds. This budget addresses some of the identified needs, which are discussed below.

The following section highlights the departmental impacts of the proposed FY26 budget.

### ***Sudbury Public Schools***

The School Committee completed a lengthy and thorough budget process which included reviewing District-wide academic and other data.

### ***Vocational Education***

This budget will see a decrease of \$50,000 in FY26 due to a decline in enrollments, offset by increased transportation and tuition costs.

### ***General Government***

With the recent retirement announcement of the Assistant Town Manager/Human Resources Director, it was an opportunity to restructure positions in the General Government Divisions. All these changes resulted in a zero increase to the budget.

In the Town Manager's Department, we will be adding a Management Analyst position, who will be focused on streamlining procurement as well as performing other duties that were once done in the Legal Department. We will also be eliminating the part time employee in the legal department with their retirement.

In the Human Resources Department, we will separate Human Resources from the Assistant Town Manager role. We will hire a standalone Human Resources Director.

In the Finance Department, we will reclassify the Finance Director, Treasurer/Collector position to Assistant Town Manager/Finance Director. We will also promote the Assistant Treasurer/Collector to Treasurer/Collector.

These General Government changes do not alter current head count.

### ***Police Department***

A request was submitted for the addition of a Sergeant. This remains an unmet need.

### ***Fire Department***

A request was submitted for the addition of a Fire Inspector/Prevention Officer. This remains an unmet need.

### ***Public Works***

In total, this department requested four (4) additional Light Equipment Operators for FY25. These positions would support Trees & Cemetery, Streets & Roads, and Parks & Grounds. We were able to fill one Light Equipment Operator (LEO) in the Parks and Grounds division; the three additional requests remain unfilled.

### ***Recreation***

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

FY26. Over the coming year we will be undertaking an in-depth analysis of the funding model. This may yield future opportunities to expand service delivery at Park & Recreation.

### ***Goodnow Public Library***

We are proposing consolidating several part-time Reference Librarian positions to create a full time Reference Librarian position.

### ***Senior Center***

We are proposing creation of a full-time Receptionist that was once funded as a part-time position, as well as a part-time Program Assistant. The Formula Grant will cover the majority of the salaries of these positions.

### ***Town Debt Service***

Debt service is projected to increase by 1.47% for FY26. The increase is attributable to the principal and interest costs related to previously approved debt issuances.

### ***Benefits***

Benefits for the schools (SPS) and Town are increasing overall by \$1,485,924 this year (9.01%). This budget includes worker's compensation, property and liability insurances, health insurance benefits for our active employees and retirees, unemployment claims, and Medicare. As has been noted in prior years, our medical insurance budget is still lower than it was 15 years ago. This is due to changes that have been made over the past 15 years, including a shift in contribution levels, changing to the Group Insurance Commission (GIC), and the health insurance Opt-Out Program.

### ***Awards***

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, 2024. 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 twelfth 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.

These documents are available on the Town's website and we encourage citizens to take advantage of all the information that is provided.

We are pleased to submit this comprehensive budget document. Information obtained during the budget hearing process and up until Town Meeting may require updates to the budget materials included in the 2025 Annual Town Meeting Warrant. Revenue estimates, particularly Unrestricted General Government Aid (UGGA) and Chapter 70 school aid, may change. Additionally, our health insurance numbers are estimated; the true numbers are expected to be released by the GIC in March. All material changes to the budget will be noted at Town Meeting in handouts and/or during presentation of the budget articles.

The FY26 budget represents a collaboration between cost centers, among departments and through our various committees and commissions. The presentation of this document begins a process during which more information will become available. I look forward to discussing this budget at Town Meeting.

I want to recognize our Department Heads for their support and thoughtful budget submissions, as well as their dedication to the Town of Sudbury. I would also like to thank our Finance Director, Victor Garofalo, as well as Assistant Town Manager/Human Resources Director, Maryanne Bilodeau, for their guidance and hard work on this document. Last, but certainly not least, I would like to thank the Select Board members for their support.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Andrew J. Sheehan', with a stylized flourish at the end.

Andrew J. Sheehan  
Town Manager



## CITIZEN'S GUIDE TO THE BUDGET

Welcome! Thank you for taking the time to become familiar with the Fiscal Year 2026 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. Again, 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, 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 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 31<sup>st</sup>. After submitting the budget, the Town Manager presents it at a public meeting shortly thereafter.

During the months of February and March, 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 open to the public and broadcast on Sudbury TV. The Finance Committee's responsibilities are described in Town Bylaws Chapter 5 Article II, 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 Select Board 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 11 Capital Planning establish 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 Chapter 68. 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 31<sup>st</sup>.
- 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.
- The Town Manager presents the final budget at the Annual Town Meeting (annually scheduled for the first Monday in May) 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 18,965 and occupies a land area of 24.7 square miles. Sudbury is categorized by the Metropolitan Area Planning Council (MAPC) as an Established Suburb. These residential suburbs are characterized by single-family homes on moderately-sized lots, with a relatively affluent population. Multi-unit housing and commercial developments are limited in their extent, although Sudbury does have some major employment and retail centers primarily located along the Town's Route 20 Corridor.

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

### Organizational Structure

The Town is governed by an open Town Meeting, an elected Select Board, and an appointed Town Manager. Local legislative decisions for the town are made by an open town meeting. The Town implemented its current charter on July 1, 1996. This charter provided for appointment of a Town Manager by the Select Board. The Town Manager has broad responsibility for day-to-day management of Town affairs, as well as preparation of annual operating and capital budgets.

For budgeting purposes, the Town services are divided into six program areas. 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. 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 Select Board updated the Financial Policies Manual in FY2023. Details of the policies can be found on the Town's website. The following link will take you to the manual:

<https://cdn.sudbury.ma.us/wp-content/uploads/sites/390/2021/02/Financial-Policies-Manual.pdf?version=f7cfd65e4747f53b83ed3b90418d4fc3>

### Local Economic Condition

Sudbury's economic base is limited but steady with approximately 6,650 individuals employed in 749 establishments within the boundaries of the Town, with an annual payroll of \$509 million. The majority of businesses in Sudbury are small and service oriented; retail, professional and technical services, educational services, and health care account for more than 60% of all jobs. Local unemployment remains below state and national rates, and the median household effective buying income is among the highest in Massachusetts.

The Town's tax base relies heavily on residential properties, as the Commercial/Industrial/Personal Property base is limited. Residential property values remain extremely strong. The residential sector accounts for 91% of the tax base. The 10 largest taxpayers account for only 4.60% of the tax levy.

The Town's financial outlook presents challenges. Property tax collections remain stable. Budget growth is modest due to revenue challenges. On January 17, 2024, S&P Global Ratings assigned its 'AAA' long-term rating to Sudbury. The rating highlighted the Town's very strong economy, very strong management, very strong budget flexibility, strong budgetary performance, 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.

The Select Board has chosen the following six high priority goals to focus on:

| Rank | Goal  | Primary Category                             | Liaison/Staff assigned to goal         |
|------|---|--|--|
| 1    | Develop a long-term comprehensive plan to fund and manage the operating and capital budgets   | Financial Management and Economic Resilience | Town Manager; Select Board             |
| 2    | Address staffing needs and succession planning  | Financial Management and Economic Resilience | Town Manager; Select Board             |
| 3    | Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail and clarify Mass Central Rail Trail responsibilities (DCR, utilities) | Open Space, Recreation and Historic Assets   | Janie Dretler, Select Board Member     |
| 4    | Utilization/Optimization of Fairbank Community Center programming   | Town Services & Infrastructure               | Charlie Russo, Select Board Member     |
| 5    | Seek membership in a Vocational Education District  | Effective Governance and Communications      | Lisa Kouchakdjian, Select Board Member |
| 6    | Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations  | Transportation, Mobility & Housing           | Dan Carty, Vice Chair                  |

**GOAL 1: DEVELOP A LONG-TERM COMPREHENSIVE PLAN TO FUND AND MANAGE THE OPERATING AND CAPITAL BUDGETS**

**Deliverables:**

Creating sustainable finances requires a disciplined approach to revenues and expenditures as well as consideration of short- and long- term implications of decisions. A Proposition 2 ½ override may eventually be necessary, but is not anticipated for FY26. Prior to consideration of an Override, all other reasonable measures must be considered, other revenue sources explored, and expenditures analyzed. Actions may include:

1. Regularly explore all revenue sources
2. Take advantage of State-provided options that are or may become available, such as but not limited to those under statutes like the Municipal Modernization Act and Municipal Empowerment Act
3. Regularly explore opportunities to outsource, privatize, or regionalize functions or otherwise gain efficiencies
4. Regularly explore opportunities to automate or restructure programs and tasks
5. Establish new enterprise funds where appropriate and transition subsidized enterprise funds to self-supporting
6. Request the Division of Local Services undertake a Financial Management Review
7. At the 2025 Annual Town Meeting, present a warrant article creating a pension stabilization fund and begin funding with Free Cash or other available funds
8. Continue to level fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded

9. Promote economic development initiatives
10. Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives
11. Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated

## **GOAL 2: ADDRESS STAFFING NEEDS AND SUCCESSION PLANNING**

### **Deliverables:**

We are currently in one of the most challenging periods for recruiting and retaining employees. In addition, Sudbury is a mature organization with numerous employees, including many in supervisory positions, nearing retirement. There has been frequent turnover in the Town Manager position, with four permanent Town Managers in less than a decade. This lack of stability hinders the organization. It is important to plan for retirements and attrition, improve our retention efforts, and establish stability in the Town's leadership. Actions may include:

1. Continually ensure that employee compensation and benefits are comparable to and competitive with peer communities
2. Undertake actions to show employee appreciation and encourage retention
3. Undertake analysis and staffing studies to identify the need for additional resources
4. Beginning in the FY26 budget, include funding to support professional development across the organization
5. Identify and make available opportunities for employees to broaden their knowledge, skills, and opportunities
6. Encourage the use of interns and fellows
7. Identify internal candidates who could perform the role of Interim Town Manager
8. Identify internal candidates who could be considered for promotion to more responsible roles, up to and including Town Manager

## **GOAL 3: RAIL TRAILS**

1. Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail
2. Clarification of Mass Central Rail Trail responsibilities (DCR, utilities)

### **Deliverables:** (within two years)

1. Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail
  - A. Work with designer to complete Phase 3A 25% design
  - B. Secure a contract with design consultant to complete design, plans, and specifications
  - C. Pursue construction funding through the State's Transportation Improvement Program (TIP)
2. Clarification of Mass Central Rail Trail responsibilities (DCR, utilities)
3. Communicate project status to residents and public, including discussions with the Rail Trail Advisory Committee and DCR for updates

#### **GOAL 4: OPTIMIZE UTILIZATION OF FAIRBANK COMMUNITY CENTER**

##### **Deliverables:**

- As needed, develop policies that support management of the Community Center.
- Consider creation of Town Manager goal to optimize utilization of Community Center such as:
  - Further define “optimized utilization.”
  - Request updates (1x annual) from Town Manager or designee on Community Center programming and operation, including space utilization.
  - Develop a strategy for resident/public usage.
  - Explore optimized programming.
  - Analyze needed budget and staffing levels to support operations.
- Solicit ongoing input and feedback from the public on satisfaction/preferences about Community Center usage and programming.

#### **GOAL 5: SEEK MEMBERSHIP IN A VOCATIONAL EDUCATION DISTRICT**

##### **Deliverables:**

The Select Board shall develop a long-term plan to address the needs of students in the Town of Sudbury.

The long-term goal will achieve membership in a vocational education school. The Select Board will determine action steps and collaborate with the Town of Sudbury, Lincoln-Sudbury Regional High School, and Sudbury Public Schools administrations as necessary. Achievement of this goal will occur when the Select Board brings an article to Annual Town Meeting for membership to a vocational education school.

##### **Action Steps:**

- The Select Board shall designate a member of the Board (or establish a Subcommittee) to address the long-term goals.
- The Select Board designee (or Subcommittee) will communicate with vocational education schools and provide any information or documents in furtherance of the long-term goals. The designee shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.
- The Select Board designee (or Subcommittee) shall regularly report to the full Select Board regarding its progress and make recommendations regarding revisions to the goal as necessary.
- The Board shall annually contact local vocational schools to determine options on membership.
- The Board shall annually contact Sudbury Public Schools and Lincoln-Sudbury Regional High School to determine student interest in vocational education.

**GOAL 6: EXPAND (NORMALIZE) AND FUND A TRANSPORTATION OPTION, ESPECIALLY FOR VULNERABLE POPULATIONS**

**Deliverables:**

1. Prior to FY2026 budget draft budget creation and presentation to Select Board by Town Manager, perform review of current transportation programs (Go Sudbury Uber, Go Sudbury Taxi, MWRTA Catch Connect, MWRTA Boston Shuttle) and decide if these, or variations thereof, are something the Town of Sudbury would like to continue, noting that funding for all will be exhausted prior to start of FY2026. If yes to any, determine desired timelines for service and related funding options. If no to all, determine ongoing viability and/or function of Transportation Committee and communicate the same.
2. Prior to FY2026 budget draft budget creation and presentation to Select Board by Town Manager discuss with possibility and likelihood of hiring of transportation-oriented staff resource and budget and funding options would be for the same.
3. Prior to Dec 31, 2024 request that Town Manager provide status of town-owned multi-passenger vehicles for potential usage beyond current application (e.g. use town vans for potential commuter rail shuttle). Vehicles to include, but are not limited to, Council on Aging and Park and Recreation vans.
4. Prior to Dec 31, 2024 set dates for 2025 quarterly meetings with Transportation Committee with purpose of receiving transportation program updates and deliver feedback and guidance, including potential ideas Select Board would like Committee to investigate (e.g. shuttles to commuter rails, bike share programs).
5. Prior to 2025 Annual Town Meeting article due date discuss creation of revolving fund for transportation programs and if deemed worthy submit Town Meeting article for the same.
6. Prior to 2025 Town Meeting encourage Town pursuit, via town staff and/or applicable committees, of transportation related grants and external funding, including pertinent options with and to economic development, Energy & Sustainability, Commission on Disability, Council on Aging, etc.
7. Prior to May 31, 2025, discuss extension of Transportation Committee and adjust charge and membership as warranted.
8. Prior to June 30, 2025 facilitate meeting with Planning Board to discuss transportation related Master Plan implementation items and set 2025 and beyond goals for the same. Also discuss and determine with Planning Board if Town of Sudbury would like to become member of, or potentially the lead community for, a Transportation Management Association (TMA).

**Town Manager Goals**

The Town Manager proposed and the Select Board voted the following Town Manager goals. These goals complemented the Select Board goals.

***Financial Management & Economic Resilience***

|  |               |
|--|---------------|
| Evaluate and implement restructuring to improve operating and financial stability and efficiency | 2025; ongoing |
| Evaluate reporting structures  | 2025; ongoing |
| Recruit and fill staff vacancies   | 2025; ongoing |
| Evaluate and streamline procurement processes  | 2025          |
| Explore regionalization and shared services initiatives to reduce costs and/or improve services  | 2025; ongoing |



|   |               |
|---|---------------|
| Evaluate enterprise and revolving funds to eliminate general fund subsidies   | 2025-2026     |
| Develop 15-year capital plan  | 2025; ongoing |
| Review and begin developing funding strategy for Facilities Condition Assessment recommendations  | 2025; ongoing |
| Evaluate new or expanded revenue sources  | 2025; ongoing |
| Evaluate and propose fee changes to remain consistent with the market   | 2025; ongoing |
| Continue to pursue grants and earmarks  | 2025; ongoing |
| Identify and close out stale appropriations   | 2025; ongoing |
| Ensure ARPA funds are spent consistent with US Treasury guidelines and schedules  | 2025-2026     |
| Continue to foster strong relationships with legislators, external partners, colleagues, cities/towns                                       | 2025; ongoing |
| Develop a Financial & Budget Report to provide a clear and comprehensive understanding of the Town's financial performance and outlook      | 2025          |
| Settle collective bargaining agreements that aid employee retention and recruitment and are respectful to the financial impact on taxpayers | 2025          |
| Evaluate employee compensation and benefits   | 2025; ongoing |
| Promote employee professional development   | 2025; ongoing |
| Seek a long-term solution to Combined Facilities Department   | 2025          |
| Assist the Division of Local Services in its Financial Management Review  | 2025          |
| Present a Pension Stabilization Fund to 2025 Annual Town Meeting  | 2025          |

**Open Space, Recreation & Historic Assets**

|   |           |
|---|-----------|
| Support 250 <sup>th</sup> Committee's efforts   | 2025-2026 |
| Secure conveyance of MBTA buildings (South Sudbury Train Station and Section Tool House) and begin to develop future use plans  | 2025      |
| Continue to work with MassDOT and DCR to bring construction of Phase 2D of the Bruce Freeman Rail Trail and the Mass. Central Rail Trail to completion  | 2025      |
| Continue to promote design of Phase 3 of the Bruce Freeman Rail Trail   | 2025-2026 |
| Guide completion of significant planning efforts, including but not limited to: <ul style="list-style-type: none"> <li>• Open Space &amp; Recreation Plan</li> <li>• Field Needs Assessment</li> <li>• Facility Condition Assessment</li> <li>• Economic development/Route 20 corridor study</li> </ul> | 2025-2026 |

**Town Services & Infrastructure**

|   |               |
|---|---------------|
| Manage close out of the Eversource Transmission Line Project and ensure compliance with Grant of Location | 2025          |
| Encourage amendments to Wireless Communications zoning to improve cellular coverage throughout Town       | 2025-2026     |
| Develop guidelines for use of Fairbank Community Center by outside users                                  | 2025          |
| Expand program offerings across all user groups at Fairbank Community Center                              | 2025          |
| Define areas of responsibility and jurisdiction at Fairbank Community Center                              | 2025-2026     |
| Develop a recommendation on Phase 1/1A of the Sewer Project (Comprehensive Wastewater Management Plan)    | 2025          |
| Endeavor to provide equal access to opportunities, resources, and facilities throughout Town              | 2025; ongoing |
| Continue to promote sustainability initiatives across all Town departments and within the Town as a whole | 2025; ongoing |

**Effective Governance & Communications**

|  |               |
|--|---------------|
| Continue to encourage a culture of civility, politeness, and decency   | 2025; ongoing |
| Explore alternative means of identifying and appointing members to volunteer committees                                    | 2025-2026     |
| Promote community building initiatives, such as Earth Day, Pride Day, Holiday Village, 250 <sup>th</sup> activities, etc.  | 2025; ongoing |
| Assist Diversity, Equity & Inclusion Commission (DEIC) with consulting efforts   | 2025          |
| Continue to assist Policy Subcommittee in updating and publishing Select Board policies                                    | 2025          |
| Continue to explore ways to make Town Meeting more efficient and resident-focused  | 2025; ongoing |
| Expand efforts to broaden communication with residents, businesses, partners, and others                                   | 2025; ongoing |
| Promote emergency response training and preparedness   | 2025; ongoing |
| Continue to engage with the community at a wide range of events and settings   | 2025; ongoing |
| Renew Massachusetts Certified Public Purchasing Official (MCPPO) designation   | 2025          |
| Continue efforts to secure permanent membership in a vocational high school  | 2025; ongoing |
| Evaluate the Charter, Bylaws, Policies, and local traditions to identify where inefficiencies can be reduced or eliminated | 2025; ongoing |

**Transportation, Mobility & Housing**

|   |           |
|---|-----------|
| Aid in completion of the Housing Production Plan  | 2025      |
| Develop a recommendation(s) for the future of GoSudbury and related transportation programs   | 2025      |
| Ensure compliance with MBTA Communities Law   | 2025      |
| Continue to work with MassDOT and DCR to bring construction of Phase 2D of the Bruce Freeman Rail Trail and Mass. Central Rail Trail to completion (also under Open Space, Recreation, & Historic Assets) | 2025      |
| Continue to promote design of Phase 3 of the Bruce Freeman Rail Trail (also under Open Space, Recreation, & Historic Assets)  | 2025-2026 |

## **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**

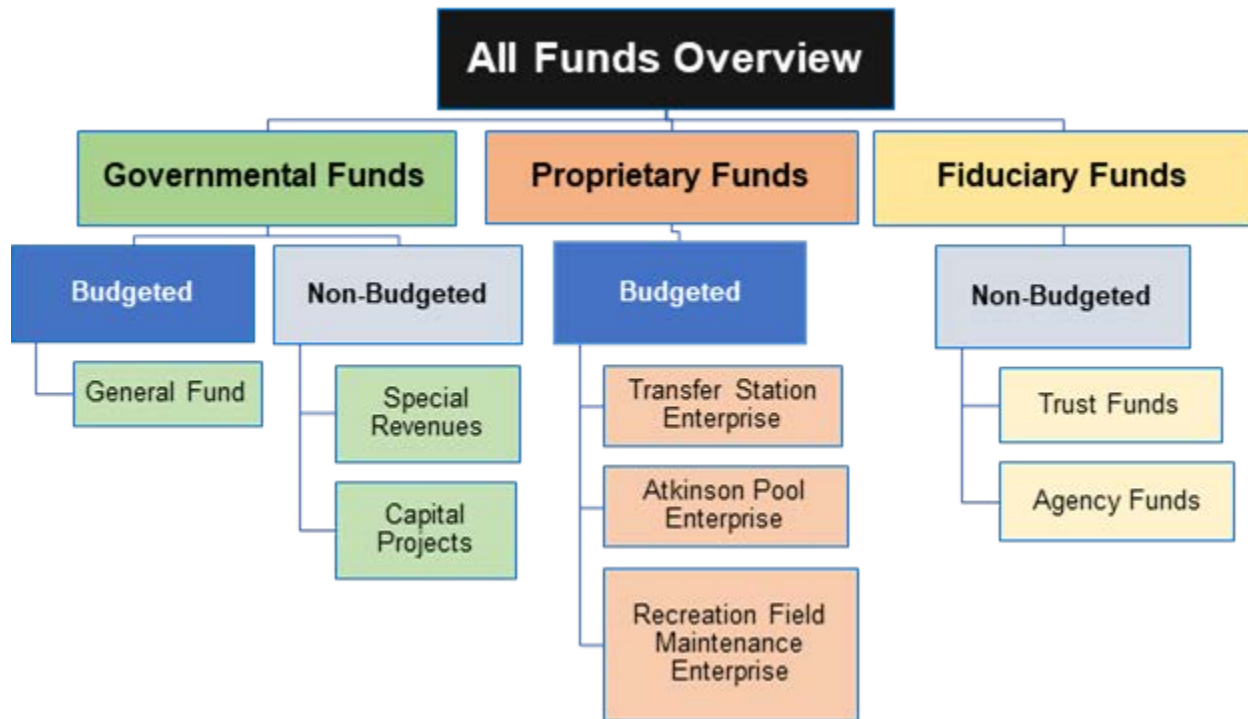
#### Trust Funds

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.
- Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified.
- Use available funds as appropriate to reduce the amount of borrowing on all debt financed projects.
- Confine long-term borrowing to capital improvements and projects that cost at least \$100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.
- Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
- Restrict debt exclusion borrowing to proposals which meet all three of these criteria:
  - useful life consistent with Chapter 44, section 7 and 8.
  - estimated cost of the principal payment in the first year of the debt issuance greater than 0.25% of the prior year’s General Fund revenue. This criterion applies after target level for in-levy debt of 3% is initially achieved

- the expenditure is either for town-owned land, buildings, vehicles or infrastructure or for a LSRHS capital assessment.
- Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
- The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.
- As debt within the levy decreases, this amount should be used for capital, future debt, or set aside for future capital.

### Reserves

**Free Cash:** The Division of Local Services (DLS) defines free cash as “the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year.” DLS must certify free cash before the Town can appropriate it in the new year. The Town shall set a year-to-year goal of maintaining its free cash in the range of 3-5% of the prior year’s General Fund budget. To achieve this, the Finance Director shall assist the Town Manager in proposing budgets with conservative revenue projections, and department heads shall carefully manage their appropriations to produce excess income and budget turn backs. Further, budget decision makers will avoid fully depleting the Town’s free cash in any year, so that the succeeding year’s calculation can begin with a positive balance. Moreover, as much as practicable, the Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and should appropriate any free cash excess above 5% of the General Fund budget to reserves, to offset unfunded liabilities, or to set aside for existing debt.

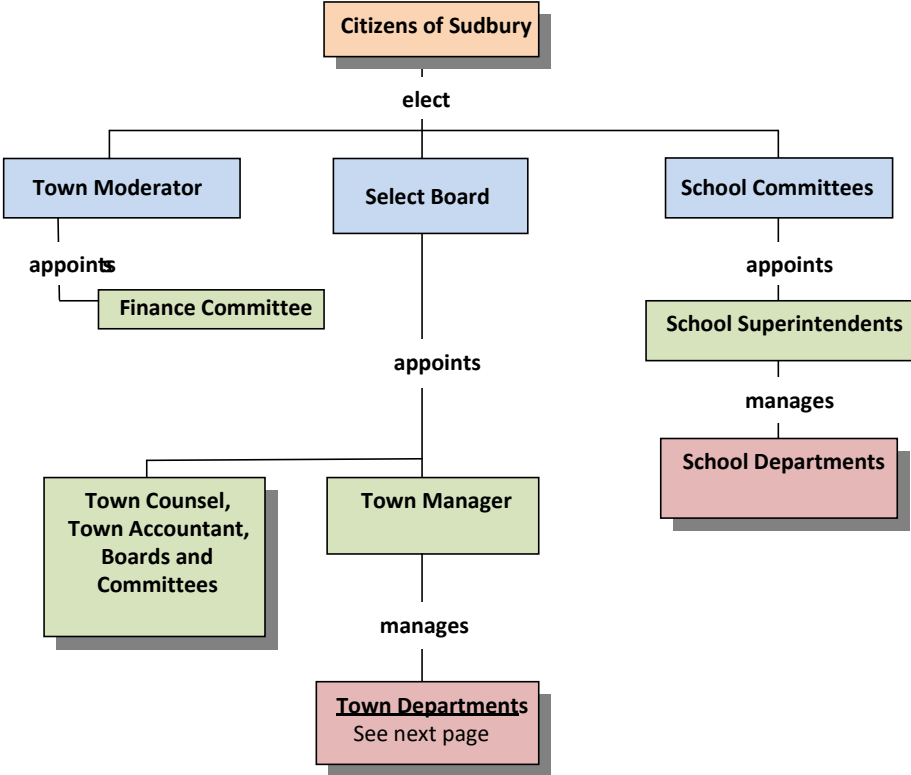
**General Stabilization:** The Town will endeavor to maintain a minimum balance of 5% of the prior year’s General Fund budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by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

**Capital Stabilization:** The Town will appropriate annually to the capital stabilization fund so that over time it achieves a target balance sufficient to cover the Town’s cash outlay for capital. Doing so enables the Town to pay outright for moderate-range (under \$1M) capital expenditures and thereby preserve debt capacity for major, higher-dollar purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs. The Town should endeavor to achieve and maintain a combined target balance for all capital-related special purpose stabilization funds equal to 2% of prior year General Fund budget. Withdrawals from the Capital Stabilization Fund should be avoided until the target balance has been achieved. Once achieved, funds can be used towards items on the CIP. Once funds are used, the Town will seek to make annual contributions to the fund until the target balance is achieved.

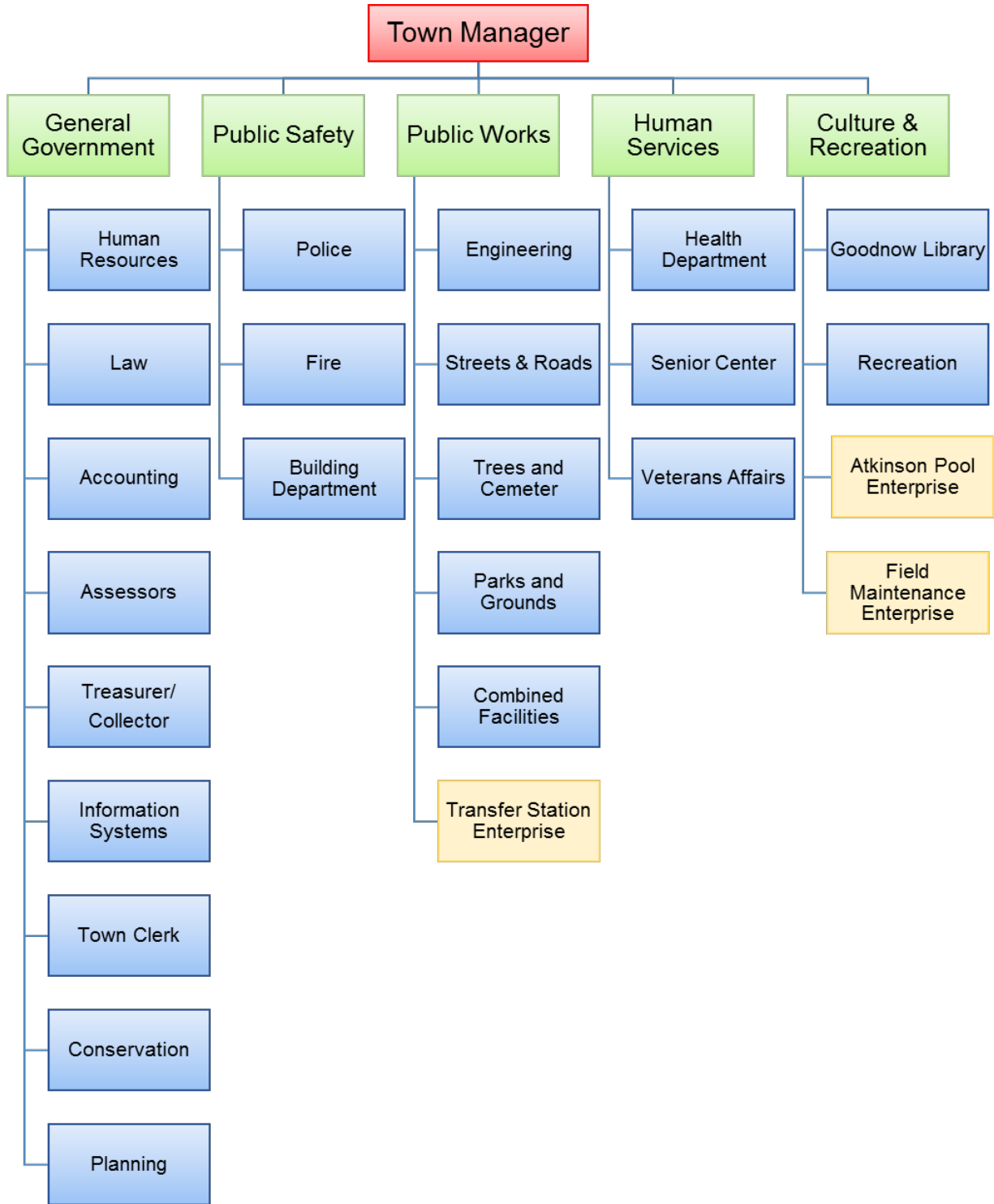
**Turf Stabilization:** The Town maintains a special purpose fund to offset the cost of repairs or replacement of Town owned and operated synthetic turf fields. Contributions to this fund should be made annually from the General Operating Fund and Field Maintenance Enterprise Fund.



# ORGANIZATIONAL CHART



## ORGANIZATIONAL CHART (CONTINUED)



## ELECTED OFFICIALS

| <u>Select Board</u> | <u>Member</u>        | <u>Title</u> |
|---------------------|----------------------|--------------|
|                     | Jennifer S. Roberts  | Chair        |
|                     | Daniel E. Carty      | Vice-Chair   |
|                     | Janie W. Dretler     | Member       |
|                     | Lisa V. Kouchakdjian | Member       |
|                     | Charles G. Russo     | Member       |

| <u>SPS School Committee</u> | <u>Member</u>   | <u>Title</u> |
|-----------------------------|-----------------|--------------|
|                             | Nicole Burnard  | Chair        |
|                             | Meredith Gerson | Vice-Chair   |
|                             | Karyn Jones     | Member       |
|                             | Mandy Sim       | Member       |
|                             | Vacant          | Member       |

| <u>LS School Committee</u> | <u>Member</u>     | <u>Title</u> |
|----------------------------|-------------------|--------------|
|                            | Ravi Simon        | Chair        |
|                            | Catherine Bitter  | Vice-Chair   |
|                            | Maura Carty       | Member       |
|                            | Cara Endyke-Doran | Member       |
|                            | Kevin Matthews    | Member       |
|                            | Lucy Maulsby      | Member       |

## PRINCIPAL APPOINTED OFFICIALS

| <u>Department</u>                | <u>Department Head</u> | <u>Title</u>                          |
|----------------------------------|------------------------|---------------------------------------|
| Town Manager                     | Andrew Sheehan         | Town Manager                          |
| Assistant Town Manager/HR        | Maryanne Bilodeau      | Assist. Town Manager, HR Director     |
| Finance & Treasurer/Collector    | Victor Garofalo        | Finance Director, Treasurer/Collector |
| Accounting                       | Laurie Dell'Olio       | Town Accountant                       |
| Assessors                        | Cynthia Gerry          | Director of Assessing                 |
| Town Clerk                       | Beth Klein             | Town Clerk                            |
| Conservation                     | Lori Capone            | Conservation Coordinator              |
| Planning & Community Development | Adam Burney            | 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                     | Tina Rivard            | Director of Public Works              |
| Facilities                       | Sandra Duran           | Combined Facilities Director          |
| Health                           | Vivian Zeng            | Health Director                       |
| Senior Center                    | Debra Galloway         | Senior Center Director                |
| Veterans Affairs                 | Michael Hennessy       | Veterans Agent                        |
| Goodnow Library                  | Esme Green             | Library Director                      |
| Parks & Recreation               | Dennis Mannone         | Park, Recreation & Aquatic Director   |



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Sudbury  
Massachusetts**

For the Fiscal Year Beginning

**July 01, 2024**

*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 88.4 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 2008-2025, the Town had excess capacity in the levy ranging from \$7,756 to \$1,392,125.

Intergovernmental aid comprises 6.1 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 4.7 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 .80 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 & Expenditure Projection

| <b>REVENUES</b>                         | <b>FY25<br/>Budgeted</b> | <b>FY26<br/>Projected</b> | <b>FY27<br/>Projected</b> | <b>FY28<br/>Projected</b> |
|---|--------------------------|---------------------------|---------------------------|---------------------------|
| Real Estate and Personal Property Taxes | 109,295,845              | 112,821,267               | 115,500,281               | 118,600,402               |
| State Aid                               | 7,695,442                | 7,890,000                 | 8,006,000                 | 8,124,000                 |
| Medicaid Reimbursement                  | 98,251                   | 98,251                    | 98,251                    | 98,251                    |
| Local Receipts                          | 5,580,000                | 6,176,000                 | 6,419,000                 | 6,432,000                 |
| Ambulance Receipts and Other Transfers  | 824,494                  | 695,000                   | 680,000                   | 680,000                   |
| Free Cash                               | 1,557,057                | 4,233,220                 | 0                         | 0                         |
| <b>TOTAL REVENUES</b>                   | <b>125,051,089</b>       | <b>131,913,738</b>        | <b>130,703,532</b>        | <b>133,934,653</b>        |

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.

| <b>EXPENDITURES</b>                  | <b>FY25<br/>Budgeted</b> | <b>FY26<br/>Projected</b> | <b>FY27<br/>Projected</b> | <b>FY28<br/>Projected</b> |
|--------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Education - SPS                      | 45,785,871               | 47,279,447                | 48,697,831                | 50,158,765                |
| Education - LS                       | 29,497,481               | 30,252,405                | 30,731,977                | 31,653,936                |
| Education - Vocational               | 450,000                  | 400,000                   | 400,000                   | 400,000                   |
| General Government                   | 3,817,526                | 3,952,959                 | 4,142,483                 | 4,316,326                 |
| Public Safety                        | 10,399,287               | 10,679,760                | 11,046,081                | 11,638,432                |
| Public Works                         | 6,370,755                | 6,511,003                 | 6,705,692                 | 6,919,976                 |
| Human Services                       | 1,031,178                | 1,072,144                 | 1,124,290                 | 1,171,639                 |
| Culture & Recreation                 | 1,716,740                | 1,773,678                 | 1,844,497                 | 1,916,690                 |
| <b>Total Town Departments</b>        | <b>99,068,839</b>        | <b>101,921,396</b>        | <b>104,692,851</b>        | <b>108,175,764</b>        |
| Reserve Fund                         | 300,000                  | 300,000                   | 300,000                   | 300,000                   |
| Town-Wide Operating & Transfers      | 652,812                  | 1,476,764                 | 238,332                   | 252,555                   |
| Town Debt Service                    | 4,897,465                | 4,969,223                 | 4,717,429                 | 4,611,035                 |
| State & County Charges               | 310,312                  | 320,397                   | 330,810                   | 341,561                   |
| Employee Benefits (Town and SPS)     | 16,487,414               | 17,973,338                | 19,303,451                | 20,771,222                |
| OPEB Trust Contribution (Town & SPS) | 650,000                  | 650,000                   | 650,000                   | 650,000                   |
| <b>Total Operating Budget</b>        | <b>122,366,842</b>       | <b>127,611,118</b>        | <b>130,232,873</b>        | <b>135,102,137</b>        |
| Capital Expenditures                 | 2,684,247                | 4,302,620                 | 1,300,000                 | 1,300,000                 |
| <b>TOTAL EXPENDITURES</b>            | <b>125,051,089</b>       | <b>131,913,738</b>        | <b>131,532,873</b>        | <b>136,402,137</b>        |



## GENERAL FUND BUDGET SUMMARY

| <b>REVENUES</b>                             | <b>FY24<br/>Actual</b> | <b>FY25<br/>Budgeted</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|--------------------------|-----------------------------|--------------------------------|
| Real Estate and Personal Property Taxes     | 105,315,361            | 109,295,845              | 112,821,267                 | 3.23%                          |
| State Aid                                   | 7,349,362              | 7,695,442                | 7,890,000                   | 2.53%                          |
| Medicaid Reimbursement                      | 109,946                | 98,251                   | 98,251                      | 0.00%                          |
| Local Receipts                              | 7,656,482              | 5,580,000                | 6,176,000                   | 10.68%                         |
| Other Available                             | 819,076                | 824,494                  | 695,000                     | -15.71%                        |
| Free Cash                                   | 5,870,391              | 1,557,057                | 4,233,220                   | 171.87%                        |
| <b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b> | <b>127,120,617</b>     | <b>125,051,089</b>       | <b>131,913,738</b>          | <b>5.49%</b>                   |

| <b>EXPENDITURES</b>                    | <b>FY24<br/>Actual</b> | <b>FY25<br/>Budgeted</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|--|------------------------|--------------------------|-----------------------------|--------------------------------|
| Education - SPS                        | 44,029,869             | 45,785,871               | 47,279,447                  | 3.26%                          |
| Education - LS                         | 28,537,698             | 29,497,481               | 30,252,405                  | 2.56%                          |
| Education - Vocational                 | 193,961                | 450,000                  | 400,000                     | -11.11%                        |
| General Government                     | 3,388,604              | 3,817,526                | 3,952,959                   | 3.55%                          |
| Public Safety                          | 10,005,847             | 10,399,287               | 10,679,760                  | 2.70%                          |
| Public Works                           | 5,965,018              | 6,370,755                | 6,511,003                   | 2.20%                          |
| Human Services                         | 863,586                | 1,031,178                | 1,072,144                   | 3.97%                          |
| Culture & Recreation                   | 1,614,791              | 1,716,740                | 1,773,678                   | 3.32%                          |
| <b>TOTAL TOWN DEPARTMENTS</b>          | <b>94,599,374</b>      | <b>99,068,839</b>        | <b>101,921,396</b>          | <b>2.88%</b>                   |
| Reserve Fund                           | 0                      | 300,000                  | 300,000                     | 0.00%                          |
| Town-Wide Operating & Transfers        | 2,826,869              | 652,812                  | 1,476,764                   | 126.22%                        |
| Town Debt Service                      | 3,093,132              | 4,897,465                | 4,969,223                   | 1.47%                          |
| State & County Charges                 | 260,525                | 310,312                  | 320,397                     | 3.25%                          |
| Employee Benefits (Town and SPS)       | 14,855,507             | 16,487,414               | 17,973,338                  | 9.01%                          |
| OPEB Trust Contribution (Town & SPS)   | 650,000                | 650,000                  | 650,000                     | 0.00%                          |
| <b>TOTAL OPERATING BUDGETS</b>         | <b>116,285,407</b>     | <b>122,366,842</b>       | <b>127,611,118</b>          | <b>4.29%</b>                   |
| Town Manager Capital Operating Article | 728,525                | 628,697                  | 1,219,400                   | 93.96%                         |
| Capital Expenditures - Other Articles  | 3,616,652              | 2,055,550                | 3,083,220                   | 49.99%                         |
| <b>TOTAL CAPITAL EXPENDITURES</b>      | <b>4,345,177</b>       | <b>2,684,247</b>         | <b>4,302,620</b>            | <b>60.29%</b>                  |
| <b>TOTAL EXPENDITURES</b>              | <b>120,630,584</b>     | <b>125,051,089</b>       | <b>131,913,738</b>          | <b>5.49%</b>                   |

| <b>FUND BALANCE</b>                     | <b>FY24<br/>Actual</b> | <b>FY25<br/>Budgeted</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|--------------------------|-----------------------------|--------------------------------|
| Beginning Fund Balance                  | 7,655,411              | 9,736,828                | 8,179,771                   | -15.99%                        |
| Revenues (increase to Fund Balance)     | 127,120,617            | 123,494,032              | 127,680,518                 | 3.39%                          |
| Expenditures (decrease to Fund Balance) | (120,630,584)          | (125,051,089)            | (131,913,738)               | 5.49%                          |
| Reserve for Expenditures/Encumbrances   | (4,408,616)            |                          |                             |                                |
| <b>ENDING FUND BALANCE</b>              | <b>9,736,828</b>       | <b>8,179,771</b>         | <b>3,946,551</b>            | <b>-51.75%</b>                 |

### The Overall Budget

The FY26 Town Manager's Recommended Operating Budget totals \$127,611,118. The sum represents a \$5,244,276 or 4.29% increase over the FY25 final approved operating budget amount of \$122,366,842.

The Town Manager's Recommended FY26 Operating Capital Budget totals \$1,219,400, an increase of 93.96% from the FY25 capital budget. The Capital Budget funded from Free Cash and \$100,000 from the tax levy totals \$3,083,220, an increase of \$1,027,670 from the FY25 Capital Budget.

#### *Town Departments*

The FY26 Town Manager's Recommended Budget for Town operating Departments, including the Reserve Fund and Town-Wide Operating and Transfers is \$25,766,308. This represents an increase of \$1,478,009 or 6.09% over the FY25 appropriation of \$24,288,299. The increase of \$1,478,009 includes an additional transfer made to the Capital Stabilization Fund, General Stabilization Fund, Pension Stabilization Fund and Accrued Leave Fund in the amount of \$798,493. The total increase in the Town Manager's Budget, less these transfers and reserve fund, represents a 2.89% increase or \$679,516 over the FY25 appropriation of \$23,526,692. 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 FY26 Recommended Operating Budget includes the budget submissions from each of the respective school committees.

The sum of the Sudbury Public Schools recommended budget is \$47,279,447. This represents a \$1,493,576 or 3.26% increase over the FY25 appropriation of \$45,785,871. The budget includes personal services and operating expenses. It does not include Insurance and Benefits, as that is budgeted separately as Employee Benefits.

The sum of the Lincoln Sudbury Regional High School assessment is \$30,252,405. This represents an increase of \$754,924 or 2.56% over the FY25 budgeted assessment of \$29,497,481. It should be noted in FY2025 the Town budgeted \$29,046,110, but the actual LS Assessment for FY2025 was \$28,911,954, not including debt. The guidance increase was based on the FY25 LS Assessment, and represents a 3.0% increase over FY2025 annual LS Assessment. 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.

#### *Vocational Education*

For FY26, the sum of \$400,000 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 FY26 budget for Vocational Education decreased by \$50,000 or 11.0%. This is the eighth year in which the Town is removed from the Minuteman Vocational District as a member community. The Town has students attending Minuteman and Assabet vocational schools as out-of-district placements. The Town pays tuition and transportation costs for these students.

### **Fixed Costs and Obligations**

#### *Debt Service*

The sum of \$4,969,223 is being submitted to pay for FY26 debt service. The \$71,758 or 1.47% increase over FY25 is primarily attributable to the principal and interest costs related to previously approved debt financed projects.

#### *Employee Benefits*

The sum of \$17,973,338 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$7,637,358 and SPS accounts for \$10,335,980. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$1,485,924 or 9.01% from the FY25 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 FY26, including the Town Manager's Operating Capital Budget, is \$11,516,620 for FY26. This includes the Town Manager Capital Operating Budget of \$1,219,400, Capital Projects funded from Free Cash of \$2,983,220 and \$100,000 being funded from the Tax Levy. The Capital Debt Projects total \$7,214,000.

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, increased from \$628,697 in FY25 to \$1,219,400 in FY26.

## Revenues

Total revenues and other funding sources available and recommended for the Fiscal Year 2026 operating and Capital Budget is \$131,913,738. Property taxes account for approximately 88.4% of the Town's total revenue sources, not including free cash which funds Capital and other transfers, available to fund the FY26 budget. Local revenue sources account for 4.7%, while state aid and federal grants contribute 6.1% and other available funds contribute approximately .8%.

### *Property Taxes*

FY26 property taxes are estimated to be \$112,821,267 which includes both proposition 2 ½ and new growth. New growth is projected at \$550,000 for FY26.

### *State Aid*

The sum of \$7,890,000 is included in revenues to reflect Sudbury's State aid for FY26. This reflects a \$194,558 (2.53%) increase over FY25.

### *Local Receipts*

The sum of \$6,274,251 is included in revenues to reflect local receipts for FY26. This reflects a \$596,000 (10.5%) increase from FY25.

### *Other available*

The sum of \$695,000 is included in revenues to reflect other available funds for FY26. Ambulance Receipts Reserved for Appropriation account for \$660,000 of this amount and \$35,000 is attributable to the Solar Revolving Account

### *Free Cash*

The sum of \$4,233,220 is included in revenues to reflect the use of Free Cash for FY26. Free Cash is being used for the following purposes; Capital Article \$2,983,220, Stabilization Fund transfer \$400,000, Capital Stabilization Fund transfer \$650,000, Pension Stabilization Fund Transfer \$175,000 and Accrued Leave Fund \$25,000.

| <b>Free Cash Usage FY26</b>       | <b>FY26<br/>USAGE</b> |
|-----------------------------------|-----------------------|
| Capital Articles                  | 2,983,220             |
| Stabilization Fund                | 400,000               |
| Capital Stabilization Fund        | 650,000               |
| Pension Stabilization Fund        | 175,000               |
| Accrued Leave Fund                | 25,000                |
| <b>Total Free Cash Usage FY26</b> | <b>4,233,220</b>      |

## **GENERAL FUND BUDGET DETAIL**

## EDUCATION

The Education portion of the budget represents Sudbury Public Schools, Lincoln Sudbury Regional High School and Vocational Education of the Town.

| EDUCATION               | FY24<br>Actual    | FY25<br>Appropriated | FY26<br>Recommended | Percentage<br>Increase |
|-------------------------|-------------------|----------------------|---------------------|------------------------|
| Sudbury Public Schools  | 44,029,869        | 45,785,871           | 47,279,447          | 3.26%                  |
| LS Regional High School | 28,537,698        | 29,497,481           | 30,252,405          | 2.56%                  |
| Vocational Assessment   | 193,961           | 450,000              | 400,000             | -11.11%                |
| <b>Total Education</b>  | <b>72,761,528</b> | <b>75,733,352</b>    | <b>77,931,852</b>   | <b>2.90%</b>           |

## 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 students 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           | 2022      | 2023      | 2024      |
|-----------------------|-----------|-----------|-----------|
| Student Enrollment    | 2,517     | 2,535     | 2,539     |
| Teachers FTE's        | 204       | 205       | 229       |
| Student/Teacher Ratio | 12.3 to 1 | 12.4 to 1 | 11.1 to 1 |

Consolidated Financial Information:

| SUDBURY PUBLIC SCHOOLS               | FY24<br>Actual    | FY25<br>Appropriated | FY26<br>Recommended |
|--------------------------------------|-------------------|----------------------|---------------------|
| Sudbury Public Schools               | 44,029,869        | 45,785,871           | 47,279,447          |
| <b>Total: Sudbury Public Schools</b> | <b>44,029,869</b> | <b>45,785,871</b>    | <b>47,279,447</b>   |

## 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           | 2022      | 2023      | 2024      |
|-----------------------|-----------|-----------|-----------|
| Student Enrollment    | 1,513     | 1,484     | 1,462     |
| Teachers FTE's        | 125       | 128       | 129       |
| Student/Teacher Ratio | 12.1 to 1 | 11.6 to 1 | 11.4 to 1 |

Consolidated Financial Information:

|                                      | FY24              | FY25                | FY26               |
|--------------------------------------|-------------------|---------------------|--------------------|
| <b>LS REGIONAL HIGH SCHOOL</b>       | <b>Actual</b>     | <b>Appropriated</b> | <b>Recommended</b> |
| Sudbury Operating Assessment         | 27,733,013        | 28,711,618          | 29,489,634         |
| Sudbury Debt Assessment              | 469,465           | 451,371             | 428,279            |
| Sudbury OPEB Trust Fund Contribution | 335,220           | 334,492             | 334,492            |
| <b>Total Sudbury Assessment</b>      | <b>28,537,698</b> | <b>29,497,481</b>   | <b>30,252,405</b>  |
| <b>Total LS Regional High School</b> | <b>28,537,698</b> | <b>29,497,481</b>   | <b>30,252,405</b>  |

**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. Sudbury students interested in pursuing vocational education can apply for admission as out of district students. Sudbury students typically attend Minuteman and Assabet. The Town is responsible for the cost of transportation to the vocational schools.

Consolidated Financial Information:

| <b>VOCATIONAL EDUCATION</b>        | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|------------------------------------|------------------------|------------------------------|-----------------------------|
| Operating Assessments              | 193,961                | 450,000                      | 400,000                     |
| <b>Total: Vocational Education</b> | <b>193,961</b>         | <b>450,000</b>               | <b>400,000</b>              |



## 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.

| <b>GENERAL GOVERNMENT</b>                 | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Select Board/Town Manager                 | 515,538                | 536,011                      | 670,283                     | 25.05%                         |
| Human Resources                           | 241,003                | 268,305                      | 219,360                     | -18.24%                        |
| Law                                       | 158,810                | 260,374                      | 200,990                     | -22.81%                        |
| Finance Committee                         | 4,036                  | 4,959                        | 5,108                       | 3.00%                          |
| Accounting                                | 358,174                | 420,523                      | 432,137                     | 2.76%                          |
| Assessors                                 | 307,920                | 322,916                      | 338,635                     | 4.87%                          |
| Asst. Town Manager/Finance Director       | 336,823                | 373,036                      | 409,086                     | 9.66%                          |
| Information Systems                       | 636,955                | 640,894                      | 671,201                     | 4.73%                          |
| Town Clerk & Registrars                   | 319,119                | 376,746                      | 350,340                     | -7.01%                         |
| Conservation                              | 224,857                | 238,117                      | 255,466                     | 7.29%                          |
| Planning & Board of Appeals               | 285,369                | 375,645                      | 400,354                     | 6.58%                          |
| <b>Total General Government</b>           | <b>3,388,604</b>       | <b>3,817,526</b>             | <b>3,952,959</b>            | <b>3.55%</b>                   |
| Salaries & Other Compensation             | 2,566,706              | 2,924,277                    | 3,031,842                   | 3.68%                          |
| All Other Expenses                        | 821,898                | 893,249                      | 921,118                     | 3.12%                          |
| <b>Total General Government</b>           | <b>3,388,604</b>       | <b>3,817,526</b>             | <b>3,952,959</b>            | <b>3.55%</b>                   |
| <b>General Government Headcount (FTE)</b> | <b>32.00</b>           | <b>32.00</b>                 | <b>32.00</b>                |                                |

## **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 Management Analyst performs complex administrative and technical work in support of critical operations within the Town Manager's operations including, but not limited to, coordination of the Annual Town Meeting Warrant, grant support, procurement, and special projects.

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:

| <b>Description</b>                          | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Number of Select Board Meetings             | 63          | 46          | 42          |
| Number of Town Meetings and Elections       | 5           | 3           | 4           |
| Number of Town Manager & Select Board hours | 13          | 20          | 16          |
| Number of Municipal Update Newsletters      | 4           | 4           | 3           |
| Number of Licenses issued                   | 80          | 81          | 87          |

Consolidated Financial Information:

| <b>SELECT BOARD/TOWN MANAGER</b>        | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|---|--------------|------------------------|------------------------------|-----------------------------|
| Town Manager                            | 1.00         | 224,537                | 215,000                      | 235,000                     |
| Administration                          | 2.00         | 98,699                 | 101,648                      | 206,276                     |
| Clerical                                | 2.00         | 125,920                | 138,858                      | 143,007                     |
| Deferred Comp Town Manager              |              | 12,500                 | 12,500                       | 12,500                      |
| Travel Allowance                        |              | 7,197                  | 7,000                        | 7,000                       |
| <b>Sub Total: Personal Services</b>     | <b>5.00</b>  | <b>468,853</b>         | <b>475,006</b>               | <b>603,783</b>              |
| General Expense                         |              | 43,986                 | 51,500                       | 51,500                      |
| Travel                                  |              | 835                    | 0                            | 0                           |
| Out of State Travel                     |              | 1,864                  | 0                            | 0                           |
| Employee Professional Development       |              | 0                      | 9,505                        | 15,000                      |
| <b>Sub Total: Expenses</b>              |              | <b>46,685</b>          | <b>61,005</b>                | <b>66,500</b>               |
| <b>Total: Select Board/Town Manager</b> | <b>5.00</b>  | <b>515,538</b>         | <b>536,011</b>               | <b>670,283</b>              |

**Human Resources**

The Human Resources Department 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).

Performance measures:

| Description   | 2022 | 2023 | 2024 |
|---|------|------|------|
| Administer benefits for enrolled "Active" Town and School employees       | 403  | 393  | 390  |
| Administer benefits for enrolled Town and School Retirees                 | 447  | 448  | 447  |
| Recruitment and employee orientation (Town only, does not include school) | 175  | 82   | 60   |

Consolidated Financial Information:

| Human Resources                     | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Human Resources Director            | 1.00        | 175,165        | 170,072              | 130,300             |
| HR Generalist                       | 1.00        | 58,638         | 74,808               | 75,097              |
| Clerical                            |             | 0              | 5,678                | 0                   |
| Sick-Leave Buy-Back                 |             | 0              | 3,784                | 0                   |
| <b>Sub Total: Personal Services</b> | <b>2.00</b> | <b>233,803</b> | <b>254,342</b>       | <b>205,397</b>      |
| General Expense                     |             | 865            | 3,000                | 3,000               |
| Travel                              |             | 3,414          | 3,850                | 3,850               |
| Contracted Services                 |             | 0              | 1,350                | 1,350               |
| Employee Professional Development   |             | 2,921          | 5,763                | 5,763               |
| <b>Sub Total: Expenses</b>          |             | <b>7,200</b>   | <b>13,963</b>        | <b>13,963</b>       |
| <b>Total: Human Resources</b>       | <b>2.00</b> | <b>241,003</b> | <b>268,305</b>       | <b>219,360</b>      |

**Legal**

Town Counsel provides a wide variety of legal assistance to all Town departments including review of all contracts, legal opinions, conflict of interest advice, interpretation of State and federal laws, labor and collective bargaining assistance, drafting of general and zoning by-laws and defense of litigation. The firm of KP Law is Sudbury's Town Counsel and Feeley & Brown, PC is the Town's labor counsel.

Consolidated Financial Information:

| <b>LEGAL</b>                        | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Non-Clerical                        |              | 20,700                 | 59,384                       | 0                           |
| <b>Sub Total: Personal Services</b> | <b>0.00</b>  | <b>20,700</b>          | <b>59,384</b>                | <b>0</b>                    |
| General Expense                     |              | 351                    | 990                          | 990                         |
| Legal Expenses                      |              | 137,759                | 200,000                      | 200,000                     |
| <b>Sub Total: Expenses</b>          |              | <b>138,110</b>         | <b>200,990</b>               | <b>200,990</b>              |
| <b>Total: Legal</b>                 | <b>0.00</b>  | <b>158,810</b>         | <b>260,374</b>               | <b>200,990</b>              |

**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:

| <b>FINANCE COMMITTEE</b>            | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|------------------------|------------------------------|-----------------------------|
| Clerical                            | 4,036                  | 4,959                        | 5,108                       |
| <b>Sub Total: Personal Services</b> | <b>4,036</b>           | <b>4,959</b>                 | <b>5,108</b>                |
| General Expense                     | 0                      | 0                            | 0                           |
| <b>Sub Total: Expenses</b>          | <b>0</b>               | <b>0</b>                     | <b>0</b>                    |
| <b>Total: Finance Committee</b>     | <b>4,036</b>           | <b>4,959</b>                 | <b>5,108</b>                |

**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                         | 2022   | 2023   | 2024   |
|-------------------------------------|--------|--------|--------|
| Payroll checks processed            | 19,661 | 20,259 | 20,150 |
| Accounts Payable invoices processed | 15,130 | 14,513 | 15,840 |
| Purchase Orders processed           | 6,061  | 5,866  | 5,921  |

Consolidated Financial Information:

| ACCOUNTING                          | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Town Accountant                     | 1.00        | 82,178         | 124,872              | 128,618             |
| Clerical                            | 3.00        | 194,805        | 208,545              | 214,121             |
| Annual Sick Buy Back                |             | 1,407          | 1,750                | 1,750               |
| <b>Sub Total: Personal Services</b> | <b>4.00</b> | <b>278,390</b> | <b>335,167</b>       | <b>344,489</b>      |
| General Expense                     |             | 1,005          | 5,000                | 5,000               |
| Computer                            |             | 62,962         | 65,756               | 65,756              |
| Travel                              |             | 0              | 600                  | 600                 |
| Contracted Services                 |             | 15,817         | 14,000               | 16,292              |
| <b>Sub Total: Expenses</b>          |             | <b>79,784</b>  | <b>85,356</b>        | <b>87,648</b>       |
| <b>Total: Accounting</b>            | <b>4.00</b> | <b>358,174</b> | <b>420,523</b>       | <b>432,137</b>      |

**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                                       | 2022                 | 2023                 | 2024                    |
|---|----------------------|----------------------|-------------------------|
| Real & Personal Property accounts maintained      | 7,201                | 7,199                | 7,329                   |
| Exemption processed (all inclusive)               | 397                  | 445                  | 431                     |
| Property Tax Abatements processed                 | 23                   | 67                   | 60                      |
| Motor Vehicle Excise committed                    | 19,009               | 19,964               | 20,221                  |
| Motor Vehicle Excise Abatements processed         | 944                  | 875                  | 992                     |
| Property Inspections completed cyclical & permits | 1,500                | 1,970                | 1,043                   |
| DOR/DLS reporting completed timely                | 100%                 | 100%                 | 100%                    |
| DOR required revaluation                          | Interim Year Updated | Interim Year Updated | Five Year Certification |

Consolidated Financial Information:

| ASSESSORS                           | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Assessor                            | 1.00        | 104,659        | 107,760              | 114,595             |
| Clerical                            | 2.00        | 126,494        | 132,878              | 139,693             |
| Sick Leave Buy Back                 |             | 5,373          | 5,773                | 5,946               |
| <b>Sub Total: Personal Services</b> | <b>3.00</b> | <b>236,526</b> | <b>246,411</b>       | <b>260,234</b>      |
| General Expense                     |             | 2,439          | 2,174                | 1,950               |
| Contracted Services                 |             | 68,955         | 74,331               | 76,451              |
| <b>Sub Total: Expenses</b>          |             | <b>71,394</b>  | <b>76,505</b>        | <b>78,401</b>       |
| <b>Total: Assessors</b>             | <b>3.00</b> | <b>307,920</b> | <b>322,916</b>       | <b>338,635</b>      |



**Assistant Town Manager, Finance Director (Treasurer/Collector)**

The Assistant Town Manager/Finance Director is responsible for overseeing and coordinating the Town's financial activities and oversees the completion of the annual Tax Recapitulation Sheet and the free cash certification process. Assists Town Manager with the preparation of the annual operating budget and capital improvement plan, as well as all revenue and expenditure forecasting and labor negotiations. Additionally, the Assistant Town Manager/Finance Director provides oversight of the Finance, Library, Parks & Recreation, Senior Center, Veterans Services departments.

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                                     | 2022  | 2023  | 2024  |
|---|-------|-------|-------|
| Quarterly Real Estate Tax bills processed       | 6,577 | 6,576 | 6,731 |
| Quarterly Personal Property Tax bills processed | 112   | 107   | 112   |
| Annual Comprehensive Financial Report completed | 1     | 1     | 1     |

Consolidated Financial Information:

| <b>ATM / FINANCE DIRECTOR</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|--|--------------|------------------------|------------------------------|-----------------------------|
| Assist. Town Manager, Finance Director | 1.00         | 164,776                | 169,922                      | 174,607                     |
| Treasurer/Collector Staff Salaries     | 3.00         | 148,214                | 172,214                      | 198,479                     |
| Sick Leave Buy Back                    |              | 0                      | 0                            | 0                           |
| <b>Sub Total: Personal Services</b>    | <b>4.00</b>  | <b>312,990</b>         | <b>342,136</b>               | <b>373,086</b>              |
| General Expense                        |              | 12,732                 | 13,000                       | 15,000                      |
| Equipment Maintenance                  |              | 950                    | 900                          | 1,000                       |
| Travel In-State                        |              | 732                    | 1,000                        | 2,500                       |
| Tax Collection Services                |              | 8,264                  | 11,000                       | 14,000                      |
| Tax Title Expense                      |              | 1,155                  | 5,000                        | 3,500                       |
| <b>Sub Total: Expenses</b>             |              | <b>23,833</b>          | <b>30,900</b>                | <b>36,000</b>               |
| <b>Total: ATM / Finance Director</b>   | <b>4.00</b>  | <b>336,823</b>         | <b>373,036</b>               | <b>409,086</b>              |

**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:

| <b>Description</b>                               | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|--|-------------|-------------|-------------|
| Number of Virtual Hosts (Servers)                | 6           | 6           | 6           |
| Network Storage                                  | 2           | 4           | 4           |
| 10GB Switches                                    | 19          | 35          | 36          |
| 20 GB Building to Network Hub (Flynn) Connection | 6           | 7           | 9           |
| Cisco VoIP telephone system buildings connected  | 14          | 14          | 14          |
| Number of telephones                             | 265         | 311         | 311         |
| Jabber Clients (Laptop/Mobile)                   | 75          | 75          | 75          |
| School buildings                                 | 5           | 5           | 5           |
| Aerohive/Extreme access points                   | 54          | 78          | 81          |
| Aerohive/Extreme buildings                       | 13          | 13          | 13          |
| Desktop Computers new                            | 17          | 17          | 9           |
| Laptops new                                      | 13          | 7           | 18          |
| Tablets new                                      | 14          | 9           | 5           |

Consolidated Financial Information:

| <b>INFORMATION SYSTEMS</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Technology Administrator            | 1.00         | 120,806                | 122,540                      | 134,973                     |
| Non-Clerical                        | 2.00         | 146,328                | 160,526                      | 166,009                     |
| Summer Help                         |              | 4,013                  | 0                            | 0                           |
| Sick Leave Buy Back                 |              | 4,222                  | 6,788                        | 7,518                       |
| <b>Sub Total: Personal Services</b> | <b>3.00</b>  | <b>275,369</b>         | <b>289,854</b>               | <b>308,500</b>              |
| General Expense                     |              | 7,888                  | 5,000                        | 5,000                       |
| Software                            |              | 189,172                | 150,500                      | 159,668                     |
| Equipment Maintenance               |              | 6,659                  | 11,500                       | 11,500                      |
| Travel                              |              | 165                    | 400                          | 400                         |
| Contracted Services                 |              | 80,798                 | 79,640                       | 87,333                      |
| Professional Development            |              | 4,655                  | 10,500                       | 5,300                       |
| Equipment                           |              | 45,600                 | 65,000                       | 65,000                      |
| WAN/Telephone Connections           |              | 18,928                 | 11,500                       | 11,500                      |
| Network                             |              | 4,191                  | 5,000                        | 5,000                       |
| Internet                            |              | 3,530                  | 12,000                       | 12,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>361,586</b>         | <b>351,040</b>               | <b>362,701</b>              |
| <b>Total: Information Systems</b>   | <b>3.00</b>  | <b>636,955</b>         | <b>640,894</b>               | <b>671,201</b>              |

**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:

| <b>Description</b>                              | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Birth, Marriage and Death Certificates issued   | 1266        | 1610        | 1785        |
| Marriage Intentions                             | 139         | 140         | 30          |
| Doing Business as Certificates- new and renewal | 130         | 131         | 125         |
| Number of On-line Vital transactions            | 283         | 300         | 280         |
| Proof of Residency                              | 3           | 5           | 13          |
| Public Record Requests (other than vitals)      | 89          | 61          | 37          |
| List of Persons sold                            | 6           | 11          | 12          |
| Number of Dogs Licensed/On-line                 | 2928/1403   | 2916/1422   | 2936/1457   |
| New Voter Registrations                         | 857         | 819         | 1176        |
| Number of Elections                             | 3           | 3           | 4           |
| Number of Absentee/Mail In Ballots processed    | 8612        | 1923        | 11801       |

Performance Measures cont'd:

| Description  | 2022 | 2023 | 2024 |
|--|------|------|------|
| Number of in person early voters                       | 899  | N/A  | 2654 |
| Number of Town Meetings                                | 1    | 2    | 1    |
| Number of Open Meeting Law Certificates recorded       | 59   | 76   | 51   |
| Number of Ethics Summary Certificates recorded         | 173  | 241  | 416  |
| Number of Ethics Online Training Certificates recorded | 92   | 330  | 249  |
| Oaths of Office administered/recorded                  | 141  | 119  | 144  |
| Census returned and entered                            | 6759 | 6800 | 5242 |
| Meeting notices posted                                 | 765  | 797  | 738  |

Consolidated Financial Information:

| <b>TOWN CLERK</b>                   | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Town Clerk                          | 1.00         | 96,354                 | 98,472                       | 104,744                     |
| Overtime                            |              | 1,638                  | 6,000                        | 3,000                       |
| Clerical                            | 3.00         | 166,531                | 183,252                      | 188,449                     |
| Annual Sick Buyback                 |              | 782                    | 932                          | 932                         |
| Election Workers                    |              | 20,898                 | 48,000                       | 13,000                      |
| <b>Sub Total: Personal Services</b> | <b>4.00</b>  | <b>286,203</b>         | <b>336,656</b>               | <b>310,125</b>              |
| General Expense                     |              | 9,712                  | 12,000                       | 15,415                      |
| Equipment Maintenance               |              | 3,162                  | 6,690                        | 8,500                       |
| Travel                              |              | 1,162                  | 1,200                        | 1,800                       |
| Tuition                             |              | 1,200                  | 2,200                        | 3,500                       |
| Elections                           |              | 17,680                 | 18,000                       | 11,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>32,916</b>          | <b>40,090</b>                | <b>40,215</b>               |
| <b>Total: Town Clerk</b>            | <b>4.00</b>  | <b>319,119</b>         | <b>376,746</b>               | <b>350,340</b>              |

**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:

| <b>Description</b>                                   | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|--|-------------|-------------|-------------|
| Wetland Notices of Intent                            | 24          | 27          | 23          |
| Wetland Request for Determination of Applicability   | 25          | 18          | 36          |
| Wetland Abbrev. Notices of Resource Area Delineation | 0           | 1           | 1           |
| Wetland Certificates of Compliance                   | 22          | 13          | 20          |
| Violations   | 2           | 4           | 5           |
| Inspections  | 207         | 410         | 385         |
| Acres of Conservation Land to Manage                 | 1200        | 1200        | 1200        |
| Acres of Conservation Restriction Land to Monitor    | 620         | 620         | 620         |

Consolidated Financial Information:

| <b>CONSERVATION</b>                 | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Conservation Coordinator            | 1.00         | 96,880                 | 98,472                       | 104,744                     |
| Non-Clerical                        | 1.00         | 56,090                 | 66,422                       | 71,092                      |
| Clerical                            | 1.00         | 52,821                 | 54,423                       | 60,530                      |
| <b>Sub Total: Personal Services</b> | <b>3.00</b>  | <b>205,791</b>         | <b>219,317</b>               | <b>236,366</b>              |
| General Expense                     |              | 8,640                  | 4,400                        | 4,700                       |
| Contracted Services                 |              | 4,426                  | 10,200                       | 10,200                      |
| Trail Maintenance                   |              | 600                    | 600                          | 600                         |
| Travel                              |              | 400                    | 400                          | 400                         |
| Clothing                            |              | 5,000                  | 3,200                        | 3,200                       |
| <b>Sub Total: Expenses</b>          |              | <b>19,066</b>          | <b>18,800</b>                | <b>19,100</b>               |
| <b>Total: Conservation</b>          | <b>3.00</b>  | <b>224,857</b>         | <b>238,117</b>               | <b>255,466</b>              |

**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:

| <b>Description</b>  | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Special Permits (Planning Board)                                    | 1           | 0           | 0           |
| Stormwater Management Permits (Planning Board)                      | 21          | 27          | 14          |
| Site Plan Approvals (Planning Board)                                | 11          | 19          | 10          |
| Approval Not Required (ANR) Plans (Planning Board)                  | 2           | 3           | 3           |
| Scenic Road Permits (Planning Board)                                | 9           | 3           | 3           |
| Sign Permits (Design Review Board)                                  | 16          | 21          | 40          |
| Affordable Housing Lotteries (Housing Trust)                        | 4           | 0           | 0           |
| Small Grants and Home Preservation Grants requested (Housing Trust) | 11          | 0           | 0           |
| Small Grants and Home Preservation Grants awarded (Housing Trust)   | 8           | 0           | 0           |
| Decision Appeals (ZBA)  | 0           | 0           | 1           |
| Variances (ZBA)   | 5           | 0           | 13          |
| Special Permits and Other Matters (ZBA)                             | 42          | 0           | 54          |
| Community Preservation Applications (CPC)                           | 13          | 13          | 13          |
| Demolition Delay Applications (Historical Commission)               | 6           | 8           | 14          |
| Certificates of Appropriateness (Historic Districts Commission)     | 30          | 0           | 73          |

Consolidated Financial Information:

| <b>PLANNING</b>                     | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Planning Director                   | 1.00         | 112,225                | 134,940                      | 144,432                     |
| Staff Planning Salaries             | 1.00         | 0                      | 87,176                       | 91,521                      |
| Clerical                            | 2.00         | 131,820                | 138,929                      | 148,801                     |
| Stipends                            |              | 0                      | 0                            | 0                           |
| <b>Sub Total: Personal Services</b> | <b>4.00</b>  | <b>244,045</b>         | <b>361,045</b>               | <b>384,754</b>              |
| General Expense                     |              | 3,205                  | 2,600                        | 2,600                       |
| Contracted Services                 |              | 35,230                 | 9,500                        | 10,500                      |
| Professional Development            |              | 2,889                  | 2,500                        | 2,500                       |
| <b>Sub Total: Expenses</b>          |              | <b>41,324</b>          | <b>14,600</b>                | <b>15,600</b>               |
| <b>Total: Planning</b>              | <b>4.00</b>  | <b>285,369</b>         | <b>375,645</b>               | <b>400,354</b>              |



## PUBLIC SAFETY

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

| <b>PUBLIC SAFETY</b>                 | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|--------------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| Police                               | 4,517,158              | 4,699,841                    | 4,654,773                   | -0.96%                         |
| Fire                                 | 5,188,213              | 5,362,017                    | 5,691,972                   | 6.15%                          |
| Building                             | 300,476                | 337,429                      | 333,015                     | -1.31%                         |
| <b>Total Public Safety</b>           | <b>10,005,847</b>      | <b>10,399,287</b>            | <b>10,679,760</b>           | <b>2.70%</b>                   |
| Salaries & Other Compensation        | 8,798,457              | 9,151,619                    | 9,431,403                   | 3.06%                          |
| All Other Expenses                   | 1,012,390              | 1,020,668                    | 1,051,357                   | 3.01%                          |
| Capital                              | 195,000                | 227,000                      | 197,000                     | -13.22%                        |
| <b>Total Pubic Safety</b>            | <b>10,005,847</b>      | <b>10,399,287</b>            | <b>10,679,760</b>           | <b>2.70%</b>                   |
| <b>Public Safety Headcount (FTE)</b> | <b>88.00</b>           | <b>88.00</b>                 | <b>83.00</b>                |                                |

*Note: Decrease in FTE in FY2026 was due to the regionalization of dispatch services to the Holbrook Regional Dispatch Center.*

## **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.

On July 8, 2024, the Town of Sudbury moved its dispatch operations to the Holbrook Regional Dispatch Center. The decrease in the Police budget is primarily related to the move to the Regional Dispatch Center, which is being fully funded by the 911 grant until FY28.

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:

| <b>Description</b>                            | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Calls for Service (Including Walk-In Traffic) | 19,662      | 19,868      | 20,304      |
| Arrest/Criminal Applications                  | 175         | 186         | 274         |
| Medical Aids                                  | 1,062       | 1,192       | 1,138       |
| Motor Vehicle Crashes                         | 376         | 358         | 420         |
| Alarms  | 520         | 462         | 398         |

Consolidated Financial Information:

| <b>POLICE</b>                       | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Police Chief                        | 1.00         | 205,921                | 212,102                      | 218,459                     |
| Lieutenants                         | 2.00         | 255,383                | 273,469                      | 300,253                     |
| Patrol Officers                     | 27.00        | 1,910,332              | 2,360,101                    | 2,490,778                   |
| Night Differential                  |              | 30,267                 | 41,001                       | 41,001                      |
| Overtime                            |              | 635,296                | 392,700                      | 471,240                     |
| Dispatcher Overtime                 |              | 197,782                | 0                            | 0                           |
| Clerical                            | 2.00         | 133,787                | 137,779                      | 141,882                     |
| Desk Night Differential             |              | 12,068                 | 15,459                       | 7,500                       |
| Dept Assistant - Desk               | 4.00         | 348,627                | 509,591                      | 211,425                     |
| Dept Assistant - Desk Overtime      |              | 0                      | 0                            | 25,000                      |
| Sick Leave Buy Back                 |              | 14,886                 | 15,183                       | 20,165                      |
| Retirement Sick Buyback             |              | 0                      | 0                            | 0                           |
| Holiday Pay                         |              | 38,877                 | 40,000                       | 45,000                      |
| Stipend                             |              | 76,421                 | 53,350                       | 52,150                      |
| Non-accountable Clothing            |              | 13,170                 | 14,220                       | 14,220                      |
| <b>Sub Total: Personal Services</b> | <b>36.00</b> | <b>3,872,817</b>       | <b>4,064,955</b>             | <b>4,039,073</b>            |
| General Expense                     |              | 131,879                | 120,000                      | 130,000                     |
| Dispatch General Expense            |              | 2,160                  | 5,000                        | 2,500                       |
| Gasoline                            |              | 58,396                 | 75,000                       | 65,000                      |
| Maintenance                         |              | 89,423                 | 101,500                      | 97,000                      |
| Travel In-state                     |              | 688                    | 3,000                        | 3,000                       |
| Uniforms                            |              | 22,517                 | 24,000                       | 24,000                      |
| Dispatch Clothing Allowance         |              | 3,423                  | 4,950                        | 2,200                       |
| Tuition                             |              | 10,030                 | 15,000                       | 15,000                      |
| Equipment                           |              | 130,825                | 59,436                       | 80,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>449,341</b>         | <b>407,886</b>               | <b>418,700</b>              |
| Police Cruisers                     |              | 195,000                | 227,000                      | 197,000                     |
| <b>Sub Total: Capital Outlay</b>    |              | <b>195,000</b>         | <b>227,000</b>               | <b>197,000</b>              |
| <b>Total: Police</b>                | <b>36.00</b> | <b>4,517,158</b>       | <b>4,699,841</b>             | <b>4,654,773</b>            |

**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:

| <b>Description</b>           | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|------------------------------|-------------|-------------|-------------|
| Fire and Emergency Responses | 848         | 1,088       | 1,149       |
| Medical Emergency Responses  | 1,601       | 1,615       | 1,655       |
| Permits Issued               | 1,157       | 997         | 1,003       |

Consolidated Financial Information:

| <b>FIRE</b>                         | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Fire Chief                          | 1.00         | 166,162                | 183,195                      | 188,846                     |
| Deputy Chief                        | 1.00         | 142,519                | 154,150                      | 163,901                     |
| Firefighters/EMTs/Paramedics        | 40.00        | 3,206,784              | 3,613,519                    | 3,789,693                   |
| Overtime                            |              | 887,857                | 580,000                      | 688,900                     |
| Clerical                            | 1.00         | 86,427                 | 89,005                       | 91,660                      |
| Weekend Differential                |              | 5,317                  | 6,525                        | 6,525                       |
| Sick leave Buy Back                 |              | 9,029                  | 17,500                       | 20,000                      |
| Fire Stipends                       |              | 108,964                | 93,014                       | 93,019                      |
| Non-accountable Clothing            |              | 29,548                 | 35,600                       | 40,000                      |
| <b>Sub Total: Personal Services</b> | <b>43.00</b> | <b>4,642,607</b>       | <b>4,772,507</b>             | <b>5,082,544</b>            |
| General Expense                     |              | 53,040                 | 72,000                       | 73,800                      |
| Gasoline/Diesel Fuel                |              | 41,146                 | 45,000                       | 45,000                      |
| Maintenance                         |              | 136,374                | 95,000                       | 95,000                      |
| Utilities                           |              | 57,133                 | 45,000                       | 55,000                      |
| Alarm Main.                         |              | 1,266                  | 6,500                        | 6,500                       |
| Travel                              |              | 342                    | 2,000                        | 2,000                       |
| Clothing                            |              | 2,478                  | 10,300                       | 12,800                      |
| Tuition                             |              | 40,105                 | 82,757                       | 85,405                      |
| Contracted Services                 |              | 107,027                | 134,753                      | 135,223                     |
| CERT Expense                        |              | 31                     | 1,200                        | 1,200                       |
| Equipment                           |              | 106,664                | 95,000                       | 97,500                      |
| <b>Sub Total: Expenses</b>          |              | <b>545,606</b>         | <b>589,510</b>               | <b>609,428</b>              |
| <b>Total: Fire</b>                  | <b>43.00</b> | <b>5,188,213</b>       | <b>5,362,017</b>             | <b>5,691,972</b>            |

**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  | 2022  | 2023  | 2024  |
|--|-------|-------|-------|
| Permits issued. combined total                         | 3,716 | 3,068 | 2,983 |
| Inspections & investigations performed. combined total | 5,975 | 5,695 | 4,853 |
| Zoning investigations and Record/Info Requests         | 740   | 872   | 1,065 |
| CE hours total for Department                          | 29    | 64    | 70    |
| Occupancy / Periodicals / Restaurants                  | 133   | 156   | 81    |

Consolidated Financial Information:

| BUILDING                            | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Building Inspector                  | 1.00        | 110,682        | 117,038              | 124,496             |
| Asst. Bldg. Inspector               | 1.00        | 75,172         | 80,459               | 86,118              |
| Clerical                            | 2.00        | 72,843         | 85,910               | 65,422              |
| Deputy Inspector                    |             | 11,286         | 13,050               | 16,050              |
| Wiring Inspector                    |             | 13,050         | 17,700               | 17,700              |
| <b>Sub Total: Personal Services</b> | <b>4.00</b> | <b>283,033</b> | <b>314,157</b>       | <b>309,786</b>      |
| General Expense                     |             | 5,681          | 10,500               | 8,500               |
| Town Vehicle Maintenance            |             | 383            | 2,500                | 3,000               |
| In-State Travel                     |             | 2,790          | 1,500                | 2,000               |
| Clothing Allowance                  |             | 1,017          | 1,200                | 1,200               |
| Contracted Services                 |             | 7,572          | 7,572                | 8,529               |
| <b>Sub Total: Expenses</b>          |             | <b>17,443</b>  | <b>23,272</b>        | <b>23,229</b>       |
| <b>Total: Building</b>              | <b>4.00</b> | <b>300,476</b> | <b>337,429</b>       | <b>333,015</b>      |

## 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.

| <b>PUBLIC WORKS</b>                 | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|-------------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| Engineer                            | 503,277                | 642,452                      | 555,301                     | -13.57%                        |
| Streets and Roads                   | 2,636,028              | 2,864,098                    | 2,924,851                   | 2.12%                          |
| Snow and Ice                        | 696,699                | 450,000                      | 500,000                     | 11.11%                         |
| Tress and Cemetery                  | 382,136                | 497,096                      | 495,968                     | -0.23%                         |
| Parks and Ground                    | 292,464                | 306,477                      | 336,951                     | 9.94%                          |
| Combined Facilities                 | 1,454,414              | 1,610,633                    | 1,697,932                   | 5.42%                          |
| <b>Total Public Works</b>           | <b>5,965,018</b>       | <b>6,370,755</b>             | <b>6,511,003</b>            | <b>2.20%</b>                   |
| Salaries & Other Compensation       | 2,346,592              | 2,861,741                    | 2,896,987                   | 1.23%                          |
| All Other Expenses                  | 2,921,727              | 3,059,014                    | 3,114,016                   | 1.80%                          |
| Snow & Ice                          | 696,699                | 450,000                      | 500,000                     | 11.11%                         |
| <b>Total Public Works</b>           | <b>5,965,018</b>       | <b>6,370,755</b>             | <b>6,511,003</b>            | <b>2.20%</b>                   |
| <b>Public Works Headcount (FTE)</b> | <b>35.00</b>           | <b>35.00</b>                 | <b>36.00</b>                |                                |

**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:

| <b>Description</b>  | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Researched, surveyed and staked street lines and road layouts   | 115         | 95          | 105         |
| Inspected stormwater structures, catch basins. Etc.   | 276         | 140         | 551         |
| Located, identified and performed culvert inspections and responded to resident, contractor and developer request for plans | 141         | 145         | 120         |
| Number of Driveway Permits Reviewed   | 75          | 77          | 55          |
| Number of general storm water permits reviewed.   | 11          | 10          | 13          |
| Trench Permits Reviewed   | 72          | 113         | 68          |
| Road Opening Permits  | 83          | 121         | 79          |

Consolidated Financial Information:

| <b>ENGINEERING</b>                  | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Deputy Director DPW                 | 1.00         | 132,420                | 136,097                      | 129,130                     |
| Non-Clerical                        | 3.00         | 163,567                | 288,301                      | 204,460                     |
| Overtime                            |              | 874                    | 0                            | 0                           |
| Clerical                            | 1.00         | 60,145                 | 64,379                       | 68,036                      |
| Summer Help                         |              | 6,142                  | 11,000                       | 11,000                      |
| <b>Sub Total: Personal Services</b> | <b>5.00</b>  | <b>363,148</b>         | <b>499,777</b>               | <b>412,626</b>              |
| General Expense                     |              | 16,645                 | 18,000                       | 18,000                      |
| Maintenance                         |              | 4,751                  | 3,300                        | 3,300                       |
| Travel                              |              | 0                      | 500                          | 500                         |
| Uniforms                            |              | 1,733                  | 3,575                        | 3,575                       |
| Contracted Services                 |              | 117,000                | 117,300                      | 117,300                     |
| <b>Sub Total: Expenses</b>          |              | <b>140,129</b>         | <b>142,675</b>               | <b>142,675</b>              |
| <b>Total: Engineering</b>           | <b>5.00</b>  | <b>503,277</b>         | <b>642,452</b>               | <b>555,301</b>              |



## **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:

| <b>Description</b>  | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|---|-------------|-------------|-------------|
| Catch basin and manhole installs and repairs                      | 126         | 126         | 95          |
| Installed new thermoplastic or recessed polyurea crosswalks       | 0           | 16          | 14          |
| Installed new pedestrian activated flashing LED crosswalk signals | 0           | 0           | 16          |
| Pot Hole Repairs  | 690         | 714         | 871         |
| Installed various regulatory/informational signs throughout Town  | 93          | 84          | 169         |
| ADA Curb Cuts   | 0           | 20          | 24          |

Consolidated Financial Information:

| <b>STREETS &amp; ROADS</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| DPW Director                        | 1.00         | 164,976                | 169,922                      | 167,141                     |
| Highway Dir. of Operations          | 1.00         | 92,119                 | 98,631                       | 109,020                     |
| Management Analyst                  | 1.00         | 102,262                | 105,324                      | 108,478                     |
| Non-Clerical                        | 13.00        | 706,992                | 827,403                      | 856,886                     |
| Overtime                            |              | 38,569                 | 52,000                       | 53,300                      |
| Clerical                            | 1.00         | 60,230                 | 77,188                       | 81,396                      |
| Summer Help                         |              | 6,536                  | 7,560                        | 7,560                       |
| Sick Leave Buy Back                 |              | 0                      | 0                            | 0                           |
| Stipends                            |              | 8,129                  | 8,190                        | 8,190                       |
| <b>Sub Total: Personal Services</b> | <b>17.00</b> | <b>1,179,813</b>       | <b>1,346,218</b>             | <b>1,391,971</b>            |
| General Expense                     |              | 59,007                 | 37,000                       | 37,000                      |
| Gasoline                            |              | 95,394                 | 105,000                      | 105,000                     |
| Bldg. Maintenance                   |              | 42,154                 | 38,300                       | 38,300                      |
| Vehicle Maintenance                 |              | 273,192                | 325,000                      | 325,000                     |
| Utilities                           |              | 18,456                 | 22,200                       | 22,200                      |
| Street Lighting                     |              | 32,858                 | 25,000                       | 25,000                      |
| In-state Travel                     |              | 3,445                  | 2,000                        | 2,000                       |
| Clothing                            |              | 18,488                 | 23,600                       | 23,600                      |
| Tuition                             |              | 43,167                 | 24,780                       | 24,780                      |
| Police Details                      |              | 101,185                | 85,000                       | 100,000                     |
| Roadwork                            |              | 748,119                | 780,000                      | 780,000                     |
| Culvert Repairs                     |              | 20,750                 | 50,000                       | 50,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>1,456,215</b>       | <b>1,517,880</b>             | <b>1,532,880</b>            |
| <b>Total: Streets &amp; Roads</b>   | <b>17.00</b> | <b>2,636,028</b>       | <b>2,864,098</b>             | <b>2,924,851</b>            |

**Snow & Ice**

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

Consolidated Financial Information:

| <b>SNOW &amp; ICE</b>        | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|------------------------------|------------------------|------------------------------|-----------------------------|
| Snow & Ice Overtime          | 162,128                | 140,000                      | 190,000                     |
| Snow & Ice Materials         | 303,511                | 200,000                      | 200,000                     |
| Snow & Ice Contractors       | 231,060                | 110,000                      | 110,000                     |
| <b>Total: Snow &amp; Ice</b> | <b>696,699</b>         | <b>450,000</b>               | <b>500,000</b>              |

**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    | 2022 | 2023 | 2024 |
|----------------|------|------|------|
| Interments     | 69   | 57   | 56   |
| Trees felled   | 91   | 31   | 71   |
| Stumps removed | 40   | 23   | 48   |

Consolidated Financial Information:

| <b>TREES &amp; CEMETERY</b>         | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Non-Clerical                        | 5.00         | 234,832                | 335,578                      | 333,214                     |
| Overtime                            |              | 20,803                 | 26,520                       | 27,183                      |
| Clerical                            |              | 7,361                  | 10,763                       | 11,336                      |
| Summer Help                         |              | 3,081                  | 4,032                        | 4,032                       |
| Stipends                            |              | 4,002                  | 4,095                        | 4,095                       |
| <b>Sub Total: Personal Services</b> | <b>5.00</b>  | <b>270,079</b>         | <b>380,988</b>               | <b>379,860</b>              |
| Cemetery Materials                  |              | 17,614                 | 18,425                       | 18,425                      |
| Tree Contractors                    |              | 94,443                 | 97,683                       | 97,683                      |
| <b>Sub Total: Expenses</b>          |              | <b>112,057</b>         | <b>116,108</b>               | <b>116,108</b>              |
| <b>Total: Trees &amp; Cemetery</b>  | <b>5.00</b>  | <b>382,136</b>         | <b>497,096</b>               | <b>495,968</b>              |

**Parks and Grounds**

The Parks & Grounds Division provides safe and meticulously-maintained recreation facilities throughout Town. The increase in the Parks & Grounds budget was due to the creation of one additional Light Equipment Operator. Part of the cost was offset by a reduction in Part Time Salaries and Contractual Services within DPW.

Performance Measures:

| Description  | 2022      | 2023      | 2024      |
|--|-----------|-----------|-----------|
| Mow/maintain/stripe over 132 Ac of public lands, parks & School Fields | 132 acres | 132 acres | 132 acres |

Consolidated Financial Information:

| <b>PARKS &amp; GROUNDS</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Non-Clerical                        | 3.00         | 116,486                | 130,250                      | 195,115                     |
| Overtime                            |              | 6,535                  | 7,600                        | 7,790                       |
| Clerical                            |              | 7,361                  | 10,763                       | 11,128                      |
| Summer Help                         |              | 24,913                 | 23,160                       | 13,160                      |
| Sick Buy Back                       |              | 1,328                  | 1,824                        | 1,878                       |
| Stipends                            |              | 4,095                  | 4,095                        | 4,095                       |
| <b>Sub Total: Personal Services</b> | <b>3.00</b>  | <b>160,718</b>         | <b>177,692</b>               | <b>233,166</b>              |
| Maintenance                         |              | 70,333                 | 58,860                       | 58,860                      |
| Clothing                            |              | 3,467                  | 4,200                        | 4,200                       |
| Contracted Services                 |              | 57,946                 | 65,725                       | 40,725                      |
| <b>Sub Total: Expenses</b>          |              | <b>131,746</b>         | <b>128,785</b>               | <b>103,785</b>              |
| <b>Total: Parks &amp; Grounds</b>   | <b>3.00</b>  | <b>292,464</b>         | <b>306,477</b>               | <b>336,951</b>              |

**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                                    | 2022 | 2023 | 2024 |
|--|------|------|------|
| Number of Town and School Buildings maintained | 17   | 17   | 17   |

Consolidated Financial Information:

| <b>COMBINED FACILITIES</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Facilities Director                 | 1.00         | 72,205                 | 74,266                       | 76,491                      |
| Supervisor of Town Buildings        | 1.00         | 85,253                 | 90,399                       | 96,068                      |
| Sustainability Coordinator          | 1.00         | 20,966                 | 89,787                       | 96,240                      |
| Overtime                            |              | 1,309                  | 3,000                        | 5,000                       |
| Clerical                            | 1.00         | 36,272                 | 37,457                       | 38,575                      |
| Electrician                         |              | 26,353                 | 27,278                       | 28,090                      |
| Town Custodial                      | 2.00         | 130,476                | 134,880                      | 138,900                     |
| Sick leave Buy Back                 |              | 0                      | 0                            | 0                           |
| <b>Sub Total: Personal Services</b> | <b>6.00</b>  | <b>372,834</b>         | <b>457,067</b>               | <b>479,364</b>              |
| General Expense                     |              | 9,101                  | 10,300                       | 10,300                      |
| Town Bldg. Maintenance              |              | 233,768                | 345,050                      | 355,402                     |
| Vehicle Maintenance                 |              | 2,468                  | 3,500                        | 4,000                       |
| Utilities                           |              | 395,632                | 445,000                      | 450,000                     |
| In-State Travel                     |              | 5,647                  | 4,000                        | 4,000                       |
| Clothing Allowance                  |              | 2,371                  | 2,833                        | 4,000                       |
| Contracted Services                 |              | 431,898                | 342,883                      | 390,866                     |
| Contracted Services Sustainability  |              | 695                    | 0                            | 0                           |
| <b>Sub Total: Expenses</b>          |              | <b>1,081,580</b>       | <b>1,153,566</b>             | <b>1,218,568</b>            |
| <b>Total: Combined Facilities</b>   | <b>6.00</b>  | <b>1,454,414</b>       | <b>1,610,633</b>             | <b>1,697,932</b>            |

## HUMAN SERVICES

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

| <b>HUMAN SERVICES</b>                 | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---------------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| Health Department                     | 455,287                | 571,086                      | 585,817                     | 2.58%                          |
| Senior Center                         | 353,952                | 399,231                      | 422,491                     | 5.83%                          |
| Veterans Services                     | 54,347                 | 60,861                       | 63,836                      | 4.89%                          |
| <b>Total Human Services</b>           | <b>863,586</b>         | <b>1,031,178</b>             | <b>1,072,144</b>            | <b>3.97%</b>                   |
| Salaries & Other Compensation         | 673,735                | 837,391                      | 874,593                     | 4.44%                          |
| All Other Expenses                    | 189,851                | 193,787                      | 197,551                     | 1.94%                          |
| <b>Total Human Services</b>           | <b>863,586</b>         | <b>1,031,178</b>             | <b>1,072,144</b>            | <b>3.97%</b>                   |
| <b>Human Services Headcount (FTE)</b> | <b>11.00</b>           | <b>11.00</b>                 | <b>12.00</b>                |                                |

**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:

| <b>Description</b>                     | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|--|-------------|-------------|-------------|
| Septic Inspections                     | 409         | 502         | 533         |
| Food Inspections                       | 187         | 211         | 224         |
| Flu Shots                              | 575         | 360         | 410         |
| Blood Pressure Screenings              | 173         | 155         | 132         |
| COVID Related Responses                | 730         | N/A         | N/A         |
| SW Referrals                           | 7,495       | 8,111       | 7,322       |
| Community Presentations                | 155         | 141         | 122         |
| Phone Consultation and Case Management | 5,941       | 6,871       | 7,711       |
| Average per Month of Individual Served | 133         | 133         | 122         |



Consolidated Financial Information:

| <b>HEALTH DEPARTMENT</b>            | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Director                            | 1.00         | 104,145                | 108,204                      | 119,439                     |
| Town Social Worker                  | 1.00         | 49,549                 | 96,455                       | 92,961                      |
| Health Inspector                    | 1.00         | 67,049                 | 71,775                       | 76,819                      |
| Public Health Nurse                 | 1.00         | 45,162                 | 95,571                       | 92,412                      |
| Outreach Workers                    |              | 16,687                 | 17,779                       | 18,313                      |
| Clerical                            | 1.00         | 61,469                 | 63,322                       | 65,222                      |
| <b>Sub Total: Personal Services</b> | <b>5.00</b>  | <b>344,061</b>         | <b>453,106</b>               | <b>465,166</b>              |
| General Expense                     |              | 13,544                 | 14,500                       | 14,500                      |
| Nursing Services Expenses           |              | 5,467                  | 7,000                        | 7,000                       |
| Mosquito Control                    |              | 55,620                 | 55,620                       | 57,845                      |
| Animal Inspector                    |              | 14,322                 | 14,860                       | 15,306                      |
| Hazardous Waste                     |              | 16,558                 | 20,000                       | 20,000                      |
| Community Outreach Program          |              | 5,715                  | 6,000                        | 6,000                       |
| <b>Sub Total: Expenses</b>          |              | <b>111,226</b>         | <b>117,980</b>               | <b>120,651</b>              |
| <b>Total: Health Department</b>     | <b>5.00</b>  | <b>455,287</b>         | <b>571,086</b>               | <b>585,817</b>              |

**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. The increase in the Senior Center was due to the increase in hours in the part-time Receptionist position, as well as the creation of a part-time Program Assistant. These changes were deemed necessary with the opening of the new and larger Community Center. The Formula Grant will cover the majority of the salaries of these positions.

Performance Measures:

| Description   | 2022   | 2023   | 2024   |
|---|--------|--------|--------|
| Sudbury Population - # of Residents 60 and older  | 4,619  | 4,798  | 5,087  |
| Percentage of residents 60 and older  | 24%    | 26%    | 27%    |
| Number of different individuals who use Senior Ctr. service or programs                             | 1,187  | 1,499  | 1,555  |
| Outreach Information Specialist - individuals who received information, consultation and assistance | 496    | 599    | 622    |
| Number of visits or units of service provided to individuals  | 11,935 | 13,031 | 14,643 |
| Number of Volunteers  | 160    | 158    | 159    |
| Sudbury Connection Van service Number of Rides Provided   | 2,051  | 2,573  | 3,138  |
| Number of Rides Provided through Grant Funded Programs  | 874    | 928    | 2,305  |

Consolidated Financial Information:

| SENIOR CENTER                       | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Director                            | 1.00        | 104,659        | 107,760              | 114,594             |
| Assistant Director                  | 1.00        | 113,342        | 74,514               | 73,468              |
| Program Coordinator                 | 3.00        | 62,373         | 124,135              | 125,707             |
| Clerical                            | 1.00        | 33,606         | 63,822               | 78,722              |
| <b>Sub Total: Personal Services</b> | <b>6.00</b> | <b>313,980</b> | <b>370,231</b>       | <b>392,491</b>      |
| General Expense                     |             | 39,972         | 29,000               | 30,000              |
| <b>Sub Total: Expenses</b>          |             | <b>39,972</b>  | <b>29,000</b>        | <b>30,000</b>       |
| <b>Total: Senior Center</b>         | <b>6.00</b> | <b>353,952</b> | <b>399,231</b>       | <b>422,491</b>      |

**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:

| <b>VETERANS AFFAIRS</b>             | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Clerical                            | 1.00         | 15,694                 | 14,054                       | 16,936                      |
| <b>Sub Total: Personal Services</b> | <b>1.00</b>  | <b>15,694</b>          | <b>14,054</b>                | <b>16,936</b>               |
| General Expense                     |              | 54                     | 400                          | 400                         |
| Veterans Grave Markers              |              | 72                     | 1,000                        | 1,000                       |
| Contracted Services                 |              | 10,406                 | 10,407                       | 10,500                      |
| Veterans Benefits                   |              | 28,121                 | 35,000                       | 35,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>38,653</b>          | <b>46,807</b>                | <b>46,900</b>               |
| <b>Total: Veterans Affairs</b>      | <b>1.00</b>  | <b>54,347</b>          | <b>60,861</b>                | <b>63,836</b>               |

## CULTURE & RECREATION

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

| <b>CULTURE &amp; RECREATION</b>                 | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Goodnow Library                                 | 1,362,769              | 1,441,324                    | 1,483,638                   | 2.94%                          |
| Recreation                                      | 243,120                | 262,720                      | 277,037                     | 5.45%                          |
| Historical Commission                           | 5,356                  | 8,589                        | 8,679                       | 1.05%                          |
| Historical District Commission                  | 3,546                  | 4,107                        | 4,324                       | 5.28%                          |
| <b>Total Culture &amp; Recreation</b>           | <b>1,614,791</b>       | <b>1,716,740</b>             | <b>1,773,678</b>            | <b>3.32%</b>                   |
| Salaries & Other Compensation                   | 1,239,528              | 1,335,840                    | 1,371,278                   | 2.65%                          |
| All Other Expenses                              | 375,263                | 380,900                      | 402,400                     | 5.64%                          |
| <b>Total Culture &amp; Recreation</b>           | <b>1,614,791</b>       | <b>1,716,740</b>             | <b>1,773,678</b>            | <b>3.32%</b>                   |
| <b>Culture &amp; Recreation Headcount (FTE)</b> | <b>17.00</b>           | <b>17.00</b>                 | <b>17.00</b>                |                                |

**Goodnow Library**

The 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. We are proposing consolidating three part-time Reference Librarian positions to create one full-time Reference Librarian position.

Performance Measures:

| <b>Description</b>                       | <b>2022</b> | <b>2023</b> | <b>2024</b> |
|--|-------------|-------------|-------------|
| Total Number of Holdings [print digital] | 219,226     | 240,967     | 253,902     |
| Total Circulation                        | 334,655     | 456,643     | 489,481     |
| Circulation of eBook & eAudi             | 69,595      | 110,911     | 190,569     |
| Number of Adult Programs                 | 120         | 421         | 755         |
| Attendance of Adult Programs             | 1,194       | 1,744       | 1,299       |
| Number of Teen Programs                  | 85          | 172         | 87          |
| Attendance of Teen Programs              | 588         | 1,047       | 1,784       |
| Number of Children’s Program             | 306         | 434         | 536         |
| Attendance of Children’s Program         | 12,178      | 18,035      | 21,440      |
| General Audience programs                |             | 31          | 35          |
| General Audience attendance              |             | 4,182       | 4,569       |

Consolidated Financial Information:

| <b>GOODNOW LIBRARY</b>              | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Library Director                    | 1.00         | 123,949                | 127,633                      | 135,759                     |
| Non-Clerical                        | 13.00        | 835,253                | 926,191                      | 938,878                     |
| Other Hours                         |              | 45,671                 | 27,500                       | 27,500                      |
| <b>Sub Total: Personal Services</b> | <b>14.00</b> | <b>1,004,873</b>       | <b>1,081,324</b>             | <b>1,102,138</b>            |
| General Expense                     |              | 17,782                 | 10,000                       | 10,500                      |
| Automation                          |              | 62,783                 | 70,000                       | 75,000                      |
| Books & Materials                   |              | 226,161                | 225,000                      | 240,000                     |
| Contracted Services                 |              | 51,170                 | 55,000                       | 56,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>357,896</b>         | <b>360,000</b>               | <b>381,500</b>              |
| <b>Total: Goodnow Library</b>       | <b>14.00</b> | <b>1,362,769</b>       | <b>1,441,324</b>             | <b>1,483,638</b>            |

**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                    | 2022 | 2023 | 2024 |
|--------------------------------|------|------|------|
| Acres of parks and playgrounds | 96   | 96   | 96   |

Consolidated Financial Information:

| RECREATION                          | FTE's       | FY24<br>Actual | FY25<br>Appropriated | FY26<br>Recommended |
|-------------------------------------|-------------|----------------|----------------------|---------------------|
| Recreation Director                 | 1.00        | 111,226        | 116,838              | 124,296             |
| Non-Clerical Salaries               |             | 1,261          | 0                    | 0                   |
| Program Coordinator                 | 1.00        | 52,692         | 64,724               | 69,613              |
| Clerical                            | 1.00        | 61,978         | 63,822               | 65,722              |
| Sick Buyback Annual                 |             | 1,413          | 2,336                | 2,406               |
| <b>Sub Total: Personal Services</b> | <b>3.00</b> | <b>228,570</b> | <b>247,720</b>       | <b>262,037</b>      |
| General Expense                     |             | 14,550         | 15,000               | 15,000              |
| <b>Sub Total: Expenses</b>          |             | <b>14,550</b>  | <b>15,000</b>        | <b>15,000</b>       |
| <b>Total: Recreation</b>            | <b>3.00</b> | <b>243,120</b> | <b>262,720</b>       | <b>277,037</b>      |

**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:

| <b>HISTORICAL COMMISSION</b>        | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Salaries                            |              | 2,539                  | 2,989                        | 3,079                       |
| <b>Sub Total: Personal Services</b> | <b>0.00</b>  | <b>2,539</b>           | <b>2,989</b>                 | <b>3,079</b>                |
| General Expense                     |              | 2,817                  | 5,600                        | 5,600                       |
| <b>Sub Total: Expenses</b>          |              | <b>2,817</b>           | <b>5,600</b>                 | <b>5,600</b>                |
| <b>Total: Historical Commission</b> | <b>0.00</b>  | <b>5,356</b>           | <b>8,589</b>                 | <b>8,679</b>                |

**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:

| <b>HISTORIC DISTRICT COMMISSION</b>          | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|--|--------------|------------------------|------------------------------|-----------------------------|
| Salaries                                     |              | 3,546                  | 3,807                        | 4,024                       |
| <b>Sub Total: Personal Services</b>          | <b>0.00</b>  | <b>3,546</b>           | <b>3,807</b>                 | <b>4,024</b>                |
| General Expense                              |              | 0                      | 300                          | 300                         |
| <b>Sub Total: Expenses</b>                   |              | <b>0</b>               | <b>300</b>                   | <b>300</b>                  |
| <b>Total: Historical District Commission</b> | <b>0.00</b>  | <b>3,546</b>           | <b>4,107</b>                 | <b>4,324</b>                |



## 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, Stabilization Funds and Reserve Account, and OPEB Trust Fund Contributions.

| <b>TOWN-WIDE OPERATING &amp; TRANSFERS</b>       | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|--|------------------------|------------------------------|-----------------------------|--------------------------------|
| Town-Wide Operating Expenses                     | 168,756                | 191,205                      | 216,664                     | 13.32%                         |
| Reserve Fund                                     | 0                      | 300,000                      | 300,000                     | 0.00%                          |
| OPEB Trust Fund Contribution                     | 650,000                | 650,000                      | 650,000                     | 0.00%                          |
| Transfer Capital                                 | 1,248,000              | 0                            | 0                           | 0.00%                          |
| Transfer Accounts                                | 1,410,113              | 461,607                      | 1,260,100                   | 172.98%                        |
| <b>Total Town-Wide Operating &amp; Transfers</b> | <b>3,476,869</b>       | <b>1,602,812</b>             | <b>2,426,764</b>            | <b>51.41%</b>                  |

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 4<sup>th</sup> parade.

Consolidated Financial Information:

| <b>TRANSFERS</b>             | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| Reserve Fund                 | 0                      | 300,000                      | 300,000                     | 0.00%                          |
| OPEB Trust Fund Contribution | 650,000                | 650,000                      | 650,000                     | 0.00%                          |
| Capital Projects             | 1,248,000              | 0                            | 0                           | 0.00%                          |
| Other Articles & Funds       | 1,005,739              | 0                            | 25,000                      | 0.00%                          |
| Capital Stabilization Fund   | 250,000                | 201,507                      | 650,000                     | 222.57%                        |
| Stabilization Fund           | 144,274                | 250,000                      | 400,000                     | 60.00%                         |
| Pension Stabilization Fund   | 0                      | 0                            | 175,000                     | 0.00%                          |
| Turf Stabilization Fund      | 10,100                 | 10,100                       | 10,100                      | 0.00%                          |
| <b>Total Transfers</b>       | <b>3,308,113</b>       | <b>1,411,607</b>             | <b>2,210,100</b>            | <b>56.57%</b>                  |

#### 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.

#### General Stabilization

The Town will endeavor to maintain a minimum balance of 5% of the prior year's General Fund budget in its general stabilization fund. Withdrawals from general stabilization should only be used to mitigate emergencies or other unanticipated events that cannot be supported by current General Fund appropriations.

#### Capital Stabilization

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

#### Turf Stabilization

The Town maintains a special purpose fund to offset the cost of repairs or replacement of Town owned and operated synthetic turf fields. Contributions to this fund should be made annually from the General Operating Fund and Field Maintenance Enterprise Fund.

#### Pension Stabilization Fund

The Pension Stabilization Fund is a new Stabilization Fund proposed for FY2026. It is a special fund that would be used to make payments to offset pension assessments by Middlesex Retirement Systems as provided under MGL Chapter 32.

#### Accrued Leave Fund

The Accrued Leave Fund is a new fund proposed for FY2026. It is intended to pay the future costs of accumulated sick and vacation leave benefits owed to Town employees when they retire and/or resign. Such practice is highly recommended as sound business practice.

## 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.

| <b>EMPLOYEE BENEFITS (TOWN &amp; SPS)</b>       | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Workers Comp                                    | 306,364                | 339,072                      | 358,423                     | 5.71%                          |
| Unemployment Claims                             | 21,359                 | 60,000                       | 60,000                      | 0.00%                          |
| Medicare Tax                                    | 702,919                | 836,887                      | 896,136                     | 7.08%                          |
| Life Insurance                                  | 2,129                  | 4,563                        | 21,360                      | 368.11%                        |
| Medical Insurance                               | 5,513,923              | 6,386,530                    | 7,201,112                   | 12.75%                         |
| Retiree Medical                                 | 1,453,049              | 1,475,324                    | 1,625,865                   | 10.20%                         |
| County Retirement                               | 6,370,873              | 6,823,143                    | 7,183,634                   | 5.28%                          |
| Property & Liability Insurance                  | 484,891                | 561,895                      | 626,808                     | 11.55%                         |
| <b>Total Employee Benefits (Town &amp; SPS)</b> | <b>14,855,507</b>      | <b>16,487,414</b>            | <b>17,973,338</b>           | <b>9.01%</b>                   |

The sum of \$17,973,338 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$7,637,358 and SPS accounts for \$10,335,980. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$1,485,924 or 9.01% from the FY25 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

| <b>TOWN DEBT SERVICE</b>       | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|--------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| Long-Term Principal            | 1,618,116              | 2,942,845                    | 3,032,895                   | 3.06%                          |
| Long-Term Interest             | 524,955                | 1,954,620                    | 1,936,328                   | -0.94%                         |
| Interest on Temporary Loans    | 950,061                | 0                            | 0                           | 0.00%                          |
| <b>Total Town Debt Service</b> | <b>3,093,132</b>       | <b>4,897,465</b>             | <b>4,969,223</b>            | <b>1.47%</b>                   |

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 FY26 is for an appropriation of \$4,969,223 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 FY26 of \$428,279 is requested for and paid through the district's assessment to Sudbury. This will be the final year for that payment.

## 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 \$25,000 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 for one year or \$200,000 for multiple years. 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.

| <b>OPERATING CAPITAL BUDGET</b>        | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|--|------------------------|------------------------------|-----------------------------|
| Sudbury Public Schools                 | 200,000                | 275,000                      | 410,000                     |
| LS Regional High School                | 78,025                 | 71,197                       | 0                           |
| Information Systems                    | 165,500                |                              | 179,800                     |
| Fire                                   | 35,000                 | 69,500                       | 138,100                     |
| Public Works                           | 150,000                | 115,000                      | 236,500                     |
| Conservation                           | 0                      | 0                            | 50,000                      |
| Health                                 | 0                      | 0                            | 50,000                      |
| Combined Facilities                    | 100,000                | 98,000                       | 155,000                     |
| <b>Total: Operating Budget Capital</b> | <b>728,525</b>         | <b>628,697</b>               | <b>1,219,400</b>            |

See supplementary section for additional information.

**ENTERPRISE FUNDS**

## ENTERPRISE FUNDS BUDGET

| <b>EXPENDITURES</b>                  | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|--------------------------------------|------------------------|------------------------------|-----------------------------|--------------------------------|
| <i><b>Direct</b></i>                 |                        |                              |                             |                                |
| Transfer Station                     | 282,369                | 312,318                      | 327,915                     | 4.99%                          |
| Atkinson Pool                        | 267,677                | 492,783                      | 498,434                     | 1.15%                          |
| Recreation Field Maintenance         | 171,706                | 205,163                      | 211,837                     | 3.25%                          |
| <b>Total Direct Expenditures</b>     | <b>721,752</b>         | <b>1,010,264</b>             | <b>1,038,186</b>            | <b>2.76%</b>                   |
| <i><b>Indirect</b></i>               |                        |                              |                             |                                |
| Transfer Station                     | 17,551                 | 17,551                       | 18,955                      | 8.00%                          |
| Atkinson Pool                        | 45,000                 | 45,000                       | 48,600                      | 8.00%                          |
| Recreation Field Maintenance         | 38,500                 | 38,500                       | 40,740                      | 5.82%                          |
| <b>Total Indirect Expenditures</b>   | <b>101,051</b>         | <b>101,051</b>               | <b>108,295</b>              | <b>7.17%</b>                   |
| <b>Total Expenditures</b>            | <b>822,803</b>         | <b>1,111,315</b>             | <b>1,146,481</b>            | <b>3.16%</b>                   |
| <br>                                 |                        |                              |                             |                                |
| <b>RECEIPTS &amp; RESERVES</b>       | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
| Transfer Station                     | 315,827                | 329,869                      | 346,870                     | 5.15%                          |
| Atkinson Pool                        | 413,944                | 537,783                      | 547,034                     | 1.72%                          |
| Recreation Field Maintenance         | 205,842                | 243,663                      | 252,577                     | 3.66%                          |
| <b>Total Receipts &amp; Reserves</b> | <b>935,613</b>         | <b>1,111,315</b>             | <b>1,146,481</b>            | <b>3.16%</b>                   |

## Enterprise Fund Balances

| <b>Transfer Station Fund Balance</b>    | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Beginning Fund Balance                  | 329,588                | 345,495                      | 345,495                     | 0.00%                          |
| Revenues (increase to Fund Balance)     | 315,827                | 329,869                      | 314,870                     | -4.55%                         |
| Expenditures (decrease to Fund Balance) | (299,920)              | (329,869)                    | (346,870)                   | 5.15%                          |
| <b>Ending Fund Equity Balance</b>       | <b>345,495</b>         | <b>345,495</b>               | <b>313,495</b>              | <b>-9.26%</b>                  |

| <b>Pool Fund Balance</b>                | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Beginning Fund Balance                  | 557,162                | 658,429                      | 528,429                     | -19.74%                        |
| Revenues (increase to Fund Balance)     | 413,944                | 407,783                      | 407,034                     | -0.18%                         |
| Expenditures (decrease to Fund Balance) | (312,677)              | (537,783)                    | (547,034)                   | 1.72%                          |
| <b>Ending Fund Equity Balance</b>       | <b>658,429</b>         | <b>528,429</b>               | <b>388,429</b>              | <b>-26.49%</b>                 |

| <b>Field Maintenance Fund Balance</b>   | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> | <b>Percentage<br/>Increase</b> |
|---|------------------------|------------------------------|-----------------------------|--------------------------------|
| Beginning Fund Balance                  | 111,628                | 107,264                      | 107,264                     | 0.00%                          |
| Revenues (increase to Fund Balance)     | 205,842                | 243,663                      | 210,577                     | -13.58%                        |
| Expenditures (decrease to Fund Balance) | (210,206)              | (243,663)                    | (252,577)                   | 3.66%                          |
| <b>Ending Fund Equity Balance</b>       | <b>107,264</b>         | <b>107,264</b>               | <b>65,264</b>               | <b>-39.16%</b>                 |



**TRANSFER STATION ENTERPRISE FUND**

| <b>TRANSFER STATION</b>             | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Non-Clerical                        | 2.25         | 108,616                | 142,839                      | 152,757                     |
| Overtime                            |              | 12,041                 | 11,025                       | 11,025                      |
| Clerical                            | 0.20         | 7,361                  | 10,449                       | 11,128                      |
| Summer Help                         |              | 1,768                  | 5,760                        | 5,760                       |
| Stipends                            |              | 4,058                  | 4,095                        | 4,095                       |
| <b>Sub Total: Personal Services</b> | <b>2.45</b>  | <b>133,844</b>         | <b>174,168</b>               | <b>184,765</b>              |
| General Expense                     |              | 30,371                 | 25,000                       | 30,000                      |
| Maintenance                         |              | 15,411                 | 21,000                       | 21,000                      |
| Hauling & Disposal                  |              | 69,733                 | 67,150                       | 67,150                      |
| Resource Recovery                   |              | 33,010                 | 25,000                       | 25,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>148,525</b>         | <b>138,150</b>               | <b>143,150</b>              |
| <b>INDIRECT COSTS:</b>              |              |                        |                              |                             |
| Insurance/Benefits                  |              | 17,551                 | 17,551                       | 18,955                      |
| <b>Sub Total: Indirect Costs</b>    |              | <b>17,551</b>          | <b>17,551</b>                | <b>18,955</b>               |
| <b>Total Expenditures</b>           | <b>2.45</b>  | <b>299,920</b>         | <b>329,869</b>               | <b>346,870</b>              |

| <b>Revenues/Transfers</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|---------------------------|------------------------|------------------------------|-----------------------------|
| Receipts                  | 315,827                | 329,869                      | 314,870                     |
| Retained Earnings         | 0                      | 0                            | 32,000                      |
| <b>Total Revenues</b>     | <b>315,827</b>         | <b>329,869</b>               | <b>346,870</b>              |
| <b>Surplus/(Deficit)</b>  | <b>15,907</b>          | <b>0</b>                     | <b>0</b>                    |

**ATKINSON POOL ENTERPRISE FUND**

| <b>POOL ENTERPRISE</b>              | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Pool Staff Salaries                 | 3.00         | 79,316                 | 154,327                      | 155,691                     |
| Part-Time Supervisors               |              | 28,331                 | 13,260                       | 13,658                      |
| Receptionists                       |              | 0                      | 1,146                        | 1,180                       |
| Sick Leave Buy Back                 |              | 762                    | 0                            | 0                           |
| WSI Lifeguards                      |              | 21,284                 | 50,494                       | 52,009                      |
| Head Lifeguard                      |              | 42,383                 | 48,366                       | 51,281                      |
| Pool Instructors                    |              | 0                      | 14,189                       | 14,615                      |
| <b>Sub Total: Personal Services</b> | <b>3.00</b>  | <b>172,076</b>         | <b>281,783</b>               | <b>288,434</b>              |
| General Expense                     |              | 10,965                 | 50,000                       | 50,000                      |
| Equipment Maintenance               |              | 22,293                 | 40,000                       | 40,000                      |
| Utilities                           |              | 62,343                 | 121,000                      | 120,000                     |
| Programs                            |              | 0                      | 0                            | 0                           |
| <b>Sub Total: Expenses</b>          |              | <b>95,601</b>          | <b>211,000</b>               | <b>210,000</b>              |
| <b>INDIRECT COSTS:</b>              |              |                        |                              |                             |
| Insurance/Benefits                  |              | 45,000                 | 45,000                       | 48,600                      |
| <b>Sub Total: Indirect Costs</b>    |              | <b>45,000</b>          | <b>45,000</b>                | <b>48,600</b>               |
| <b>Total Expenditures</b>           | <b>3.00</b>  | <b>312,677</b>         | <b>537,783</b>               | <b>547,034</b>              |

| <b>Revenues/Transfers</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|---------------------------|------------------------|------------------------------|-----------------------------|
| Receipts                  | 413,944                | 407,783                      | 407,034                     |
| Retained Earnings         | 0                      | 130,000                      | 140,000                     |
| <b>Total Revenues</b>     | <b>413,944</b>         | <b>537,783</b>               | <b>547,034</b>              |
| <b>Surplus/(Deficit)</b>  | <b>101,267</b>         | <b>0</b>                     | <b>0</b>                    |

**FIELD MAINTENANCE ENTERPRISE FUND**

| <b>RECREATION FIELD MAINTENANCE</b> | <b>FTE's</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|-------------------------------------|--------------|------------------------|------------------------------|-----------------------------|
| Field Maintenance Salaries          | 2.00         | 113,315                | 125,163                      | 136,837                     |
| Summer Help                         |              | 0                      | 0                            | 0                           |
| <b>Sub Total: Personal Services</b> | <b>2.00</b>  | <b>113,315</b>         | <b>125,163</b>               | <b>136,837</b>              |
| Field Maintenance                   |              | 27,284                 | 45,000                       | 45,000                      |
| Park Maintenance                    |              | 24,852                 | 15,000                       | 15,000                      |
| Utilities                           |              | 6,255                  | 20,000                       | 15,000                      |
| <b>Sub Total: Expenses</b>          |              | <b>58,391</b>          | <b>80,000</b>                | <b>75,000</b>               |
| <b>INDIRECT COSTS:</b>              |              |                        |                              |                             |
| Insurance/Benefits                  |              | 28,000                 | 28,000                       | 30,240                      |
| Transfer to Trust                   |              | 10,500                 | 10,500                       | 10,500                      |
| <b>Sub Total: Indirect Costs</b>    |              | <b>38,500</b>          | <b>38,500</b>                | <b>40,740</b>               |
| <b>Total Expenditures</b>           | <b>2.00</b>  | <b>210,206</b>         | <b>243,663</b>               | <b>252,577</b>              |

| <b>Revenues/Transfers</b> | <b>FY24<br/>Actual</b> | <b>FY25<br/>Appropriated</b> | <b>FY26<br/>Recommended</b> |
|---------------------------|------------------------|------------------------------|-----------------------------|
| Receipts                  | 205,842                | 243,663                      | 210,577                     |
| Retained Earnings         | 0                      | 0                            | 42,000                      |
| <b>Total Revenues</b>     | <b>205,842</b>         | <b>243,663</b>               | <b>252,577</b>              |
| <b>Surplus/(Deficit)</b>  | <b>(4,364)</b>         | <b>0</b>                     | <b>0</b>                    |

***Supplementary Information***

## **SUDBURY PUBLIC SCHOOLS BUDGET DETAIL**

**Sudbury Public Schools - Budget Forecast by DOE Function Category**

| <u>EXPENSE (DOE Function Category)</u> | FY2025              |                     |              | FY2026               |                     |              |
|--|---------------------|---------------------|--------------|----------------------|---------------------|--------------|
|  | Budget \$           | +/- \$              | +/- %        | Budget \$            | +/- \$              | +/- %        |
| Administration                         | \$ 1,318,204        | \$ 57,182           | 4.53%        | \$ 1,351,639         | \$ 33,435           | 2.54%        |
| Instructional Leadership               | 3,852,963           | 148,100             | 4.00%        | 4,226,675            | 373,712             | 9.70%        |
| Teachers                               | 23,112,233          | 519,445             | 2.30%        | 23,816,954           | 704,721             | 3.05%        |
| Other Teaching Services                | 6,065,927           | 40,009              | 0.66%        | 6,158,762            | 92,835              | 1.53%        |
| Professional Development               | 345,295             | (2,649)             | -0.76%       | 345,981              | 686                 | 0.20%        |
| Instructional Materials/Equip/Tech     | 740,483             | 34,757              | 4.92%        | 746,264              | 5,781               | 0.78%        |
| Guidance, Counseling, Testing          | 2,114,022           | 267,341             | 14.48%       | 2,103,765            | (10,257)            | -0.49%       |
| Pupil Services                         | 3,640,347           | 248,151             | 7.32%        | 3,797,442            | 157,095             | 4.32%        |
| Operations and Maintenance             | 3,070,621           | 39,725              | 1.31%        | 3,126,452            | 55,831              | 1.82%        |
| Fixed Charges                          | 211,769             | 889                 | 0.42%        | 212,667              | 898                 | 0.42%        |
| Out-of-District Expenditures           | 1,314,007           | 74,378              | 6.00%        | 1,392,847            | 78,840              | 6.00%        |
| <b>TOTAL GENERAL FUND FORECAST</b>     | <b>\$45,785,871</b> | <b>\$ 1,427,328</b> | <b>3.22%</b> | <b>\$ 47,279,448</b> | <b>\$ 1,493,577</b> | <b>3.26%</b> |

|  |                      |                     |              |
|--|----------------------|---------------------|--------------|
| <b>Town Manager's FY26 Budget Target</b> | <b>\$ 47,279,248</b> | <b>\$ 1,493,577</b> | <b>3.26%</b> |
|--|----------------------|---------------------|--------------|

| Sudbury Public Schools - FY2026 Budget Plan by DOE Object Codes |   |             |             |                        |               |
|---|---|-------------|-------------|------------------------|---------------|
| Obj #   | Munis Account Summary Name                | FY25 Budget | FY26 Budget | Change from Prior Year | FY25 Change % |
| 502   | ART                                       | \$413,730   | \$428,046   | \$14,316               | 3.46%         |
| 505   | AUDIO VISUAL                              | 53,456      | 52,285      | (1,171)                | -2.19%        |
| 513   | COMPUTER INSTRUCTION                      | 394,910     | 342,448     | (52,462)               | -13.28%       |
| 514   | CURRICULUM DEVELOPMENT                    | 925,652     | 947,474     | 21,822                 | 2.36%         |
| 516   | ELEMENTARY EDUCATION                      | 8,139,856   | 8,300,333   | 160,477                | 1.97%         |
| 520   | EARLY CHILDHOOD EDUCATION                 | 130,270     | 134,128     | 3,858                  | 2.96%         |
| 521   | ENGLISH                                   | 763,732     | 790,652     | 26,920                 | 3.52%         |
| 522   | ENGLISH AS SECOND LANGUAGE                | 462,586     | 486,467     | 23,881                 | 5.16%         |
| 524   | FOREIGN LANGUAGE                          | 806,367     | 831,060     | 24,693                 | 3.06%         |
| 530   | GUIDANCE                                  | 1,089,792   | 1,114,289   | 24,497                 | 2.25%         |
| 531   | HEALTH EDUCATION                          | 241,887     | 246,725     | 4,838                  | 2.00%         |
| 536   | INSTRUCTION                               | 116,958     | 116,146     | (812)                  | -0.69%        |
| 540   | TECH ED (Technology/Engineering/Robotics) | 255,193     | 268,446     | 13,253                 | 5.19%         |
| 541   | KINDERGARTEN                              | 1,592,896   | 1,665,352   | 72,456                 | 4.55%         |
| 544   | LIBRARY                                   | 489,262     | 513,052     | 23,790                 | 4.86%         |
| 555   | MATHEMATICS                               | 1,394,331   | 1,442,013   | 47,682                 | 3.42%         |
| 560   | MEDIA - COMPUTER SERVICES                 | 293,789     | 339,118     | 45,329                 | 15.43%        |
| 561   | MIDDLE SCHOOL PROGRAMS                    | 25,050      | 27,650      | 2,600                  | 10.38%        |
| 563   | MUSIC                                     | 659,275     | 678,928     | 19,653                 | 2.98%         |
| 570   | PHYSICAL EDUCATION                        | 644,575     | 659,075     | 14,500                 | 2.25%         |
| 572   | PRE-SCHOOL EDUCATION                      | 584,702     | 486,576     | (98,126)               | -16.78%       |
| 573   | PROFESSIONAL DEVELOPMENT                  | 271,024     | 270,966     | (58)                   | -0.02%        |
| 575   | READING                                   | 977,651     | 1,031,966   | 54,315                 | 5.56%         |
| 582   | SCIENCE                                   | 664,074     | 685,038     | 20,964                 | 3.16%         |
| 583   | SOCIAL STUDIES                            | 836,625     | 853,358     | 16,733                 | 2.00%         |
| 584   | SPECIAL EDUCATION                         | 9,186,861   | 9,709,018   | 522,157                | 5.68%         |
| 591   | SPEECH                                    | 1,057,353   | 960,911     | (96,442)               | -9.12%        |
| 594   | SUBSTITUTES                               | 400,921     | 401,107     | 186                    | 0.05%         |
| 532   | HEALTH SERVICES                           | 503,875     | 526,413     | 22,538                 | 4.47%         |
| 534   | HOME STUDY                                | 86,709      | 87,576      | 867                    | 1.00%         |
| 564   | OCCUPATIONAL THERAPY                      | 446,991     | 453,141     | 6,150                  | 1.38%         |
| 571   | PHYSICAL THERAPY                          | 208,632     | 213,603     | 4,971                  | 2.38%         |
| 574   | PSYCHOLOGICAL SERVICES                    | 996,999     | 961,973     | (35,026)               | -3.51%        |

| <b>Sudbury Public Schools - FY2026 Budget Plan by DOE Object Codes</b> |                                   |                     |                     |                               |                      |
|--|-----------------------------------|---------------------|---------------------|-------------------------------|----------------------|
| <b>Obj #</b>   | <b>Munis Account Summary Name</b> | <b>FY25 Budget</b>  | <b>FY26 Budget</b>  | <b>Change from Prior Year</b> | <b>FY25 Change %</b> |
| 585  | EQUIPMENT (LEASE & REPLACEMENT)   | 89,769              | 90,667              | 898                           | 1.00%                |
| 590  | SPED CONSULTANTS                  | 71,461              | 72,175              | 714                           | 1.00%                |
| 596  | TUITION (SPED OOD)                | 1,314,007           | 1,392,847           | 78,840                        | 6.00%                |
| 605  | VISION CONSULTANT                 | 10,201              | 122,956             | 112,755                       | 1105.33%             |
| 602  | TRANSPORTATION (REGULAR)          | 1,143,343           | 1,211,944           | 68,601                        | 6.00%                |
| 603  | TRANSPORTATION (SPED)             | 833,711             | 882,436             | 48,725                        | 5.84%                |
| 610  | CURRICULUM/LIBRARY/MEDIA          | 404,675             | 408,723             | 4,048                         | 1.00%                |
| 515  | CUSTODIAL SERVICES                | 1,071,948           | 1,102,031           | 30,083                        | 2.81%                |
| 546  | MAINTENANCE                       | 841,216             | 855,389             | 14,173                        | 1.68%                |
| 581  | SAFETY PROGRAMS                   | 57,000              | 57,000              | 0                             | 0.00%                |
| 593  | SUPERINTENDENT'S OFFICE           | 0                   | 0                   | 0                             | 0.00%                |
| 501  | ADMINISTRATION                    | 3,465,241           | 3,678,298           | 213,057                       | 6.15%                |
| 543  | LEGAL SERVICES                    | 75,928              | 76,687              | 759                           | 1.00%                |
| 615  | WATER                             | 12,466              | 12,591              | 125                           | 1.00%                |
| 616  | ELECTRICITY                       | 680,494             | 687,299             | 6,805                         | 1.00%                |
| 617  | HEATING OIL/GAS                   | 413,070             | 417,201             | 4,131                         | 1.00%                |
| 619  | TELEPHONE                         | 51,427              | 51,941              | 514                           | 1.00%                |
| 621  | STIPENDS                          | 68,930              | 68,930              | 0                             | 0.00%                |
| 622  | 403(b) MATCH                      | 65,000              | 65,000              | 0                             | 0.00%                |
|  |                                   |                     |                     |                               | 0.00%                |
|  | <b>Total</b>                      | <b>\$45,785,871</b> | <b>\$47,279,448</b> | <b>\$1,493,577</b>            | <b>3.26%</b>         |



## **LS REGIONAL HIGH SCHOOL BUDGET DETAIL**

**Lincoln Sudbury Regional School District  
FY23 - FY26 Revenue History**

| Category                                     | FY23<br>Actual<br>Assessment | FY24<br>Actual<br>Assessment | FY25<br>Actual<br>Assessment | FY26<br>Preliminary<br>1/7/25 |
|--|------------------------------|------------------------------|------------------------------|-------------------------------|
| <b>State Revenues *</b>                      |                              |                              |                              |                               |
| Chapter 70 Aid                               | \$3,567,927                  | \$3,842,875                  | \$3,888,565                  | \$4,046,057                   |
| Reg Trans Reimbursement                      | 418,724                      | 500,019                      | 582,290                      | 555,423                       |
| <b>Subtotal - State Revenues</b>             | 3,986,651                    | 4,342,894                    | 4,470,855                    | 4,601,480                     |
| <b>Other Revenues</b>                        |                              |                              |                              |                               |
| Medicaid                                     | 40,000                       | 55,000                       | 65,000                       | 75,000                        |
| E-Rate                                       | 0                            | 0                            | 0                            | 0                             |
| Transcripts                                  | 7,500                        | 7,500                        | 1,000                        | 500                           |
| Other Misc.                                  | 10,000                       | 10,000                       | 15,000                       | 15,000                        |
| E & D (or other sources)                     | 0                            | 0                            | 0                            | 0                             |
| Interest Income                              | 15,000                       | 5,000                        | 50,000                       | 50,000                        |
| <b>Subtotal - Other Revenues</b>             | 72,500                       | 77,500                       | 131,000                      | 140,500                       |
| <b>State &amp; Other Revenue Total</b>       | <b>\$4,059,151</b>           | <b>\$4,420,394</b>           | <b>\$4,601,855</b>           | <b>\$4,741,980</b>            |
| <b>Assessments (revised estimate 1/7/25)</b> |                              |                              |                              |                               |
| Lincoln                                      | 3,981,820                    | 4,137,697                    | 4,391,928                    | 4,532,780                     |
| Sudbury                                      | 27,869,764                   | 28,537,698                   | 29,363,324                   | 30,232,149                    |
| <b>Subtotal - Assessments</b>                | \$31,851,584                 | \$32,675,395                 | \$33,755,252                 | \$34,764,929                  |
| <b>Total Revenues</b>                        | <b>\$35,910,735</b>          | <b>\$37,095,789</b>          | <b>\$38,357,107</b>          | <b>\$39,506,909</b>           |

\* State Revenue and Town assessment estimated without FY26 Preliminary Ch. 70 and Minimum Contribution

## LINCOLN SUDBURY REGIONAL HIGH SCHOOL FY2026 EXPENDITURE PROJECTION – 1/7/2025

| Lincoln-Sudbury Regional High School - FY26 Expenditure Summary |                       |                         |                         |                            |                              |                     |
|---|-----------------------|-------------------------|-------------------------|----------------------------|------------------------------|---------------------|
| Account   | FY23<br>Actual<br>Exp | FY24<br>Final<br>Budget | FY25<br>Final<br>Budget | FY26<br>Proposed<br>Budget | Change<br>from<br>Prior Year | FY25<br>Change<br>% |
| <b>1. Salaries</b>  |                       |                         |                         |                            |                              |                     |
| Administrator Salaries  | \$1,706,814           | \$1,713,282             | \$1,724,428             | \$1,776,165                | \$51,737                     |                     |
| Clerical Salaries   | 1,056,639             | 1,060,380               | 1,081,777               | 1,137,479                  | 55,702                       |                     |
| Teachers' Salaries  | 17,162,521            | 17,449,101              | 18,047,629              | 19,316,935                 | 1,269,306                    |                     |
| Other Salaries & Stipends                                       | 931,793               | 954,630                 | 993,353                 | 1,008,181                  | 14,828                       |                     |
| Substitute Wages  | 356,291               | 125,000                 | 130,000                 | 134,000                    | 4,000                        |                     |
| Maintenance Wages   | 686,957               | 721,083                 | 743,392                 | 752,953                    | 9,561                        |                     |
| Paraprofessional Wages  | 843,492               | 941,321                 | 1,023,461               | 827,853                    | (195,608)                    |                     |
| <b>Subtotal - Salaries</b>                                      | <b>\$22,744,507</b>   | <b>\$22,964,797</b>     | <b>\$23,744,040</b>     | <b>\$24,953,566</b>        | <b>\$1,209,526</b>           | <b>5.09%</b>        |
| 2. Busing & Food Service  | 1,923,957             | 1,873,500               | 1,906,500               | 2,076,500                  | 170,000                      | 8.92%               |
| 3. Contractual Services   | 1,115,305             | 879,450                 | 995,960                 | 1,263,514                  | 267,554                      | 26.86%              |
| 4. Equipment  | 156,520               | 208,025                 | 209,882                 | 189,341                    | (20,541)                     | -9.79%              |
| 5. Employee Insurances  | 3,652,426             | 3,766,918               | 3,910,000               | 4,368,000                  | 458,000                      | 11.71%              |
| 6. Non-Employee Insurances                                      | 148,256               | 152,500                 | 150,500                 | 161,500                    | 11,000                       | 7.31%               |
| 7. Pension Assessment   | 913,596               | 845,000                 | 930,000                 | 1,043,250                  | 113,250                      | 12.18%              |
| 8. OPEB Contribution  | 383,109               | 383,109                 | 383,109                 | 383,109                    | 0                            | 0.00%               |
| 9. Out of District Tuition                                      | 3,840,199             | 3,648,603               | 3,722,805               | 2,566,049                  | (1,156,756)                  | -31.07%             |
| 10. Textbooks   | 45,888                | 69,310                  | 61,810                  | 60,900                     | (910)                        | -1.47%              |
| 11. Instruct/Admin Supplies and Materials                       | 263,017               | 343,152                 | 370,648                 | 395,465                    | 24,817                       | 6.70%               |
| 12. B & G Contract Svcs, Supplies, Equip.                       | 575,418               | 554,000                 | 564,500                 | 662,450                    | 97,950                       | 17.35%              |
| 13. Utilities   | 473,098               | 586,000                 | 586,000                 | 566,000                    | (20,000)                     | -3.41%              |
| 14 Misc. (Conf., Member. Trav, Etc.)                            | 259,211               | 284,525                 | 304,378                 | 324,990                    | 20,612                       | 6.77%               |
| 15. Debt Service  | 536,900               | 536,900                 | 516,975                 | 492,275                    | (24,700)                     | -4.78%              |
| <b>Total General Fund</b>                                       | <b>\$37,031,407</b>   | <b>\$37,095,789</b>     | <b>\$38,357,107</b>     | <b>\$39,506,909</b>        | <b>\$1,149,802</b>           | <b>3.00%</b>        |
| <b>Projected State &amp; Local Revenue as of 11/26/2024</b>     |                       |                         |                         | <b>\$4,741,980</b>         |                              |                     |

# FINANCIAL ASSUMPTIONS

## Assumptions

- Level funding for state & federal grants
- Step/Lane/Cost of Living Allowance pending negotiations for FY26
- Health Ins. (10-15%)
- Increase to MCRS pension funding (13%)
- Level funded Circuit Breaker reimbursement
- Decrease to OOD tuition
- Contractual increases to Regular and Special Ed. transportation 3%
- Debt Service (ends FY2026)

## Fixed Costs

- Steps/Lanes
- Salary COLA 3% Yr 1
- Health Insurance
- General Insurances
- Pension payment
- Transportation per contract
- OPEB liability funding
- Debt service

## Variable costs

- Utilities
- Athletic buses
- Out of District (OOD) placements & busing

## Unknown Costs

- New OOD placements not currently in district
- Unanticipated service or supply chain disruptions
- Emergency repairs

# CAMPUS ENROLLMENT YEAR-TO-YEAR COMPARISON

| Lincoln-Sudbury Regional High School<br>In-School Enrollment<br>Five Year Cohort Survival Enrollment Projection by Grade |                                     |  |  |  |  |  |  |  |
|--|-------------------------------------|--|--|--|--|--|--|--|
| Grade Level  | FY25 Actual Enrollment<br>10/1/2024 | FY25<br><i>Projected</i><br>Enrollment | FY26<br><i>Projected</i><br>Enrollment | FY27<br><i>Projected</i><br>Enrollment | FY28<br><i>Projected</i><br>Enrollment | FY29<br><i>Projected</i><br>Enrollment | FY30<br><i>Projected</i><br>Enrollment | FY31<br><i>Projected</i><br>Enrollment |
| 9  | 343                                 | 342                                    | 335                                    | 332                                    | 353                                    | 380                                    | 306                                    | 344                                    |
| 10   | 343                                 | 348                                    | 343                                    | 335                                    | 332                                    | 353                                    | 380                                    | 306                                    |
| 11   | 371                                 | 376                                    | 339                                    | 339                                    | 331                                    | 328                                    | 349                                    | 375                                    |
| 12   | 387                                 | 386                                    | 369                                    | 337                                    | 337                                    | 329                                    | 326                                    | 347                                    |
| Total  | 1444                                | 1452                                   | 1386                                   | 1343                                   | 1353                                   | 1390                                   | 1360                                   | 1372                                   |
|  | <b>Actual</b>                       | <b>Projected</b>                       |  |  |  |  |  |  |

*Difference of (-8) from Actual to projected for FY25*

**LONG-TERM DEBT**

**LONG-TERM DEBT SCHEDULES**

| Fiscal Year  | Exempt Debt         |                     | Non-Exempt Debt    |                    | Total General Fund Debt | Community Preservation |                  | Total Debt          |
|--------------|---------------------|---------------------|--------------------|--------------------|-------------------------|------------------------|------------------|---------------------|
|              | Principal           | Interest            | Principal          | Interest           |                         | Principal              | Interest         |                     |
| FY2025       | \$2,473,000         | \$1,654,876         | \$469,845          | \$299,743          | \$4,897,465             | \$650,000              | \$100,193        | \$5,647,657         |
| FY2026       | 2,473,000           | 1,569,250           | 434,895            | 287,765            | 4,764,910               | 550,000                | 78,943           | 5,393,853           |
| FY2027       | 2,338,000           | 1,474,910           | 440,273            | 264,152            | 4,517,335               | 540,000                | 63,143           | 5,120,478           |
| FY2028       | 2,333,000           | 1,385,970           | 445,787            | 245,403            | 4,410,160               | 540,000                | 50,043           | 5,000,203           |
| FY2029       | 2,328,000           | 1,297,130           | 456,642            | 226,513            | 4,308,285               | 540,000                | 36,655           | 4,884,940           |
| FY2030       | 2,328,000           | 1,208,490           | 462,645            | 207,325            | 4,206,460               | 310,000                | 25,568           | 4,542,028           |
| FY2031       | 2,318,000           | 1,129,600           | 362,000            | 187,985            | 3,997,585               | 315,000                | 19,718           | 4,332,303           |
| FY2032       | 2,185,000           | 1,051,010           | 340,000            | 171,200            | 3,747,210               | 230,000                | 13,768           | 3,990,978           |
| FY2033       | 2,185,000           | 975,838             | 340,000            | 155,075            | 3,655,913               | 230,000                | 9,073            | 3,894,986           |
| FY2034       | 2,180,000           | 900,129             | 340,000            | 138,950            | 3,559,079               | 235,000                | 4,651            | 3,798,730           |
| FY2035       | 2,105,000           | 833,677             | 340,000            | 125,975            | 3,404,652               | 50,000                 | 1,563            | 3,456,215           |
| FY2036       | 1,685,000           | 769,558             | 335,000            | 113,000            | 2,902,558               |                        |                  | 2,902,558           |
| FY2037       | 1,685,000           | 717,750             | 330,000            | 100,225            | 2,832,975               |                        |                  | 2,832,975           |
| FY2038       | 1,685,000           | 665,675             | 330,000            | 87,650             | 2,768,325               |                        |                  | 2,768,325           |
| FY2039       | 1,685,000           | 613,600             | 330,000            | 75,075             | 2,703,675               |                        |                  | 2,703,675           |
| FY2040       | 1,685,000           | 561,258             | 330,000            | 62,500             | 2,638,758               |                        |                  | 2,638,758           |
| FY2041       | 1,685,000           | 508,462             | 330,000            | 49,925             | 2,573,387               |                        |                  | 2,573,387           |
| FY2042       | 965,000             | 455,400             | 330,000            | 37,350             | 1,787,750               |                        |                  | 1,787,750           |
| FY2043       | 965,000             | 416,800             | 330,000            | 24,775             | 1,736,575               |                        |                  | 1,736,575           |
| FY2044       | 965,000             | 378,200             | 305,000            | 12,200             | 1,660,400               |                        |                  | 1,660,400           |
| FY2045       | 945,000             | 339,600             |                    |                    | 1,284,600               |                        |                  | 1,284,600           |
| FY2046       | 945,000             | 301,800             |                    |                    | 1,246,800               |                        |                  | 1,246,800           |
| FY2047       | 945,000             | 264,000             |                    |                    | 1,209,000               |                        |                  | 1,209,000           |
| FY2048       | 945,000             | 226,200             |                    |                    | 1,171,200               |                        |                  | 1,171,200           |
| FY2049       | 945,000             | 188,400             |                    |                    | 1,133,400               |                        |                  | 1,133,400           |
| FY2050       | 945,000             | 150,600             |                    |                    | 1,095,600               |                        |                  | 1,095,600           |
| FY2051       | 940,000             | 112,800             |                    |                    | 1,052,800               |                        |                  | 1,052,800           |
| FY2052       | 940,000             | 75,200              |                    |                    | 1,015,200               |                        |                  | 1,015,200           |
| FY2053       | 940,000             | 37,600              |                    |                    | 977,600                 |                        |                  | 977,600             |
| <b>Total</b> | <b>\$46,741,000</b> | <b>\$20,263,783</b> | <b>\$7,382,086</b> | <b>\$2,872,787</b> | <b>\$77,259,657</b>     | <b>\$4,190,000</b>     | <b>\$403,314</b> | <b>\$81,852,971</b> |

**Town Outstanding Debt by Type**

| <b>Fiscal Year</b> | <b>Schools Principal Pmt.</b> | <b>Municipal Principal Pmt.</b> | <b>CPA Principal Pmt.</b> | <b>Annual Debt Service</b> | <b>Principal Outstanding</b> |
|--------------------|-------------------------------|---------------------------------|---------------------------|----------------------------|------------------------------|
| <i>Bal FY24</i>    | \$40,000                      | \$54,083,086                    | \$4,190,000               |                            | \$58,313,086                 |
| FY2025             | \$40,000                      | \$2,902,845                     | \$650,000                 | \$3,592,845                | \$54,720,241                 |
| FY2026             |                               | 2,907,895                       | 550,000                   | 3,457,895                  | 51,262,346                   |
| FY2027             |                               | 2,778,273                       | 540,000                   | 3,318,273                  | 47,944,073                   |
| FY2028             |                               | 2,778,787                       | 540,000                   | 3,318,787                  | 44,625,286                   |
| FY2029             |                               | 2,784,642                       | 540,000                   | 3,324,642                  | 41,300,645                   |
| FY2030             |                               | 2,790,645                       | 310,000                   | 3,100,645                  | 38,200,000                   |
| FY2031             |                               | 2,680,000                       | 315,000                   | 2,995,000                  | 35,205,000                   |
| FY2032             |                               | 2,525,000                       | 230,000                   | 2,755,000                  | 32,450,000                   |
| FY2033             |                               | 2,525,000                       | 230,000                   | 2,755,000                  | 29,695,000                   |
| FY2034             |                               | 2,520,000                       | 235,000                   | 2,755,000                  | 26,940,000                   |
| FY2035             |                               | 2,445,000                       | 50,000                    | 2,495,000                  | 24,445,000                   |
| FY2036             |                               | 2,020,000                       |                           | 2,020,000                  | 22,425,000                   |
| FY2037             |                               | 2,015,000                       |                           | 2,015,000                  | 20,410,000                   |
| FY2038             |                               | 2,015,000                       |                           | 2,015,000                  | 18,395,000                   |
| FY2039             |                               | 2,015,000                       |                           | 2,015,000                  | 16,380,000                   |
| FY2040             |                               | 2,015,000                       |                           | 2,015,000                  | 14,365,000                   |
| FY2041             |                               | 2,015,000                       |                           | 2,015,000                  | 12,350,000                   |
| FY2042             |                               | 1,295,000                       |                           | 1,295,000                  | 11,055,000                   |
| FY2043             |                               | 1,295,000                       |                           | 1,295,000                  | 9,760,000                    |
| FY2044             |                               | 1,270,000                       |                           | 1,270,000                  | 8,490,000                    |
| FY2045             |                               | 945,000                         |                           | 945,000                    | 7,545,000                    |
| FY2046             |                               | 945,000                         |                           | 945,000                    | 6,600,000                    |
| FY2047             |                               | 945,000                         |                           | 945,000                    | 5,655,000                    |
| FY2048             |                               | 945,000                         |                           | 945,000                    | 4,710,000                    |
| FY2049             |                               | 945,000                         |                           | 945,000                    | 3,765,000                    |
| FY2050             |                               | 945,000                         |                           | 945,000                    | 2,820,000                    |
| FY2051             |                               | 940,000                         |                           | 940,000                    | 1,880,000                    |
| FY2052             |                               | 940,000                         |                           | 940,000                    | 940,000                      |
| FY2053             |                               | 940,000                         |                           | 940,000                    | 0                            |

|                         |                 |                     |                    |
|-------------------------|-----------------|---------------------|--------------------|
| <b>Outstanding Debt</b> | <b>\$40,000</b> | <b>\$54,083,086</b> | <b>\$4,190,000</b> |
|-------------------------|-----------------|---------------------|--------------------|



**Town Outstanding Debt by Project**

| <b>Project</b>                        | <b>Principal Outstanding</b> | <b>Interest Outstanding</b> | <b>Debt Type</b> | <b>Bond Matures</b> |
|---------------------------------------|------------------------------|-----------------------------|------------------|---------------------|
| Police Station Construction           | \$3,706,000                  | \$681,374                   | Exempt           | 2035                |
| Johnson Farm                          | \$935,000                    | \$172,231                   | Exempt           | 2035                |
| Broadacres - Land Acquisition         | \$2,940,000                  | \$439,780                   | Exempt           | 2041                |
| DPW Fuel Management                   | \$940,000                    | \$98,200                    | Exempt           | 2031                |
| Stearns Mill Dam                      | \$270,000                    | \$16,200                    | Exempt           | 2026                |
| Camp Sewataro                         | \$275,000                    | \$40,332                    | Exempt           | 2041                |
| Camp Sewataro                         | \$9,110,000                  | \$1,602,390                 | Exempt           | 2041                |
| Stearns Mill Dam & Bridge Replacement | \$430,000                    | \$181,982                   | Exempt           | 2044                |
| CSX Land Acquisition                  | \$745,000                    | \$196,242                   | Exempt           | 2034                |
| Fairbank Community Center             | \$27,390,000                 | \$16,835,052                | Exempt           | 2053                |
| ESCO Loan                             | \$518,086                    | \$48,514                    | Non-Exempt       | 2030                |
| Nixon School Renovation               | \$40,000                     | \$2,000                     | Non-Exempt       | 2025                |
| Police                                | \$134,000                    | \$17,320                    | Non-Exempt       | 2031                |
| Drainage/Roadway                      | \$3,155,000                  | \$1,385,247                 | Non-Exempt       | 2044                |
| Fire Station Addition                 | \$3,060,000                  | \$1,348,456                 | Non-Exempt       | 2044                |
| Clean Water Trust 2022                | \$475,000                    | \$71,250                    | Non-Exempt       | 2043                |
| Libby                                 | \$115,000                    | \$2,300                     | CPA              | 2025                |
| Johnson Farm                          | \$550,000                    | \$101,313                   | CPA              | 2035                |
| Nobscot Conservation                  | \$1,195,000                  | \$71,238                    | CPA              | 2029                |
| Pantry Brook                          | \$1,700,000                  | \$162,364                   | CPA              | 2034                |
| Nobscot Refunding                     | \$630,000                    | \$66,100                    | CPA              | 2031                |

**Total Debt Projects**

**\$58,313,086      \$23,539,885**

***Authorized Unissued Debt - Atkinson Pool - \$2,350,000***

**LS Regional High School Outstanding Debt**

| <b>Fiscal Year</b> | <b>Principal Payment</b> | <b>Interest Payment</b> | <b>Annual Debt</b> | <b>Principal Balance</b> |
|--------------------|--------------------------|-------------------------|--------------------|--------------------------|
| FY24 Balance       |                          |                         |                    | 980,000                  |
| FY2025             | 495,000                  | 21,975                  | 516,975            | 485,000                  |
| FY2026             | 485,000                  | 7,275                   | 492,275            | 0                        |
| <b>Total</b>       | <b>980,000</b>           | <b>29,250</b>           | <b>1,009,250</b>   |                          |

## LEGAL DEBT LIMIT

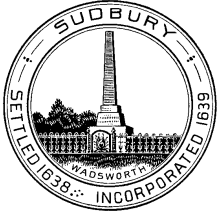
The Legal Debt Limit is 5% of the Town's taxable property as last equalized by the Massachusetts Department of Revenue. The Town can authorize debt up to the legal debt limit without approval from the State.

The Legal Debt Limit is as follows:

**The Legal Debt Limit is as follows:**

|   |                              |
|---|------------------------------|
| Equalized valuation under G.L. c.58, s.10C    | \$ 5,513,521,800             |
| Normal Debt Limit (5% of Equalized Valuation) | 275,676,090                  |
| Debt Outstanding                              | 58,313,086                   |
| <b>Legal Debt Margin</b>                      | <b><u>\$ 217,363,004</u></b> |

## **CAPITAL PLANNING**



Andrew J. Sheehan  
Town Manager

**TOWN OF SUDBURY**  
*Office of the Town Manager*  
[www.sudbury.ma.us](http://www.sudbury.ma.us)

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January 30, 2025

Dear Honorable Select Board and Members of the Finance Committee,

It is my pleasure to transmit the FY26 Town Manager's Capital Budget for Town Departments, Sudbury Public Schools (SPS), and Lincoln Sudbury Regional High School (LSRHS).

Development of the Capital Budget follows a series of steps. It begins with a request to departments for capital improvements they anticipate needing over the next five and 15 years. Requests are categorized by departments as essential, asset maintenance, enhancement, or needed. In addition to the traditional 5-year capital improvement plan (CIP), we are building a 15-year CIP consistent with the Select Board's Financial Management Policies. The 15-year CIP will evolve over time as department heads become accustomed to the longer time horizon.

Requests are evaluated by the Town Manager, Assistant Town Manager, and Finance Director. They take the following into consideration: legal requirements, risks to public safety, revenue producing or cost reducing, deteriorated facility, infrastructure, systematic replacement or repair, improvement of operating efficiency, impact on service or personnel, support of community plans, coordination with other efforts, equitable provision of services, protection and conservation of resources, and ability to fund. This evaluation leads to the requests that are included in the capital budget.

We recognize the significant capital needs of the Town and the challenges that come with maintaining services while addressing capital needs. We strive to balance the Town's many needs while being respectful of the impact on taxpayers.

The requested Capital Budget is \$11,516,620. This includes the Town Manager's Capital Operating Budget of \$1,219,400. 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 continue delivering necessary services to the Town.

The following chart shows the detail of the proposed FY26 Capital Budget:

| Project Name  | Department   | Cost              | Funding Source |
|---|--------------|-------------------|----------------|
| Ford F150 EV  | Conservation | 50,000            | Tax Levy       |
| Ford Explorer   | Health       | 50,000            | Tax Levy       |
| Roads, Culvert, Drainage, Consultant & Construction         | Public Works | 950,000           | Free Cash      |
| Town-Wide Walkways Improvements & Design                    | Public Works | 50,000            | Tax Levy       |
| Survey Total Station - for Surveying                        | Public Works | 55,000            | Tax Levy       |
| Bandit Chipper  | Public Works | 99,000            | Tax Levy       |
| 6-Wheel Dump Truck 26,000Lb+, plus HVW Slide in Sander      | Public Works | 382,000           | Free Cash      |
| Dump Truck with Plow & Spreader                             | Public Works | 146,000           | Free Cash      |
| Multi Use Off Road Tractor Parks                            | Public Works | 32,500            | Tax Levy       |
| DPW Emergency Operations Center Cost Share                  | Facilities   | 187,500           | Free Cash      |
| Fire Station Headquarters and Fire Station 2 Roof Design    | Facilities   | 50,000            | Tax Levy       |
| Goodnow Library Roof Design                                 | Facilities   | 80,000            | Tax Levy       |
| Flynn Building Roof Design                                  | Facilities   | 25,000            | Tax Levy       |
| Atkinson Pool Renovation Supplemental Funds                 | Facilities   | 429,000           | Debt           |
| Chevy Tahoe or equivalent                                   | Fire         | 75,000            | Tax Levy       |
| Life Pak 15 Replacements                                    | Fire         | 63,100            | Tax Levy       |
| Ford Ambulance  | Fire         | 500,000           | Debt           |
| 2005 Engine Pumper Replacement                              | Fire         | 725,000           | Free Cash      |
| Network Storage Upgrade at Primary Data Center              | IT           | 99,000            | Tax Levy       |
| Microsoft 365 Migration and Implementation                  | IT           | 80,800            | Tax Levy       |
| Josiah Haynes Elementary Roof Replacement <sup>1</sup>      | SPS          | 3,530,000         | Debt           |
| General John Nixon Elementary Roof Replacement <sup>1</sup> | SPS          | 2,755,000         | Debt           |
| Fire Alarm, Emergency Lighting/BDA Systems Design Fees      | SPS          | 190,000           | Free Cash      |
| HVAC Capital Improvement Engineering Study                  | SPS          | 152,000           | Free Cash      |
| Entrance Mat Retrofit - Curtis, Haynes, Loring and Noyes    | SPS          | 80,000            | Tax Levy       |
| Carpet Replacement  | SPS          | 77,000            | Tax Levy       |
| Schools' classroom VCT Flooring Replacement                 | SPS          | 75,000            | Tax Levy       |
| Bathroom Partitions and Replacements                        | SPS          | 58,000            | Tax Levy       |
| Interior Painting of Schools                                | SPS          | 50,000            | Tax Levy       |
| Curtis Exterior Surveillance Camera Replacement             | SPS          | 45,000            | Tax Levy       |
| Ceiling Tile Replacement                                    | SPS          | 25,000            | Tax Levy       |
| School Curriculum   | SPS          | 250,720           | Free Cash      |
| Classroom Instructional Equipment                           | SPS          | 100,000           | Tax Levy       |
| <b>Total Capital Projects</b>                               |              | <b>11,516,620</b> |                |

|                      | <b>Total</b>        | <b>Operating<br/>Tax Levy</b> | <b>Free<br/>Cash</b> | <b>Debt</b>        |
|----------------------|---------------------|-------------------------------|----------------------|--------------------|
| SPS                  | \$7,387,720         | \$510,000                     | \$592,720            | \$6,285,000        |
| IT                   | 179,800             | 179,800                       | 0                    |                    |
| Fire                 | 1,363,100           | 138,100                       | 725,000              | 500,000            |
| Public Works         | 1,714,500           | 236,500                       | 1,478,000            |                    |
| Conservation         | 50,000              | 50,000                        | 0                    |                    |
| Health               | 50,000              | 50,000                        | 0                    |                    |
| Combined Facilities  | 771,500             | 155,000                       | 187,500              | 429,000            |
| <b>Total Capital</b> | <b>\$11,516,620</b> | <b>\$1,319,400</b>            | <b>\$2,983,220</b>   | <b>\$7,214,000</b> |

<sup>1</sup>The Haynes & Nixon Roof are MSBA projects, and the Town is anticipated to received 31% reimbursement from the MSBA. The amount shown in the chart above is the full cost of the roof replacements.

I greatly appreciate the Department Heads, School Superintendents, and Finance Team for their participation, cooperation and dedication to this process. These capital requests are aligned with the current and future needs of the Town, Master Plan and goals of the Select Board. The project request forms for the Town Manager’s Capital Operating Budget are attached. I look forward to discussing these requests with you.

Respectfully submitted,



Andrew J. Sheehan  
Town Manager

**CAPITAL REQUEST FORMS**  
**TOWN MANAGER'S CAPITAL OPERATING BUDGET**



**Capital Improvement Program**

Date submitted: 10/15/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-12

|   |  |
|---|--|
| Project Title: Entrance Mat Retrofit - Curtis, Haynes, Loring and Noyes |  |
| Category: Urgency of Maintenance Needs                                  |  |
| Department / Committee: SPS   | Contact: Sandra R. Duran, Combined Facility Director |

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

|                          |         |                    |               |
|--------------------------|---------|--------------------|---------------|
| Project Type is:         | New [ ] | Resubmission [ ]   | Recurring [ ] |
|                          |         | Rehabilitation [X] |               |
| Year of Initial Request: |         |                    |               |

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

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

The existing aluminum track mats are original to the buildings, broken and cause a tripping hazard. The project will remove and dispose of the existing aluminum track mats, fill the recessed well area with multiple layers as required of foam rubber matting and finished with a grid track matting.

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

This retrofit will correct a current safety hazard.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

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

The current aluminum track mats are well beyond their useful life. Continued use of them increases the chances of injury due to failed aluminum parts.

**Alternatives Considered and Reasons for Non-selection:**

**Typical Replacement Lifecycle / Service Life:**

10

*(why something else wasn't chosen)*

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only      |                              |
|---|---------------------------------------|--|------------|------------|------------|------------|--|------------------------------|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     | X  |                              |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" 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               |
| <b>TOTAL</b>  | <b>\$80,000</b>                       | <b>\$80,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>                       | Debt In-levy                 |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                          |
| <b>Net of CPA and Grants</b>  | <b>\$80,000</b>                       | <b>\$80,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>                       | Grant(s) _____               |
|   |                                       |  |            |            |            |            | <input type="checkbox"/>                       | Other _____                  |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <b>CPA Purpose(s)<br/>Check all that apply</b> |                              |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>                       | Open Space                   |
| Post-Project Annual   | \$0                                   |  |            |            |            |            | <input type="checkbox"/>                       | Recreation                   |
| Post-Project One-time   | \$0                                   |  |            |            |            |            | <input type="checkbox"/>                       | Historical                   |
|   |                                       |  |            |            |            |            | <input type="checkbox"/>                       | Housing                      |

Estimated Total Project Cost: \$80,000 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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-1

|  |  |
|--|--|
| Project Title: Carpet Replacement      |  |
| Category: Urgency of Maintenance Needs |  |
| Department / Committee: SPS            | Contact: Sandra R. Duran, Combined Facility Director |

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

|                          |         |                    |               |
|--------------------------|---------|--------------------|---------------|
| Project Type is:         | New [ ] | Resubmission [ ]   | Recurring [ ] |
|                          |         | Rehabilitation [X] |               |
| Year of Initial Request: |         |                    |               |

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

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

This is an ongoing project to replace carpet with carpet squares specifically targeting Haynes and Loring. This includes materials, labor, moving furniture. The work is to be completed when the schools are unoccupied.

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

Having cleanable surfaces are a requirement of the state sanitary code.

**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?*

There is no increase in staffing.

**Benefits of Project and Impact if Not Completed:**

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

The carpet replacement will enhance the users experience and provide the ability to have a cleanable surface.

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

No additional operational impacts

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | X                                   | Funding Source(s)<br>For Finance Use Only |                         |
|---|---------------------------------------|--|------------|------------|------------|------------|-------------------------------------|---|-------------------------|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |                                     |   |                         |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> | Tax Levy                                  |                         |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Dedicated Revenue Source                  |                         |
| Construction  | \$77,000                              | \$77,000                               |            |            |            |            | <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                            |                         |
| <b>TOTAL</b>  | <b>\$77,000</b>                       | <b>\$77,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>                          | Debt In-levy                              |                         |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            |                                     | <input type="checkbox"/>                  | Debt, Capital Exclusion |
| Grant Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |                                     | Dedicated Stab/New Growth                 |                         |
| CPA Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |                                     | CPA                                       |                         |
| <b>Net of CPA and Grants</b>  | <b>\$77,000</b>                       | <b>\$77,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b>                          | Grant(s) _____                            |                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |                                     | <input type="checkbox"/>                  | Other _____             |
| During Project  | \$0                                   |  |            |            |            |            |                                     | <b>CPA Purpose(s)</b>                     |                         |
| Post-Project Annual   | \$0                                   |  |            |            |            |            |                                     | <b>Check all that apply</b>               |                         |
| Post-Project One-time   | \$0                                   |  |            |            |            |            |                                     | <input type="checkbox"/> Open Space       |                         |
|   |                                       |  |            |            |            |            |                                     | <input type="checkbox"/> Recreation       |                         |
|   |                                       |  |            |            |            |            |                                     | <input type="checkbox"/> Historical       |                         |
|   |                                       |  |            |            |            |            |                                     | <input type="checkbox"/> Housing          |                         |

Estimated Total Project Cost: \$77,000 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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-2

|  |  |
|--|--|
| Project Title: VCT Replacement         |  |
| Category: Urgency of Maintenance Needs |  |
| Department / Committee: SPS            | Contact: Sandra R. Duran, Combined Facility Director |

|                                     |                     |
|-------------------------------------|---------------------|
| 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 type="checkbox"/>              | Recurring <input type="checkbox"/> |
|                          |                              | Rehabilitation <input checked="" type="checkbox"/> |                                    |
| Year of Initial Request: |                              |  |                                    |

|                                     |  |  |
|-------------------------------------|--|--|
| Description & Justification / Need: | Legal compliance _____ <input type="checkbox"/>  | Supports Community Plan _____ <input type="checkbox"/>           |
|                                     | Safety compliance _____ <input type="checkbox"/> | Other _Deferred Maintenance_ <input checked="" type="checkbox"/> |

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

This is an ongoing project to replace VCT flooring throughout the district with a focus on carpet replacements at the Curtis Middle School, Nixon Cafeteria and Haynes Kindergarten Room. This includes materials, labor, moving furniture. The work is to be completed when the schools are unoccupied.

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

The VCT replacement will enhance the users experience and provide the ability to have a cleanable surface in compliance with the State Sanitary Code.

**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?*

There is no increase in staffing.

**Benefits of Project and Impact if Not Completed:**

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

The VCT replacement will enhance the users experience.

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

No additional operational impacts

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$75,000                              | \$75,000                               |            |            |            |            | <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                         |
| <b>TOTAL</b>  | <b>\$75,000</b>                       | <b>\$75,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$75,000</b>                       | <b>\$75,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other _____                            |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$75,000 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: 10/15/24

Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-3

Project Title: Bathroom Partitions and Replacements

Category: Urgency of Maintenance Needs

Department / Committee: SPS Contact: Sandra R. Duran, Combined Facility Director

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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

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

Repair and/or replace bathroom partitions in various buildings, specifically targeting Nixon Elementary.

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

New partitions will be in compliance with current ADA standards.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

Repair and replacement of aging and/or broken bathroom partitions enhance the experience of our users and provides safe and inclusive bathroom facility elements.

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

No operational budget impacts are expected as a result of this project.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$58,000                              | \$58,000                               |            |            |            |            | <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                         |
| <b>TOTAL</b>  | <b>\$58,000</b>                       | <b>\$58,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$58,000</b>                       | <b>\$58,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other                                  |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$58,000 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: 10/15/24

Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-4

|  |  |
|--|--|
| Project Title: Painting                |  |
| Category: Urgency of Maintenance Needs |  |
| Department / Committee: SPS            | Contact: Sandra R. Duran, Combined Facility Director |

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

|                          |         |                    |               |
|--------------------------|---------|--------------------|---------------|
| Project Type is:         | New [ ] | Resubmission [ ]   | Recurring [ ] |
|                          |         | Rehabilitation [X] |               |
| Year of Initial Request: |         |                    |               |

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

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

This is an ongoing project to paint interior and exterior surfaces.

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

Stabilizing flaking, caulking and chipped painted surfaces ensures the area is in compliance with the State Sanitary Code.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

Freshly painted and maintained surfaces are an important factor in keeping a property clean and welcoming. In addition, paint protects the substrate.

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

Continued deterioration of painted surfaces will occur as well as Sanitary Code violations.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" 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                         |
| <b>TOTAL</b>  | <b>\$50,000</b>                       | <b>\$50,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$50,000</b>                       | <b>\$50,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other                                  |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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:      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: 10/15/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-9

|  |  |
|--|--|
| Project Title: Curtis Exterior Surveillance Camera Replacement |  |
| Category: Urgency of Maintenance Needs                         |  |
| Department / Committee: SPS                                    | Contact: Sandra R. Duran, Combined Facility Director |

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

|                          |         |                    |               |
|--------------------------|---------|--------------------|---------------|
| Project Type is:         | New [ ] | Resubmission [ ]   | Recurring [ ] |
|                          |         | Rehabilitation [X] |               |
| Year of Initial Request: |         |                    |               |

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

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

Decommissioning and replacement of existing exterior surveillance cameras, switches, required licensing, and any necessary supporting hardware at the Curtis Middle School. This system and cameras are over 10 years old and are at the end of their useful life.

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

Security and Safety general practices.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

Fully functioning exterior cameras will improve the safety of the buildings for students and staff and limit the risk of damage and loss by reducing the potential for vandalism and assisting in investigations.

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

The cameras will cease to function.

**Alternatives Considered and Reasons for Non-selection:**

Typical Replacement Lifecycle / Service Life: 10

*(why something else wasn't chosen)*

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only             |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy          |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source     |
| Construction  | \$45,000                              | \$45,000                               |            |            |            |            | <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               |
| <b>TOTAL</b>  | <b>\$45,000</b>                       | <b>\$45,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                 |
| <b>CPA Purpose(s)</b>   |                                       |  |            |            |            |            |   |
| <b>Check all that apply</b>   |                                       |  |            |            |            |            |   |
| <input type="checkbox"/> Open Space   |                                       |  |            |            |            |            |   |
| <input type="checkbox"/> Recreation   |                                       |  |            |            |            |            |   |
| <input type="checkbox"/> Historical   |                                       |  |            |            |            |            |   |
| <input type="checkbox"/> Housing  |                                       |  |            |            |            |            |   |
| <b>CPA</b>  |                                       |  |            |            |            |            |   |
| Debt, Capital Exclusion   |                                       |  |            |            |            |            |   |
| Dedicated Stab/New Growth   |                                       |  |            |            |            |            |   |
| CPA   |                                       |  |            |            |            |            |   |
| Grant(s) _____  |                                       |  |            |            |            |            |   |
| Other _____   |                                       |  |            |            |            |            |   |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            |   |
| Grant Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |   |
| CPA Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |   |
| <b>Net of CPA and Grants</b>  | <b>\$45,000</b>                       | <b>\$45,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |   |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |   |
| During Project  | \$0                                   |  |            |            |            |            |   |
| Post-Project Annual   | \$0                                   |  |            |            |            |            |   |
| Post-Project One-time   | \$0                                   |  |            |            |            |            |   |

Estimated Total Project Cost: \$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.

**Capital Improvement Program**

Date submitted: 10/15/24

Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-5

Project Title: Ceiling Tile Replacement

Category: Urgency of Maintenance Needs

Department / Committee: SPS

Contact: Sandra R. Duran, Combined Facility Director

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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

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

This is an ongoing project to replace ceiling tiles in various schools.

***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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

Unstained ceiling tiles provide a structurally sound ceiling and has acoustical advantages for the classroom spaces.

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

Not replacing acoustical ceiling tiles when needed can lead to several negative consequences, including: poor sound quality due to decreased sound absorption, potential fire safety hazards from missing tiles allowing smoke to spread more easily, aesthetic decline due to dirt and damage, increased energy costs from poor insulation, and potential health issues from mold and bacteria growth within the tiles; particularly in situations where tiles are damaged, missing, or significantly soiled.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" 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                         |
| <b>TOTAL</b>  | <b>\$25,000</b>                       | <b>\$25,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$25,000</b>                       | <b>\$25,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other                                  |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$25,000 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: 10/11/2024

Date of Last Edit: 1/15/25

Project Number: CIP\_FY26-IT-1

|  |  |
|--|--|
| Project Title: <b>Microsoft 365 Migration and Implementation</b> |  |
| Category: <b>Software</b>  |  |
| Department: <b>IT</b>  | Contact: <b>Mark Thompson, Technology Admin.</b> |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

   Rehabilitation [ ]

Year of Initial Request: **FY2026**

Description & Justification / 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 migration of the Town of Sudbury from Microsoft Office 2021 to Microsoft 365 G3 represents a significant step towards modernizing and streamlining municipal operations. This transition offers numerous benefits, including enhanced efficiency through intuitive and easy-to-use interfaces, and the integration of all applications in one place, accessible on any device, anywhere. The collaborative features of Microsoft 365 G3, such as real-time co-authoring and advanced communication tools, facilitate better teamwork and productivity. Additionally, the shift to a cloud-based infrastructure ensures robust security and compliance with government standards, which is crucial for public sector entities. In terms of long-term savings, the scalable nature of Microsoft 365 G3 allows for cost-effective solutions that can adapt to the town's changing needs, potentially reducing IT overhead and operational costs. Moreover, the subscription model ensures that the municipality always has access to the latest features without the need for costly upgrades, further contributing to a more predictable and reduced expenditure over time.

***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.***

*The Town of Sudbury's upgrade to Microsoft 365 G3 marks a transformative leap in enhancing municipal services. This move streamlines operations through a unified, user-friendly platform that boosts efficiency and fosters collaboration with features like real-time co-authoring. The cloud-based system not only heightens security but also aligns with government compliance standards, an essential for public services. Economically, the scalability of Microsoft 365 G3 translates into long-term cost savings, reducing IT expenses while providing the latest updates without additional upgrade costs, ensuring a sustainable financial strategy for the town's future.*

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

*The failure to fund the migration project from Microsoft Office 2021 to Microsoft 365 G3 could lead to several short- and long-term consequences for the Town of Sudbury. In the short term, the town may face decreased operational efficiency and collaboration, as they miss out on the advanced features of Microsoft 365 G3. Over time, this could result in higher IT costs due to the need for separate upgrades and security measures. Long-term impacts might include ongoing compliance risks and the inability to scale operations effectively, potentially leading to increased operational costs and missed opportunities for modernization and improved public service delivery.*

**Alternatives Considered and Reasons for Non-selection:**

*Traditional software suites may offer upfront cost savings, but they lack the scalability and continuous updates provided by a subscription service. Standalone applications could be more customizable, yet they do not provide the integrated experience that boosts productivity. On-premise solutions might give a sense of control over data, but they cannot match the advanced security measures and compliance standards of cloud-based services. The decision for non-selection hinges on the need for a comprehensive, secure, and cost-effective solution.*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

The migration to Microsoft 365 G3 is poised to have a substantial impact on the Town of Sudbury's operating budget. In the short term, the department may experience an increase in operational costs due to training and transition processes. However, these initial costs are expected to be offset by the long-term benefits of reduced IT overhead, as the cloud-based system minimizes the need for physical infrastructure maintenance. The subscription model also offers financial predictability and eliminates the capital expenses associated with periodic software upgrades. Over time, the enhanced efficiency and collaborative capabilities of Microsoft 365 G3 should lead to increased productivity, which can translate into further operational cost savings for the department.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings           |
| Equipment/Furnishings   | \$80,800                              | \$80,800                               |            |            |            |            | <input type="checkbox"/> Capital Stabilization                  |
| Contingency   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Free Cash                              |
| Other (legal fees)  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Revolving Fund                         |
| <b>TOTAL</b>  | <b>\$80,800</b>                       | <b>\$80,800</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$80,800</b>                       | <b>\$80,800</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other _____                            |
| During Project  |                                       |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>Check all that apply |
| Post-Project Annual   | \$227,052                             |  | \$56,763   | \$56,763   | \$56,763   | \$56,763   | <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: \$80,800      Estimated Future Savings:      Estimated Incremental Cost:

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

*Trifecta Quotation for Microsoft 365 licensing and professional services.pdf*



**Capital Improvement Program**

Date submitted: 10/11/2024

Date of Last Edit: 1/15/25

Project Number: Example: CIP\_FY26\_FAC-1 (includes Dept priority on the end, budget-level)

|                |  |   |
|----------------|--|---|
| Project Title: | Network Storage Upgrade at Primary Data Center |   |
| Category:      | Equipment                                      |   |
| Department     | IT   | Contact: Mark Thompson, Technology Admin. |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

|                                 |         |                  |               |                    |
|---------------------------------|---------|------------------|---------------|--------------------|
| Project Type is:                | New [ ] | Resubmission [ ] | Recurring [ ] | Rehabilitation [X] |
| Year of Initial Request: FY2026 |         |                  |               |                    |

Description & Justification / Need:

Legal compliance \_\_\_\_\_ [ ]      Supports Community Plan \_\_\_\_\_ [ ]

Safety compliance \_\_\_\_\_ [ ]      Other Upgrade [X]

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

The Town of Sudbury's initiative to upgrade its data center infrastructure is a proactive approach to maintaining a robust and reliable virtual server environment. By introducing the Dell/EMC PowerStore 500T for network storage at the primary data center, the town will benefit from the latest advancements in storage technology, offering improved performance and efficiency.

The strategic move to repurpose the existing Dell/EMC 450F Unity to the secondary data center at the Police Station is a cost-effective solution that enhances the overall resilience of the network. This transition not only extends the lifecycle of the current equipment but also ensures that both data centers are equipped with all-flash storage, which is known for its high speed and low latency. Such upgrades are essential for supporting the town's critical operations and ensuring that, in the event of a data center going offline, there is minimal disruption to the virtual network services.

**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? No staffing increases.

**Benefits of Project and Impact if Not Completed:**

Highlight project benefits, including efficiencies created, service enhancements, and cost savings. The Town of Sudbury's initiative to upgrade and repurpose network storage infrastructure presents multiple benefits. By introducing the Dell/EMC PowerStore 500T at the primary data center, the town will benefit from the latest advancements in storage technology, leading to enhanced performance and efficiency. This upgrade ensures a more robust and reliable virtual server environment, capable of handling increasing data demands with ease. The redeployment of the existing Dell/EMC 450F Unity to the secondary data center at the Police Station is a cost-effective strategy that extends the utility of the current investment while providing significant service enhancements. This move not only avoids the immediate financial outlay for new equipment but also ensures that both data centers operate with all-flash network storage, which is faster and more energy-efficient. The project's design, which allows for seamless replication between the two sites, ensures uninterrupted service and enhances the town's disaster recovery capabilities. Overall, the proposed changes are expected to result in substantial cost savings over time, reduced downtime, and improved service delivery to the community.

Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation: The short-term consequences of not funding the project for Sudbury's data centers could include increased risks of system downtime due to the aging EMC VNXe 3200 network storage at the Police Station. This could lead to potential data loss or compromised data integrity, which can affect municipal operations and emergency services. In the long term, the lack of investment in updated infrastructure may result in higher maintenance costs, as older systems often require more frequent repairs and are less energy-efficient. Additionally, the inability to keep up with technological advancements could hinder the town's ability to expand digital services and could make the system more vulnerable to security breaches.

**Alternatives Considered and Reasons for Non-selection:**

(Alternatives considered included maintaining the existing equipment or opting for different storage solutions. However, these were not selected for several reasons. Maintaining the current systems would involve higher costs in the long run due to the increasing inefficiency and potential for failure as the equipment ages. Alternative storage solutions were not selected due to compatibility issues with the existing VMWare environment and potential disruptions during migration.

**Typical Replacement Lifecycle / Service Life:**

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...).

The all-flash storage in both locations will likely lead to lower energy costs and reduced downtime, contributing to a more predictable and manageable operating budget. Overall, while the project requires upfront investment, it is poised to offer operational savings and increased budgetary predictability in the long run.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings           |
| Equipment/Furnishings   | \$99,000                              | \$99,000                               |            |            |            |            | <input type="checkbox"/> Capital Stabilization                  |
| Contingency   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Free Cash                              |
| Other (legal fees)  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Revolving Fund                         |
| <b>TOTAL</b>  | <b>\$99,000</b>                       | <b>\$99,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$99,000</b>                       | <b>\$99,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other _____                            |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$99,000      Estimated Future Savings:      Estimated Incremental Cost:

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

*Winslow Quotation Dell-EMC PowerStore 500T Revised.pdf*



**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |                 |            |            |            | X                                   | Funding Source(s)<br>For Finance Use Only     |                         |
|---|---------------------------------------|--|-----------------|------------|------------|------------|-------------------------------------|---|-------------------------|
|   |                                       | FY2026                                 | FY2027          | FY2028     | FY2029     | FY2030     |                                     |   |                         |
| Study/Design  | \$0                                   |  |                 |            |            |            | <input checked="" type="checkbox"/> | Tax Levy                                      |                         |
| Land Acquisition  | \$0                                   |  |                 |            |            |            | <input type="checkbox"/>            | Dedicated Revenue Source                      |                         |
| Construction  | \$0                                   |  |                 |            |            |            | <input type="checkbox"/>            | Enterprise Retained Earnings                  |                         |
| Equipment/Furnishings   | \$126,200                             | \$63,100                               | \$63,100        |            |            |            | <input type="checkbox"/>            | Capital Stabilization                         |                         |
| Contingency   | \$0                                   |  |                 |            |            |            | <input type="checkbox"/>            | Free Cash                                     |                         |
| Other (legal fees)  | \$0                                   |  |                 |            |            |            | <input type="checkbox"/>            | Revolving Fund                                |                         |
| <b>TOTAL</b>  | <b>\$126,200</b>                      | <b>\$63,100</b>                        | <b>\$63,100</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>            | Debt In-levy                                  |                         |
| <b>Amounts Approved or Received</b>   |                                       |  |                 |            |            |            |                                     | <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   |                         |
| <b>Net of CPA and Grants</b>  | <b>\$126,200</b>                      | <b>\$63,100</b>                        | <b>\$63,100</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>            | Grant(s) _____                                |                         |
| <b>Operating Budget Impact</b> Include additional personnel costs, if applicable. |                                       |  |                 |            |            |            |                                     | <input type="checkbox"/>                      | Other _____             |
| During Project  | \$0                                   |  |                 |            |            |            | <input type="checkbox"/>            | <b>CPA Purpose(s)</b><br>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: \$126,200      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: 10/11/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FIRE-2

|   |                            |
|---|----------------------------|
| Project Title: Fire Dept. Car 4 Replacement |                            |
| Category: Equipment                         | Fire Dept. FY-26-3         |
| Department / Committee Fire Dept.           | Contact: Chief John Whalen |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New  Resubmission  Recurring   
 Rehabilitation

Year of Initial Request:

Description & Justification / 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 projects is for the replacement of Fire Department Car-4, this vehicle is a SUV used for fire prevention education and serves as the back-up for the shift commanders vehicle when repairs or maintenance is required. The current Car-4 is a 2017 with 64,000 miles. The average life spaded of this vehicle in public safety would be five (5) years, this vehicle if replaced will eight (8) years old.

***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?

No staffing changes would be required for this program.

**Benefits of Project and Impact if Not Completed:**

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

The ability to have dependable public safety vehicles allows our staff to response to emergency's in a safety and controlled manor.

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

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

N/A

**Typical Replacement Lifecycle / Service Life:**

**Also, re-utilization plan of current assets, if available:** *(trade-in, passed on to another Dept., sell)*  
 This vehicle will be passed down for use by another non public safety agency in the town.

**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...).

Having this vehicle replaced will provided for lower maintenance costs that will be reflected in the departments vehicle maintenance budget.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | X                                   | Funding Source(s)<br>For Finance Use Only            |                         |
|---|---------------------------------------|--|------------|------------|------------|------------|-------------------------------------|--|-------------------------|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |                                     |  |                         |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> | Tax Levy   |                         |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Dedicated Revenue Source                             |                         |
| Construction  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Enterprise Retained Earnings                         |                         |
| Equipment/Furnishings   | \$75,000                              | \$75,000                               |            |            |            |            | <input type="checkbox"/>            | Capital Stabilization                                |                         |
| Contingency   | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Free Cash  |                         |
| Other (legal fees)  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Revolving Fund                                       |                         |
| <b>TOTAL</b>  | <b>\$75,000</b>                       | <b>\$75,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>            | Debt In-levy   |                         |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            |                                     | <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  |                         |
| <b>Net of CPA and Grants</b>  | <b>\$75,000</b>                       | <b>\$75,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>            | Grant(s) _____                                       |                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |                                     | <input type="checkbox"/>                             | Other _____             |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | <b>CPA Purpose(s)</b><br><b>Check all that apply</b> |                         |
| 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: \$75,000 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: 10/14/24

Date of Last Edit: 1/15/25

Project Number: CIP FY26 DPW 3

|   |                      |
|---|----------------------|
| Project Title: Survey Total Station - for Surveying |                      |
| Category: Equipment                                 |                      |
| Department / Committee DPW                          | Contact: Tina Rivard |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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

***Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.***  
 This will replace a 2012 Topcon ES 105 Total station and a 2017 Topcon Gr5 GPS and rover. Both are considered legacy equipment by the manufacturer with limited or no upgrades, repairs or support available. As with most electronic equipment the repair becomes cost prohibitive over time. The lifespan of a total station is approximated 7-10 years with manufacturers phasing out the needed parts for repair in that period of time. With the advancements of technology a robotic total station has been the industry standard for decades.

***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 equipment is approximately 7-10 years. The Department of Publicworks depends on the regular replacement of equipment. Without these types of equipment, employees will not be able to do their jobs safely and effectively, causing delays in construction projects.

**Alternatives Considered and Reasons for Non-selection:**

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:**

**Also, re-utilization plan of current assets, if available:** (trade-in, passed on to another Dept, sell)  
 2012 Topcon ES 105 Total station  
 2017 Topcon Gr5 GPS and rover  
 Insurance requirement: Yes

**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<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          | \$0                                   |  |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          | \$0                                   |  |            |            |            |            |
| Equipment/Furnishings | \$55,000                              | \$55,000                               |            |            |            |            |
| Contingency           | \$0                                   |  |            |            |            |            |
| Other (legal fees)    | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$55,000</b>                       | <b>\$55,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Amounts Approved or Received |                 |
|------------------------------|-----------------|
| Grant Amount Approved/Rvc'd  | \$0             |
| CPA Amount Approved/Rvc'd    | \$0             |
| <b>Net of CPA and Grants</b> | <b>\$55,000</b> |

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

| Funding Source(s)<br>For Finance Use Only |                              |
|---|------------------------------|
| <input checked="" 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)<br>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: \$55,000      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<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only   |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy<br><input type="checkbox"/> Dedicated Revenue Source<br><input type="checkbox"/> Enterprise Retained Earnings<br><input type="checkbox"/> Capital Stabilization<br><input type="checkbox"/> Free Cash<br><input type="checkbox"/> Revolving Fund<br><input type="checkbox"/> Debt In-levy<br><input type="checkbox"/> Debt, Capital Exclusion<br><input type="checkbox"/> Dedicated Stab/New Growth<br><input type="checkbox"/> CPA<br><input type="checkbox"/> Grant(s) _____<br><input type="checkbox"/> Other _____ |
| Land Acquisition  | \$0                                   |  |            |            |            |            |   |
| Construction  | \$0                                   |  |            |            |            |            |   |
| Equipment/Furnishings   | \$99,000                              | \$99,000                               |            |            |            |            |   |
| Contingency   | \$0                                   |  |            |            |            |            |   |
| Other (legal fees)  | \$0                                   |  |            |            |            |            |   |
| <b>TOTAL</b>  | <b>\$99,000</b>                       | <b>\$99,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |   |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <b>CPA Purpose(s)</b><br>Check all that apply<br><input type="checkbox"/> Open Space<br><input type="checkbox"/> Recreation<br><input type="checkbox"/> Historical<br><input type="checkbox"/> Housing  |
| Grant Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |   |
| CPA Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |   |
| <b>Net of CPA and Grants</b>  | <b>\$99,000</b>                       | <b>\$99,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |   |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |   |
| During Project  | \$0                                   |  |            |            |            |            |   |
| Post-Project Annual   | \$0                                   |  |            |            |            |            |   |
| Post-Project One-time   | \$0                                   |  |            |            |            |            |   |

Estimated Total Project Cost: \$99,000      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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP FY26 DPW 9

|   |                      |
|---|----------------------|
| Project Title: Multi-use Off-road Tractor |                      |
| Category: Rolling Stock                   |                      |
| Department / Committee DPW                | Contact: Tina Rivard |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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.***

This request is to replace an existing 2010 multi-purpose tractor and associated attachments with a new similar model. This equipment, with its various attachments, is critical for its ability to maintain the Town fields. It also supplements the roadside mowing with the boom flail mower and is outfitted with an aerator, slice seeder and rotary mower. The multi-purpose tractor is exposed to many different environments including damaging branches, stone walls, hidden castings and corrosive materials which cause disintegration of the Public Works equipment. As the equipment ages, it requires additional mechanical and body work to keep it operational. These multi-purpose machines are expected to last approximately 10 years.

***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 for the employees. A multi-purpose tractor is used all season. This unit clears walkways during snow removal operations. It also utilizes the mowing attachments to clear the fields while its flail mower attachment is used to maintain vegetation along the roadsides throughout Town.

***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 team sports that utilize the Town fields and construction projects.

**Alternatives Considered and Reasons for Non-selection:**

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 while also jeopardizing the safety and well being of residents.

**Typical Replacement Lifecycle / Service Life:**

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

*Unit PR6 (2010 John Deere tractor)*

**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<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only             |
|---|---------------------------------------|--|------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy          |
| Land Acquisition  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source     |
| Construction  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings |
| Equipment/Furnishings   | \$32,500                              | \$32,500                               |            |            |            |            | <input type="checkbox"/> Capital Stabilization        |
| Contingency   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Free Cash                    |
| Other (legal fees)  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Revolving Fund               |
| <b>TOTAL</b>  | <b>\$32,500</b>                       | <b>\$32,500</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                 |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            | <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                          |
| <b>Net of CPA and Grants</b>  | <b>\$32,500</b>                       | <b>\$32,500</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____               |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Other _____                  |
| During Project  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> CPA Purpose(s)               |
| Post-Project Annual   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Check all that apply         |
| Post-Project One-time   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Open Space                   |
|   |                                       |  |            |            |            |            | <input type="checkbox"/> Recreation                   |
|   |                                       |  |            |            |            |            | <input type="checkbox"/> Historical                   |
|   |                                       |  |            |            |            |            | <input type="checkbox"/> Housing                      |

Estimated Total Project Cost: \$32,500      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: 10/16/2024 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FAC-2

|   |  |
|---|--|
| <b>Project Title:</b> Fire Station Headquarters Roof Design and Replacement Project |  |
| <b>Category:</b>  | Infrastructure   |
| <b>Department / Committee:</b> Town - Fac   | <b>Contact:</b> Sandra Duran, Combined Facility Director |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is:      New       Resubmission       Recurring

   Rehabilitation

Year of Initial Request:

Description & Justification / Need:      Legal compliance \_\_\_\_\_       Supports Community Plan \_\_\_\_\_   
    Safety compliance \_\_\_\_\_       Other Deferred Maintenance

**Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.**  
 Original to the building when built in 1992, the approximate 10,160 square foot steep sloped 3-Tab asphalt shingle roof and cupula EPDM flat roof, are beyond its recommended useful life. This project would replace the roof in its entirety. Weatherization and solar array opportunities will be explored during the design process and in concert with Historic District Commission Requirements.

**Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...**  
 Providing a watertight building is in compliance with the Health and Safety requirements listed in the MA Sanitary Code.

**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?*  
 No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**  
**Highlight project benefits, including efficiencies created, service enhancements, and cost savings.**  
 Replacing this 32 year old roof before it fails provides cost avoidance opportunities as failure would create additional repair needs and may displace the occupants of the building. Considering the function of this building as a Fire Department Headquarters, preventing damage to the property assists in the continued successful operations of the department.

**Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:**  
 Delaying this funding would jeopardize the Town's ability to realize the current and future funding opportunities to provide a clean, sanitary, functional, code compliant facility for the DPW Emergency Operations.

|   |   |
|---|---|
| <p><b>Alternatives Considered and Reasons for Non-selection:</b><br/> <i>(why something else wasn't chosen)</i></p> | <p><b>Typical Replacement Lifecycle / Service Life:</b><br/> <b>Also, re-utilization plan of current assets, if available:</b> <i>(trade-in, passed on to another Dept, sell)</i></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...).*  
 No operational budget impacts are expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |                  |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027           | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$27,000                              | \$27,000                               |                  |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$269,540                             |  | \$269,540        |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings           |
| Equipment/Furnishings   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Capital Stabilization                  |
| Contingency   | \$14,200                              |  | \$14,200         |            |            |            | <input checked="" type="checkbox"/> Free Cash                   |
| Other (escalation)  | \$16,260                              |  | \$16,260         |            |            |            | <input type="checkbox"/> Revolving Fund                         |
| <b>TOTAL</b>  | <b>\$327,000</b>                      | <b>\$27,000</b>                        | <b>\$300,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |                  |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$327,000</b>                      | <b>\$27,000</b>                        | <b>\$300,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |                  |            |            |            | <input type="checkbox"/> Other _____                            |
| During Project  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$327,000      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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FAC-3

|  |   |
|--|---|
| <b>Project Title: Fire Station 2 Roof Design and Replacement Project</b> |   |
| <b>Category:</b>   | Infrastructure                                    |
| <b>Department / Committee:</b>   | Contact: Sandra Duran, Combined Facility Director |

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

|                                      |         |                     |               |
|--------------------------------------|---------|---------------------|---------------|
| <b>Project Type is:</b>              | New [ ] | Resubmission [ ]    | Recurring [ ] |
|                                      |         | Rehabilitation [x ] |               |
| <b>Year of Initial Request: 2025</b> |         |                     |               |

|  |                             |                                   |
|--|-----------------------------|-----------------------------------|
| <b>Description &amp; Justification / Need:</b> | Legal compliance _____ [ ]  | Supports Community Plan _____ [ ] |
|  | Safety compliance _____ [ ] | Other Deferred Maintenance [X ]   |

***Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.***  
 The approximate 4,135 square foot steep sloped 3-Tab asphalt shingle roof are beyond its recommended useful life. This project would replace the roof of the original portion of Station 2 in its entirety. Weatherization and solar array opportunities will be explored during the design process.

***Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...***  
 Providing a watertight building is in compliance with the Health and Safety requirements listed in the MA Sanitary Code.

**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?*  
 No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**  
*Highlight project benefits, including efficiencies created, service enhancements, and cost savings.*  
 Replacing this 24 year old roof before it fails provides cost avoidance opportunities as failure would create additional repair needs and may displace the occupants of the building. Considering the function of this building as a Fire Department sub station, preventing damage to the property assistes in the continued successful operations of the department. Additionally, replacing the roof provides an opportunity for a solar array on the roof. The addition was outfitted with the pathways to the electric room to support a solar array on the addition.

***Also describe any short- and long-term consequences of not funding the project. Impact of delayed implementation:***  
 Delaying this funding will lead to increased repair costs.

|  |  |
|--|--|
| <b>Alternatives Considered and Reasons for Non-selection:</b><br><i>(why something else wasn't chosen)</i> | <b>Typical Replacement Lifecycle / Service Life:</b><br><br><b>Also, re-utilization plan of current assets, if available:</b> <i>(trade-in, passed on to another Dept, sell)</i> |
|--|--|

**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 will be determined once the full scope of the project and cost estimates are developed.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |                  |            |            |            | Funding Source(s)<br>For Finance Use Only             |
|---|---------------------------------------|--|------------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027           | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$23,000                              | \$23,000                               |                  |            |            |            | <input checked="" type="checkbox"/> Tax Levy          |
| Land Acquisition  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Dedicated Revenue Source     |
| Construction  | \$127,000                             |  | \$127,000        |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings |
| Equipment/Furnishings   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Capital Stabilization        |
| Contingency   | \$8,000                               |  | \$8,000          |            |            |            | <input checked="" type="checkbox"/> Free Cash         |
| Other (legal fees)  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Revolving Fund               |
| <b>TOTAL</b>  | <b>\$158,000</b>                      | <b>\$23,000</b>                        | <b>\$135,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                 |
| <b>Amounts Approved or Received</b>   |                                       |  |                  |            |            |            | <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                          |
| <b>Net of CPA and Grants</b>  | <b>\$158,000</b>                      | <b>\$23,000</b>                        | <b>\$135,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____               |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |                  |            |            |            | <input type="checkbox"/> Other _____                  |
| During Project  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> CPA Purpose(s)               |
| Post-Project Annual   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Check all that apply         |
| Post-Project One-time   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Open Space                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Recreation                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Historical                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Housing                      |

Estimated Total Project Cost: \$158,000      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: 10/16/2024      Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FAC-5

|   |  |
|---|--|
| <b>Project Title:</b> Goodnow Library Roof Design, Renovation and Replacement Project |  |
| <b>Category:</b>  | Infrastructure   |
| <b>Department / Committee:</b> Fac - Town   | <b>Contact:</b> Sandra Duran, Combined Facility Director |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

**Project Type is:**      New       Resubmission       Recurring

   Rehabilitation

**Year of Initial Request:**

**Description & Justification / Need:**      Legal compliance \_\_\_\_\_       Supports Community Plan \_\_\_\_\_

   Safety compliance \_\_\_\_\_       Other Deferred Maintenance

*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.*

**Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.**  
 Originally constructed in 1863 and renovated/expanded in 1990, the Goodnow Library contains 14,975 sf of single roofing, 3750 sf of slate roofing and 4,240 sf of EPDM Roofing. This CIP request is for shingle replacement and slate roofing repair. The EPDM Roofing will be deferred at this time.

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

Providing a weathertight building complies with the Massachusetts Sanitary Code.

**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?*

No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**

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

It is prudent to replace the roofing systems as they are at end of life.

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

Delaying this funding may lead to roof leaks and property damage.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

This will be determined once the full scope of the project and cost estimates are developed.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |                  |            |            |            | Funding Source(s)<br>For Finance Use Only                       |
|---|---------------------------------------|--|------------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027           | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$80,000                              | \$80,000                               |                  |            |            |            | <input checked="" type="checkbox"/> Tax Levy                    |
| Land Acquisition  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Dedicated Revenue Source               |
| Construction  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings           |
| Equipment/Furnishings   | \$463,111                             |  | \$463,111        |            |            |            | <input type="checkbox"/> Capital Stabilization                  |
| Contingency   | \$14,978                              |  | \$14,978         |            |            |            | <input checked="" type="checkbox"/> Free Cash                   |
| Other (escalation)  | \$27,911                              |  | \$27,911         |            |            |            | <input type="checkbox"/> Revolving Fund                         |
| <b>TOTAL</b>  | <b>\$586,000</b>                      | <b>\$80,000</b>                        | <b>\$506,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                           |
| <b>Amounts Approved or Received</b>   |                                       |  |                  |            |            |            | <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                                    |
| <b>Net of CPA and Grants</b>  | <b>\$586,000</b>                      | <b>\$80,000</b>                        | <b>\$506,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____                         |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |                  |            |            |            | <input type="checkbox"/> Other _____                            |
| During Project  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> CPA Purpose(s)<br>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: \$586,000      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: 10/16/2024 Date of Last Edit: 1/15/25Project Number: CIP\_FY26\_FAC-6

|   |  |
|---|--|
| Project Title: <u>Flynn Building Roof Design and Partial Roof Replacement Project</u> |  |
| Category:   | <u>Infrastructure</u>                                    |
| Department / Committee: <u>Town - Fac</u>   | Contact: <u>Sandra Duran, Combined Facility Director</u> |

| 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 type="checkbox"/> ]              | Recurring [ <input type="checkbox"/> ] |
|                          |                                  | Rehabilitation [ <input checked="" type="checkbox"/> ] |  |
| Year of Initial Request: |                                  |  |  |

Description & Justification / Need:      Legal compliance \_\_\_\_\_ [  ]      Supports Community Plan \_\_\_\_\_ [  ]  
    Safety compliance \_\_\_\_\_ [  ]      Other Deferred Maintenance [  ]

*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.*

**Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.**  
 Originally constructed in 1898 and the Flynn Building contains 3,500 sf of shingle roofing, 3650 sf of EPDM Roofing. This CIP request is for shingle replacement . The EPDM Roofing will be deferred at this time.

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

Providing a weathertight building complies with the Massachusetts Sanitary Code.

**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?*

No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**

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

It is prudent to replace the shingle roofing system as it is at end of life.

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

Delaying this funding may lead to roof leaks and property damage.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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<br>(formulas present) | Estimated Project Costs by Fiscal Year |                  |            |            |            | Funding Source(s)<br>For Finance Use Only             |
|---|---------------------------------------|--|------------------|------------|------------|------------|---|
|   |                                       | FY2026                                 | FY2027           | FY2028     | FY2029     | FY2030     |   |
| Study/Design  | \$25,000                              | \$25,000                               |                  |            |            |            | <input checked="" type="checkbox"/> Tax Levy          |
| Land Acquisition  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Dedicated Revenue Source     |
| Construction  | \$88,900                              |  | \$88,900         |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings |
| Equipment/Furnishings   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Capital Stabilization        |
| Contingency   | \$5,250                               |  | \$5,250          |            |            |            | <input checked="" type="checkbox"/> Free Cash         |
| Other (escalation)  | \$5,850                               |  | \$5,850          |            |            |            | <input type="checkbox"/> Revolving Fund               |
| <b>TOTAL</b>  | <b>\$125,000</b>                      | <b>\$25,000</b>                        | <b>\$100,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                 |
| <b>Amounts Approved or Received</b>   |                                       |  |                  |            |            |            | <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                          |
| <b>Net of CPA and Grants</b>  | <b>\$125,000</b>                      | <b>\$25,000</b>                        | <b>\$100,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Grant(s) _____               |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |                  |            |            |            | <input type="checkbox"/> Other _____                  |
| During Project  | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> CPA Purpose(s)               |
| Post-Project Annual   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Check all that apply         |
| Post-Project One-time   | \$0                                   |  |                  |            |            |            | <input type="checkbox"/> Open Space                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Recreation                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Historical                   |
|   |                                       |  |                  |            |            |            | <input type="checkbox"/> Housing                      |

Estimated Total Project Cost: \$125,000      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: 12/20/2024 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_ConCom1

|                                     |                                      |
|-------------------------------------|--------------------------------------|
| Project Title: New Ford Explorer    |                                      |
| Category:                           | Equipment                            |
| Department / Committee: Health Dept | Contact: Vivian Zeng Health Director |

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New  Resubmission  Recurring   
 Rehabilitation

Year of Initial Request: FY 26

Legal compliance  Supports Community Plan   
 Safety compliance  Other

**Description & Justification / Need:**

*Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.*  
 The Health Department's current vehicle, a 2015 Ford Explorer, is experiencing escalating mechanical issues that are becoming increasingly costly to maintain. Originally retired by the Police Department and later passed down to the Health Department, this vehicle is essential for daily operations, including inspections of undeveloped lots for soil evaluations and septic systems. Recently, the vehicle has had frequent starting issues, requiring jump starts. I am concerned that repair costs will continue to rise, and there is a real risk of being stranded in the field/woods during long soil inspections. A new Ford Explorer through the Capital Improvement Program is urgently needed to ensure the continuity of these vital services.

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

**Anticipated Staffing Changes:**

There are no staffing changes associated with this request; however, a reliable vehicle is urgently needed for the Health Director to effectively conduct septic inspections and keep up with the growing demand of septic inspections and soil evaluations. The vehicle must be capable of handling rough and uneven terrain to access remote areas for septic evaluations, soil tests and other critical fieldwork.

**Benefits of Project and Impact if Not Completed:**

*Highlight project benefits, including efficiencies created, service enhancements, and cost savings.*  
 The current vehicle will continue to have maintenance costs in the future that will become unsustainable for the Health Department's general expense line item.

*Also describe any short- and long-term consequences of not funding the project. Impact of delayed implementation:*  
 Failing to secure a new vehicle as part of the capital improvement project will lead to several long-term consequences. As the current vehicle continues to age and require increasingly expensive repairs, the cost of maintaining it will outweigh the benefits of keeping it in service. This will strain the Health Department's budget, diverting funds from other critical public health initiatives. Additionally, frequent breakdowns and vehicle unreliability could disrupt essential operations, such as septic inspections, which is a highly utilized service. The risk of being stranded in remote or challenging terrain during fieldwork could compromise the efficiency of inspections, delay services, and lead to potential compliance issues and public dissatisfaction. Over time, this could also result in safety hazards for staff and increased downtime, further hindering the department's ability to fulfill its responsibilities.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**Also, re-utilization plan of current assets, if available:** *(trade-in, passed on to another Dept, sell)*  
 The current vehicle was passed on from the Police Department should be carefully reviewed before consideration of re-utilization.  
**Insurance requirement: Yes / No**

**Discuss Operating Budget Impact:**

The new vehicle would be added to the DPW fleet, consistent with the current arrangement for the Health Inspector vehicle. DPW would support conducting regular maintenance in-house, ensuring the vehicle remains operational and cost-effective. However, larger, more complex repairs may require additional funding beyond the routine maintenance budget. This arrangement helps streamline maintenance operations and reduces the need for external service providers, ensuring a more efficient and sustainable solution for the Health Department's transportation needs.

**Recommended Financing**

| Funding Category   | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | X   | Funding Source(s)<br>For Finance Use Only |
|--|---------------------------------------|--|------------|------------|------------|------------|---|---|
|  |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |   |
| Study/Design   | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Tax Levy          |   |
| Land Acquisition   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source     |   |
| Construction   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Enterprise Retained Earnings |   |
| Equipment/Furnishings  | \$50,000                              | \$50,000                               |            |            |            |            | <input type="checkbox"/> Capital Stabilization        |   |
| Contingency  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Free Cash                    |   |
| Other (legal fees)   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Revolving Fund               |   |
| <b>TOTAL</b>   | <b>\$50,000</b>                       | <b>\$50,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> Debt In-levy                 |   |
| <b>Amounts Approved or Received</b>  |                                       |  |            |            |            |            |   |   |
| 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    |   |
| <b>Net of CPA and Grants</b>   | <b>\$50,000</b>                       | <b>\$50,000</b>                        | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> CPA                          |   |
| <b>Operating Budget Impact</b> <b>Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |   |   |
| During Project   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Grant(s) _____               |   |
| Post-Project Annual  | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Other _____                  |   |
| 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 Cost: \$50,000 Estimated Future Savings: Estimated Incremental Cost:

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

**Capital Improvement Program**

Date submitted: 10/11/2024 Date of Last Edit: 1/15/25

Project Number: CIP\_FY28\_ConCom2  
 Project Title: New Ford F150 EV  
 Category: Equipment  
 Department / Committee: Conservation Dept Contact: Lori Capone Conservation Coordinator

Justification Code:  
 A-Essential  
 B-Asset Maintenance  
 C-Enhancement

Project Type is: New  Resubmission  Recurring   
 Rehabilitation   
 Year of Initial Request: 2026

Legal compliance  Safety compliance  Supports Community Plan   
 Other

**Description & Justification / Need:**  
*Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.*  
 Current Department vehicle, a 2017 Ford Focus, is currently in the shop. The vehicle has unexpectedly died five times in the last five months. This vehicle was retired by the Building Department and became a vehicle used by the Conservation Department for site inspections, visiting various ongoing projects under the jurisdiction and oversight of the Conservation Commission. This vehicle is used daily and is necessary for the departments function. We assume that the Ford Focus can be fixed but a new vehicle will be needed in the near future.  
  
*Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...*

**Anticipated Staffing Changes:**  
 There is no staffing changes associated with this request, however, a vehicle is needed to conduct their work to oversee projects related to wetlands protection.

**Benefits of Project and Impact if Not Completed:**  
*Highlight project benefits, including efficiencies created, service enhancements, and cost savings.*  
 The vehicle is needed for the Conservation Department to uphold the requirements of the Conservation Commission's permits. If a vehicle is not provided, staff will need to take their personal vehicles and receive mileage reimbursement for this use. We have chosen to replace the car with a truck so if one vehicle is down in the future, we would still have one vehicle that can meet all of the Departments needs in the short term.  
  
*Also describe any short- and long-term consequences of not funding the project. Impact of delayed implementation:*  
 We currently are borrowing a vehicle on a daily basis from the Department of Public Works to perform required site visits. This is not a sustainable arrangement for either department.

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

**Typical Replacement Lifecycle / Service Life:**  
 Also, re-utilization plan of current assets, if available: (trade-in, passed on to another Dept, sell)  
 This vehicle will be able to be traded in.  
 Insurance requirement: Yes / No

**Discuss Operating Budget Impact:**  
 The vehicle would be added to the Department of Public Works fleet, as is the case with the existing vehicle, who would conduct the required regular maintenance on the vehicle, in house. Larger repairs may be additional funds.

**Recommended Financing**

| Funding Category                    | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year                    |            |            |            |            | Funding Source(s)<br>For Finance Use Only |                              |  |
|-------------------------------------|---------------------------------------|---|------------|------------|------------|------------|---|------------------------------|--|
|                                     |                                       | FY2026  | FY2027     | FY2028     | FY2029     | FY2030     | X   |                              |  |
| Study/Design                        | \$0                                   |   |            |            |            |            | <input checked="" type="checkbox"/>       | Tax Levy                     |  |
| Land Acquisition                    | \$0                                   |   |            |            |            |            | <input type="checkbox"/>                  | Dedicated Revenue Source     |  |
| Construction                        | \$0                                   |   |            |            |            |            | <input type="checkbox"/>                  | Enterprise Retained Earnings |  |
| Equipment/Furnishings               | \$50,000                              | \$50,000  |            |            |            |            | <input type="checkbox"/>                  | Capital Stabilization        |  |
| Contingency                         | \$0                                   |   |            |            |            |            | <input type="checkbox"/>                  | Free Cash                    |  |
| Other (legal fees)                  | \$0                                   |   |            |            |            |            | <input type="checkbox"/>                  | Revolving Fund               |  |
| <b>TOTAL</b>                        | <b>\$50,000</b>                       | <b>\$50,000</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>                  | Debt In-levy                 |  |
| <b>Amounts Approved or Received</b> |                                       |   |            |            |            |            | <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                          |  |
| <b>Net of CPA and Grants</b>        | <b>\$50,000</b>                       | <b>\$50,000</b>   | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/>                  | Grant(s) _____               |  |
|                                     |                                       |   |            |            |            |            | <input type="checkbox"/>                  | Other _____                  |  |
| <b>Operating Budget Impact</b>      |                                       | <b>Include additional personnel costs, if applicable.</b> |            |            |            |            | <b>CPA Purpose(s)</b>                     |                              |  |
| During Project                      | \$0                                   |   |            |            |            |            | <b>Check all that apply</b>               |                              |  |
| 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: Estimated Incremental Cost:

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



**CAPITAL REQUEST FORMS**

**ADDITIONS IN EXCESS OF \$100,000**

**Capital Improvement Program**

Date submitted 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP FY26 SPS-11

Project Title: Fire Alarm, Emergency Lighting and BDA Systems Design Fees

Category: Urgency of Maintenance Needs

Department / Committee: SPS

Contact: Sandra R. Duran, Combined Facility Director

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New  Resubmission  Recurring   
Rehabilitation

Year of Initial Request:

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

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

For the Curtis, Haynes and Loring Schools, the fire alarm and emergency design project will consist of: documentation of the existing fire alarm systems currently installed throughout the middle and elementary schools; design of the proposed voice activated addressable fire alarm system throughout the existing schools; complete Fire Alarm system design throughout the buildings to meet the requirements of NFPA 72 – 2013, IBC-2015 International Building Code, 527CMR Massachusetts State Building Code, Life Safety 101.; preparation of Schematic Design Documents consisting of Fire Alarm and Emergency Lighting Drawings as well as a BDA Narrative and related specification for the proposed systems to allow for contractor bidding and related installation; cost estimating of each system, Stamped drawings, Construction Control Affidavit and Fire Alarm Narrative; Coordination during design and construction with the Owner, to design and implement the necessary support of the above referenced systems; Coordination during design with the Town of Sudbury Fire Department to ensure that their requirements are met prior to contractor pricing; Construction support services consisting of contractor question resolution during the pricing stage. **For all schools:** design and cost estimating of a bi-directional application system for police and fire use during an emergency.

***Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...*** This project will comply with required codes as stated in description.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

Installing bidirectional systems in all schools will greatly enhance the communications of the police and fire department during an emergency.

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

The fire alarm and emergency lighting systems at Curtis, Haynes and Loring have been identified as end of life in the current draft facility condition assessment report. Continued dereference of the design and replacement of these systems could result in failure of the systems.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

Typical Replacement Lifecycle / Service Life: 10

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

**Discuss Operating Budget Impact:**

Insurance requirement: Yes / No

*Often times, capital projects (especially construction) result in an increase in associated operating budget costs. This may be due to an increase in utility costs or the need to hire additional personnel to maintain the building. It is important to consider the full costs to the City when evaluating new capital projects. Any impact on the operating budget should be identified and explained here, with the estimated annual impact and/or one time expenditure noted in the table below.*

*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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|---|---------------------------------------|--|------------|------------|------------|------------|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design  | \$190,000                             | \$190,000                              |            |            |            |            |
| Land Acquisition  | \$0                                   |  |            |            |            |            |
| Construction  | \$0                                   | \$0                                    |            |            |            |            |
| Equipment/Furnishings   | \$0                                   |  |            |            |            |            |
| Contingency   | \$0                                   |  |            |            |            |            |
| Other (legal fees)  | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>  | <b>\$190,000</b>                      | <b>\$190,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |            |            |
| Grant Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |
| CPA Amount Approved/Rvc'd   | \$0                                   |  |            |            |            |            |
| <b>Net of CPA and Grants</b>  | <b>\$190,000</b>                      | <b>\$190,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |
| 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 Cost: \$190,000      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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-10

Project Title: HVAC Capital Improvement Engineering Study  
 Category: Urgency of Maintenance Needs  
 Department / Committee: SPS Contact: Sandra R. Duran, Combined Facility Director

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

Description & Justification / Need: Legal compliance \_\_\_\_\_ [ ] Supports Community Plan \_\_\_\_\_ [ ]  
 Safety compliance \_\_\_\_\_ [ ] Other Deferred Maintenance [X]

***Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.***  
**Rationale:** The Alpha Facilities Spreadsheet is a great tool from 10,000 feet up to identify items requiring attention. Unfortunately the new Stretch Code adapted by Sudbury does not allow such simple one-to-one replacement. Also it assumes that the system was designed properly to begin with.... Any pre-existing conditions would remain unresolved.  
 Next level should be an engineering study which would consist of: Engineer to review all HVAC plans; Engineer to review list of current complaints; List replacement requirement as per New Stretch Code; Analyze the complaints and apply to the new equipment selection (not the distribution system); Identify potential alternative selections for electrification/ sustainability, and include as alternate; Required trades would be mechanical engineer, electrical engineer, and cost estimator. Structural requirement would be carried as an allowance; The study will include: Existing conditions summary, Conceptual Stretch Code compliant equipment selections, Conceptual Sustainable/ electrification equipment selections, Conceptual cost estimate, Engineering fee budget.  
***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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

***Highlight project benefits, including efficiencies created, service enhancements, and cost savings.***  
 This study would prepare the Town for further designs efforts that are focused on long term capital improvements that are focused on energy management, decrease in our carbon footprint and overall Town sustainability goals as per the Climate Emergency Town Warrant Article and Town Climate Action Mobilization Plan.  
***Also describe any short- and long- term consequences of not funding the project. Impact of delayed implementation:***  
 Continued deferment and repair approaches to equipment and systems that are end of their life cycle will eventually lead to full failure of the equipment without replacement designs, cost estimates and potentially appropriate funding to solve an emergency condition vs. a planned one.

|   |  |
|---|--|
| <b>Alternatives Considered and Reasons for Non-selection:</b> | <b>Typical Replacement Lifecycle / Service Life:</b> 10  |
| <i>(why something else wasn't chosen)</i>                     | <b>Also, re-utilization plan of current assets, if available:</b> <i>(trade-in, passed on to another Dept, sell)</i> |

**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...).*

There are no long term operational budget impacts expected.

**Recommended Financing**

| Funding Category      | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          | \$152,000                             | \$152,000                              |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          | \$0                                   | \$0                                    |            |            |            |            |
| Equipment/Furnishings | \$0                                   |  |            |            |            |            |
| Contingency           | \$0                                   |  |            |            |            |            |
| Other (legal fees)    | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$152,000</b>                      | <b>\$152,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Amounts Approved or Received |                  |
|------------------------------|------------------|
| Grant Amount Approved/Rvc'd  | \$0              |
| CPA Amount Approved/Rvc'd    | \$0              |
| <b>Net of CPA and Grants</b> | <b>\$152,000</b> |

| 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 Cost: \$152,000 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.*

All Schools.

**Capital Improvement Program**

Date submitted: 10/11/24 Date of Last Edit: 1/15/25

Project Number: CIP FY26 DPW 1

|   |                      |
|---|----------------------|
| Project Title: Roads, Culvert, Drainage, Consultant & Construction, Town Walkways |                      |
| Infrastructure  |                      |
| Department / Committee DPW  | Contact: Tina Rivard |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New  Resubmission  Recurring  YES

Rehabilitation YES

Year of Initial Request: Ongoing

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

***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 a small portion of the funds needed to properly maintain the town's infrastructure. The funds will be used to replace and improve drainage, culvert, roads and walkways based on our Pavement Management Plan, Culvert report and the drainage report (to be completed in 2025 via a grant).

By combining funds into one account it allows to have a strategic plan to prioritizing repairs to drainage and culverts prior to or part of road reconstruction/ maintenance. A permanent funding source is critical to repairing/replacing drainage, culverts and roads. If funded we will provide a plan of action annually related to the towns infrastructure short and longer term projects.

**Anticipated Staffing Changes:**

NO staffing changes. We will use inhouse staff to make repairs to smaller projects and contactors for larger projects

**Benefits of Project and Impact if Not Completed:**

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

"You can pay me now or pay me later" We have fallen behind in the proper maintenance of our infrastructure. This cost more money in repeated repairs, flooding, inconvenience to citizens, emergency responses and higher future cost. The proper amount to under take this plan would be \$2,000,000 per year but we realize it must fit into the overall budget.

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

Higher cost, repeat repairs, potholes, flooding, waste of staff time to continue to fix problems instead of long term improvements.

**Alternatives Considered and Reasons for Non-selection:**

Typical Replacement Lifecycle / Service Life: 30 to 75 years

NO Options. These are never ending costs

Pavement Mgmt. Plan and Culvert plan on file at DPW

**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...).*

We are so far behind it will take a generation to catch up. This will have little impact on the operational budget in the short run.

**Recommended Financing**

| Funding Category  | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year (Specify Fiscal Year) |                    |                    |                    |                    | Funding Source(s)<br>For Finance Use Only             |
|---|---------------------------------------|--|--------------------|--------------------|--------------------|--------------------|---|
|   |                                       | FY 26  | FY 27              | FY 28              | FY 29              | FY 30              |   |
| Study/Design  | \$0                                   |  |                    |                    |                    |                    | <input checked="" type="checkbox"/> Tax Levy          |
| Land Acquisition  | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> Dedicated Revenue Source     |
| Construction  | \$6,200,000                           | \$1,000,000  | \$1,100,000        | \$1,200,000        | \$1,400,000        | \$1,500,000        | <input type="checkbox"/> Enterprise Retained Earnings |
| Equipment/Furnishings   | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> Capital Stabilization        |
| Contingency   | \$0                                   |  |                    |                    |                    |                    | <input checked="" type="checkbox"/> Free Cash         |
| Other (legal fees)  | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> Revolving Fund               |
| <b>TOTAL</b>  | <b>\$6,200,000</b>                    | <b>\$1,000,000</b>   | <b>\$1,100,000</b> | <b>\$1,200,000</b> | <b>\$1,300,000</b> | <b>\$1,400,000</b> | <input type="checkbox"/> Debt In-levy                 |
| <b>Amounts Approved or Received</b>   |                                       |  |                    |                    |                    |                    | <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                          |
| <b>Net of CPA and Grants</b>  | <b>\$6,200,000</b>                    | <b>\$1,000,000</b>   | <b>\$1,100,000</b> | <b>\$1,200,000</b> | <b>\$1,300,000</b> | <b>\$1,400,000</b> | <input type="checkbox"/> Grant(s) _____               |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |                    |                    |                    |                    | <input type="checkbox"/> Other _____                  |
| During Project  | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> CPA Purpose(s)               |
| Post-Project Annual   | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> Check all that apply         |
| Post-Project One-time   | \$0                                   |  |                    |                    |                    |                    | <input type="checkbox"/> Open Space                   |
|   |                                       |  |                    |                    |                    |                    | <input type="checkbox"/> Recreation                   |
|   |                                       |  |                    |                    |                    |                    | <input type="checkbox"/> Historical                   |
|   |                                       |  |                    |                    |                    |                    | <input type="checkbox"/> Housing                      |

Estimated Total Project Cost: \$6,200,000 Estimated Future Savings: None Estimated Incremental Cost:  
 FY2026 - \$50,000 (Town-Wide Walkways Improvements & Design) and FY26 - \$950,000 (Roads, Culvert, Drainage, Consultant & Construction)

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

The pavement rating on a scale from 1 to 100 with 100 being new pavement has declined from 82 in 2019 to 74 in 2023. Pavement management and Culvert Plan on file at DPW.

We have a backlog of drainage and culvert repair/replace in the millions. We are currently replacing a small culvert on Washington Rrive that cost over \$300,000. The next one on the list is old Sudbury Road which will cost in excess of \$700,000.

**Capital Improvement Program**

Date submitted: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP FY26 DPW 6

|                         |               |
|-------------------------|---------------|
| Project Title:          | 6 Wheel Dump  |
| Category:               | Rolling Stock |
| Department / Committee: | DPW           |
| Contact:                | Jeff Nutting  |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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.***  
 The proposal is to replace a 2006 model with a new one. The 2006 can only be used for snow operations and it is getting more difficult to get parts for. The multi-use will be used all year round and has many uses: asphalt, salt spreader and dump truck; in addition to snow. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. 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 15 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 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:**

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:**

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

Unit 6 (2006 Mack Dump Truck)

**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<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |                  |                  | Funding Source(s)<br>For Finance Use Only                 |
|---|---------------------------------------|--|------------|------------|------------------|------------------|---|
|   |                                       | FY2026                                 | FY2027     | FY2028     | FY2029           | FY2030           |   |
| 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   | \$1,082,000                           | \$382,000                              |            |            | \$350,000        | \$350,000        | <input checked="" type="checkbox"/> Capital Stabilization |
| Contingency   | \$0                                   |  |            |            |                  |                  | <input type="checkbox"/> Free Cash                        |
| Other (legal fees)  | \$0                                   |  |            |            |                  |                  | <input type="checkbox"/> Revolving Fund                   |
| <b>TOTAL</b>  | <b>\$1,082,000</b>                    | <b>\$382,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$350,000</b> | <b>\$350,000</b> | <input type="checkbox"/> Debt In-levy                     |
| <b>CPA Purpose(s)</b><br>Check all that apply                                     |                                       |  |            |            |                  |                  |   |
| <input type="checkbox"/> Open Space   |                                       |  |            |            |                  |                  |   |
| <input type="checkbox"/> Recreation   |                                       |  |            |            |                  |                  |   |
| <input type="checkbox"/> Historical   |                                       |  |            |            |                  |                  |   |
| <input type="checkbox"/> Housing  |                                       |  |            |            |                  |                  |   |
| <b>Amounts Approved or Received</b>   |                                       |  |            |            |                  |                  |   |
| 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        |
| <b>Net of CPA and Grants</b>  | <b>\$1,082,000</b>                    | <b>\$382,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$350,000</b> | <b>\$350,000</b> | <input type="checkbox"/> CPA                              |
| <b>Operating Budget Impact Include additional personnel costs, if applicable.</b> |                                       |  |            |            |                  |                  |   |
| During Project  | \$0                                   |  |            |            |                  |                  | <input type="checkbox"/> Grant(s) _____                   |
| Post-Project Annual   | \$0                                   |  |            |            |                  |                  | <input type="checkbox"/> Other _____                      |
| Post-Project One-time   | \$0                                   |  |            |            |                  |                  |   |

Estimated Total Project Cost: \$1,040,000    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: 10/14/24 Date of Last Edit: 1/15/25

Project Number: CIP FY26 DPW 7

|  |                      |
|--|----------------------|
| Project Title: Dump truck with plow and spreader |                      |
| Category: Rolling Stock                          |                      |
| Department / Committee DPW                       | Contact: Tina Rivard |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

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.***  
 The proposal is to replace a 2015 model with a new one. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. This dump truck is dedicated to the Parks & Grounds Division. 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 10-12 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 delays in snow removal operations and construction projects.

**Alternatives Considered and Reasons for Non-selection:**

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:**

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

Unit PR1 (2015 Chevy Silverado 2500)

**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<br>(formulas present) | Estimated Project Costs by Fiscal Year |                  |                  |            |            |
|-----------------------|---------------------------------------|--|------------------|------------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027           | FY2028           | FY2029     | FY2030     |
| Study/Design          | \$0                                   |  |                  |                  |            |            |
| Land Acquisition      | \$0                                   |  |                  |                  |            |            |
| Construction          | \$0                                   |  |                  |                  |            |            |
| Equipment/Furnishings | \$411,000                             | \$146,000                              | \$130,000        | \$135,000        |            |            |
| Contingency           | \$0                                   |  |                  |                  |            |            |
| Other (legal fees)    | \$0                                   |  |                  |                  |            |            |
| <b>TOTAL</b>          | <b>\$411,000</b>                      | <b>\$146,000</b>                       | <b>\$130,000</b> | <b>\$135,000</b> | <b>\$0</b> | <b>\$0</b> |

| Amounts Approved or Received |                  |
|------------------------------|------------------|
| Grant Amount Approved/Rvc'd  | \$0              |
| CPA Amount Approved/Rvc'd    | \$0              |
| <b>Net of CPA and Grants</b> | <b>\$411,000</b> |

| 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 Cost: \$411,000      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: 10/16/2024 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FAC-1

|   |  |
|---|--|
| Project Title: DPW Emergency Operations Center Cost Share |  |
| Category:   | Equipment  |
| Department / Committee: Fac - Town                        | Contact: Sandra R. Duran, Combined Facility Director |

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

|   |   |  |
|---|---|--|
| Project Type is: New [ <input type="checkbox"/> ] | Resubmission [ <input type="checkbox"/> ]   | Recurring [ <input type="checkbox"/> ] |
|   | Rehabilitation [ <input type="checkbox"/> ] |  |
| Year of Initial Request:                          |   |  |

Description & Justification / 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 Town of Sudbury received a \$500,000 Funding Earmark to construct or rehab a building to house Sudbury's Emergency Operations Center (EOC) administrative office, emergency personnel break areas including dining facilities and bunk area. This Public Works Emergency Operations Space is supportive to the Police and Fire Emergency Operations Center and will provide a redundant operations center should the primary emergency operations space becomes unusable. In order to receive the FEMA funding, the town must provide a 25% match. This funding request is anticipated to be the first of several as the Town embarks on the establishment of an enhanced Public Works Emergency Operations Center that facilitates the future needs of the Town and the Climate Emergency that is forecasted to present with needs for personnel over an extended period of time.

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

Built in 1956, the current Public Works Department General Operations Building acts as its Emergency Operations Center (EOC) during critical emergencies. This current building contains a cramped office space, undersized gathering space, inadequate kitchen/dining area, a single-gender locker area and a single-gender bunk room. These spaces are directly connected to vehicle storage and maintenance garage areas creating a hazard and dangerous risk to the life safety of emergency personnel. The existing facility does not meet the most current building or fire codes, is not ADA compliant and cannot adequately accommodate the needs of emergency personnel.

**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?*

No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**

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

The current building that houses the Public Works Departments Emergency Operations Center is deteriorated and does not serve the department's needs. Creating a space that provides emergency operation personnel adequate space to provide needed support during a long duration urgent or emergency situation is a benefit of this space creation/renovation.

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

Delaying this funding would jeopardize the Town's ability to realize the current and future funding opportunities to provide a clean, sanitary, functional, code compliant facility for the DPW Emergency Operations.

**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: (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...).*

This will be determined once the full scope of the project and cost estimates are developed.

**Recommended Financing**

| Funding Category      | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          | \$0                                   |  |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          | \$187,500                             | \$187,500                              |            |            |            |            |
| Equipment/Furnishings | \$0                                   |  |            |            |            |            |
| Contingency           | \$0                                   |  |            |            |            |            |
| Other (legal fees)    | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$187,500</b>                      | <b>\$187,500</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Amounts Approved or Received |                  |
|------------------------------|------------------|
| Grant Amount Approved/Rvc'd  | \$0              |
| CPA Amount Approved/Rvc'd    | \$0              |
| <b>Net of CPA and Grants</b> | <b>\$187,500</b> |

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

| Funding Source(s)<br>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 checked="" 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)<br>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: \$187,500      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: 1/7/2025 Date of Last Edit: 1/15/2025

Project Number: FY-26-1A Fire Dept. Example: CIP\_FY26\_FAC-1 (includes Dept. priority on the end, budget-level)

|                                     |                     |
|-------------------------------------|---------------------|
| Project Title: Engine 1 Replacement |                     |
| Category:                           | Rolling Stock       |
| Department / Committee: Fire Dept.  | Contact: Fire Chief |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

Project Type is: New  Resubmission  Recurring   
 Rehabilitation

Year of Initial Request:

Legal compliance \_\_\_\_\_ [ ] Supports Community Plan \_\_\_\_\_ [ ]  
 Description & Justification / Need: Safety compliance \_\_\_\_\_ x Other \_\_\_\_\_ [ ]

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

This request is for the emergency purchase of a Fire Engine due to the current Engine 1 being placed out of service for not passing the State vehicle safety inspection in October of 2024. The primary safety failure of the vehicle was frame rot, Engine 1 is a 2005 E-One Pumper that was in front line service for the past twenty years at both Station 2 and Station 1. Life expectancy on this vehicle is about twenty years.

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

The funding of this Engine will provide a safe vehicle for our Department members to respond to emergency incidents in with confidence, the current Engine 1 will not start consistently and has been taken out of service due safety reasons. This new vehicle new would reduce the amount

*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 Fire Department currently has only one reserve Engine that can be placed into service to cover one of the two primary Engines. The current reserve Engine is a 1997 is 28 years old and cannot be relied on as a spare. This purchase will provide the Town with a dedicated reserve vehicle that will be used when our primary Engines are in for service or repair.

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

Having a dependable reserve Engine will allow for maintenance and repairs to be completed on the primary Engines, with out this resource a Engine company would need to be taken out of service and would not be available to provided emergency services to the residents of Sudbury.

**Alternatives Considered and Reasons for Non-selection:**

**Typical Replacement Lifecycle / Service Life: 20 Years**

*(why something else wasn't chosen)*

**Also, re-utilization plan of current assets, if available:** *(trade-in, passed on to another Dept., sell)* Engine 1 will be used as a trade-in.

**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 funding of this project will cut down on the amount of time and funds that are currently spent on vehicle maintenance, fuel cost should also be reduced due to improved diesel engine requirements.

**Recommended Financing**

| Funding Category      | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          | \$0                                   |  |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          | \$0                                   |  |            |            |            |            |
| Equipment/Furnishings | \$725,000                             | \$725,000                              |            |            |            |            |
| Contingency           | \$0                                   |  |            |            |            |            |
| Other (legal fees)    | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$725,000</b>                      | <b>\$725,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

| Amounts Approved or Received |                  |                  |            |            |            |            |
|------------------------------|------------------|------------------|------------|------------|------------|------------|
| Grant Amount Approved/Rvc'd  | \$0              |                  |            |            |            |            |
| CPA Amount Approved/Rvc'd    | \$0              |                  |            |            |            |            |
| <b>Net of CPA and Grants</b> | <b>\$725,000</b> | <b>\$725,000</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

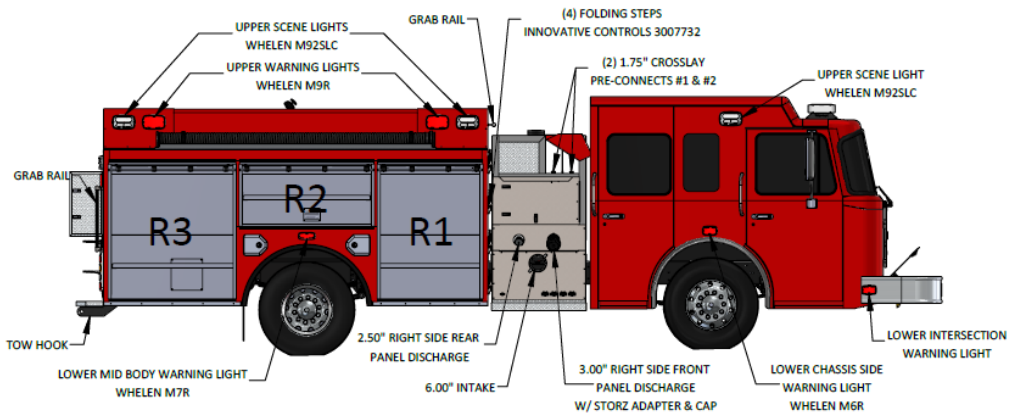
| Operating Budget Impact Include additional personnel costs, if applicable. |     |  |  |  |  |  |
|--|-----|--|--|--|--|--|
| During Project   | \$0 |  |  |  |  |  |
| Post-Project Annual  | \$0 |  |  |  |  |  |
| Post-Project One-time  | \$0 |  |  |  |  |  |

- 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 Cost: \$725,000    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 REQUEST FORMS**

**DEBT FUNDED**



**Capital Improvement Program**

Date submitted: 10/15/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-7

Project Title: Josiah Haynes Elementary Roof Replacement and Construction Oversight Fees

Category: Urgency of Maintenance Needs

Department / Committee: SPS

Contact: Sandra R. Duran, Combined Facility Directo

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Legal compliance \_\_\_\_\_ [ ]      Supports Community Plan \_\_\_\_\_ [ ]  
 Description & Justification / Need:      Safety compliance \_\_\_\_\_ [ ]      Other \_Deferred Maintenance

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

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the Permanent Building Committee for the replacement of the roof and construction oversight services at the Josiah Haynes Elementary School located at 169 Haynes Road, Sudbury, MA, including the payment of all costs incidental or related thereto, which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program and for which Town may be eligible for a grant from the Massachusetts School Building Authority ("MSBA"), with the Town acknowledging that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town; or act on anything relative thereto.

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

Providing a weathertight facility will comply with the MA sanitary code.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

The roof on the Josiah Haynes Elementary School building is 26 years old and the District intent is to apply for State funding to offset total project costs of replacing the roof. The intent of this article is to fund a schematic design required by the Massachusetts School Building Authority ("MSBA") in order to qualify for MSBA grant program project reimbursements under the MSBA Accelerated Repair Program ("ARP"). Included in the MSBA grant program process, Sudbury Public Schools must submit a Statement of Interest ("SOI") in January/February 2024. In accordance with the MSBA process, an SOI should only be filed for a facility where a district has the ability to fund a schematic design within two months of invitation and a total project budget within 12 months of invitation should the district be selected in the MSBA Accelerated Repair Program. The project estimate for replacing the roof including construction oversight at the Josiah Haynes Elementary School totals \$3,530,000. While the MSBA grant program reimbursement rate is adjusted for a number of factors, the statutory formula starts all districts at a Bases Rate of 31% reimbursement.

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

If the roof replacement is not funded, there is a potential to lose the opportunity for the MSBA funding. Additionally, if the roof replacement is deferred, there is potential of consequences like significant water damage, structural damage to the school, increased energy bills due to poor insulation, mold growth, pest

**Alternatives Considered and Reasons for Non-selection:**

Typical Replacement Lifecycle / Service Life: 25

*(why something else wasn't chosen)*

**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...).*

Costs to repair the failing roof system will cease to exist.

**Recommended Financing**

| Funding Category   | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |                                     | Funding Source(s)<br>For Finance Use Only |                         |
|--|---------------------------------------|--|------------|------------|------------|------------|-------------------------------------|---|-------------------------|
|  |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |                                     |   |                         |
| Study/Design   | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Tax Levy                                  |                         |
| Land Acquisition   | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Dedicated Revenue Source                  |                         |
| Construction   | \$3,530,000                           | \$3,530,000                            |            |            |            |            | <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                            |                         |
| <b>TOTAL</b>   | <b>\$3,530,000</b>                    | <b>\$3,530,000</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input checked="" type="checkbox"/> | Debt In-levy                              |                         |
| <b>Amounts Approved or Received</b>  |                                       |  |            |            |            |            |                                     | <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                                       |                         |
| <b>Net of CPA and Grants</b>   | <b>\$3,530,000</b>                    | <b>\$3,530,000</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input checked="" type="checkbox"/> | Grant(s) _____                            |                         |
| <b>Operating Budget Impac Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            |                                     | <input checked="" type="checkbox"/>       | Other: MSBA             |
| During Project   | \$0                                   |  |            |            |            |            | <b>CPA Purpose(s)</b>               |   |                         |
| Post-Project Annual  | \$0                                   |  |            |            |            |            | <b>Check all that apply</b>         |   |                         |
| Post-Project One-time  | \$0                                   |  |            |            |            |            | <input type="checkbox"/>            | Open Space                                |                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/>            | Recreation                                |                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/>            | Historical                                |                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/>            | Housing                                   |                         |

Estimated Total Project Cost: \$3,530,000      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: 10/15/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_SPS-8

Project Title: General John Nixon Elementary Roof Replacement and Construction Oversight Fees

Category: Urgency of Maintenance Needs

Department / Committee: SPS

Contact: Sandra R. Duran, Combined Facility Directo

Justification Code:

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request:

Description & Justification / Need: Legal compliance \_\_\_\_\_ [ ] Supports Community Plan \_\_\_\_\_ [ ]  
Safety compliance \_\_\_\_\_ [ ] Other \_Deferred Maintenance [X]

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

To see if the Town will vote to raise and appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the Permanent Building Committee for the replacement of the roof and construction oversight services at the General John Nixon Elementary School located at 472 Concord Road, Sudbury, MA, including the payment of all costs incidental or related thereto, which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program and for which Town may be eligible for a grant from the Massachusetts School Building Authority ("MSBA"), with the Town acknowledging that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town; or act on anything relative thereto.

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

Providing a weathertight facility will comply with the MA sanitary code.

**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?*

There is no increase in staffing expected with this funding request.

**Benefits of Project and Impact if Not Completed:**

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

If the roof replacement is not funded, there is a potential to lose the opportunity for the MSBA funding. Additionally, if the roof replacement is deferred, there is potential of consequences like significant water damage, structural damage to the school, increased energy bills due to poor insulation, mold growth, pest infestations, increased future capital costs, potential fire hazards from electrical wiring exposure to water leaks, and the need for more expensive repairs down the line as the damage worsens.

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

The roof on the General John Nixon Elementary School building is 30 years old and the District intent is to apply for State funding to offset total project costs of replacing the roof. The intent of this article is to fund a schematic design required by the Massachusetts School Building Authority ("MSBA") in order to qualify for MSBA grant program project reimbursements under the MSBA Accelerated Repair Program ("ARP"). Included in the MSBA grant program process, Sudbury Public Schools must submit a Statement of Interest ("SOI") in January/February 2024. In accordance with the MSBA process, an SOI should only be filed for a facility where a district has the ability to fund a schematic design within two months of invitation and a total project budget within 12 months of invitation should the district be selected in the MSBA Accelerated Repair Program. The current project estimate for replacing the roof including construction oversight at the General John Nixon Elementary School totals \$2,722,500.00. While the MSBA grant program reimbursement rate is adjusted for a number of factors, the statutory formula starts all districts at a Bases Rate of 31% reimbursement.

**Alternatives Considered and Reasons for Non-selection:**

**Typical Replacement Lifecycle / Service Life:**

25

*(why something else wasn't chosen)*

**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...).*

Costs to repair the failing roof system will cease to exist.

**Recommended Financing**

| Funding Category   | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            | Funding Source(s)<br>For Finance Use Only                   |
|--|---------------------------------------|--|------------|------------|------------|------------|---|
|  |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |   |
| Study/Design   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Tax Levy                           |
| Land Acquisition   | \$0                                   |  |            |            |            |            | <input type="checkbox"/> Dedicated Revenue Source           |
| Construction   | \$2,755,000                           | \$2,755,000                            |            |            |            |            | <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                     |
| <b>TOTAL</b>   | <b>\$2,755,000</b>                    | <b>\$2,755,000</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input checked="" type="checkbox"/> Debt, Capital Exclusion |
| <b>Amounts Approved or Received</b>  |                                       |  |            |            |            |            | <input type="checkbox"/> Debt In-levy                       |
| 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          |
| <b>Net of CPA and Grants</b>   | <b>\$2,755,000</b>                    | <b>\$2,755,000</b>                     | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <input type="checkbox"/> CPA                                |
| <b>Operating Budget Impac Include additional personnel costs, if applicable.</b> |                                       |  |            |            |            |            | <input type="checkbox"/> Grant(s) _____                     |
| During Project   | \$0                                   |  |            |            |            |            | <input checked="" type="checkbox"/> Other: MSBA             |
| Post-Project Annual  | \$0                                   |  |            |            |            |            | <b>CPA Purpose(s)</b>                                       |
| Post-Project One-time  | \$0                                   |  |            |            |            |            | <b>Check all that apply</b>                                 |
|  |                                       |  |            |            |            |            | <input type="checkbox"/> Open Space                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/> Recreation                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/> Historical                         |
|  |                                       |  |            |            |            |            | <input type="checkbox"/> Housing                            |

Estimated Total Project Cost: \$2,755,000 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: 10/11/24 Date of Last Edit: 1/15/25

Project Number: CIP\_FY26\_FIRE-1

|                                      |                            |
|--------------------------------------|----------------------------|
| Project Title: Ambulance Replacement |                            |
| Category: Equipment                  | FY-26 Fire-1               |
| Department / Committee Fire Dept     | Contact: Chief John Whalen |

**Justification Code:**

A-Essential

B-Asset Maintenance

C-Enhancement

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

Year of Initial Request: 2024

Description & Justification / 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 Fire Department ALS Ambulance A-3 was purchased in 2015 and currently has 73,000 miles, this unit was the primary ambulance for four years and then placed into reserve. With the change in our operations of running two ALS ambulances this unit is currently the primary ambulance running out of Fire Station #1. This unit response to 45% of the EMS related emergencies covering the West and North sections of the town, along with responding town wide for the many incident. The current time for the delivery of a new ambulance has been quoted at thirty (30) months, the current life expends for a ambulance of seven (7) to ten (10) years.

***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?

This project will not require additional staffing.

**Benefits of Project and Impact if Not Completed:**

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

This project will enhance the EMS system here in Sudbury by having three reliable ambulances available for emergency response. Our system currently runs two ALS ambulances, in ordered to complete this mission three vehicles are required to have two units available at all times. This system allows for maintenance to be completed on one unit while the other two units are in service.

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

Due to the extensive delivery times on new ambulances and the maintenance required on the older equipment the possibility of having only one ambulance in service is a issue.

**Alternatives Considered and Reasons for Non-selection:**

(why something else wasn't chosen)

N/A

**Typical Replacement Lifecycle / Service Life:**

**Also, re-utilization plan of current assets, if available:** (trade-in, passed on to another Dept., sell)  
 The current vehicle will be used as a trade-in to defer cost.

**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 purchase of a new ambulance will reduce the maintenance costs of the current A-3 ambulance, this reduction will be reflected in savings in the Fire Departments vehicle maintenance budget.

**Recommended Financing**

| Funding Category      | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          | \$0                                   |  |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          | \$0                                   |  |            |            |            |            |
| Equipment/Furnishings | \$500,000                             | \$500,000                              |            |            |            |            |
| Contingency           | \$0                                   |  |            |            |            |            |
| Other (legal fees)    | \$0                                   |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$500,000</b>                      | <b>\$500,000</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

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

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

| Funding Source(s)<br>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 Debt - Ambulance Receipts |

| CPA Purpose(s)<br>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: \$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.*

**Capital Improvement Program**

Date submitted: 1/21/2025 Date of Last Edit: 1/21/25

Project Number: CIP\_FY26\_FAC-7

Project Title: Atkinson Pool Renovation Supplemental Funds

Category: Contact: Sandra Duran, Combined Facility Director

**Justification Code:**

- A-Essential
- B-Asset Maintenance
- C-Enhancement

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

Year of Initial Request:

Description & Justification / Need:    Legal compliance \_\_\_\_\_ [ ]            Supports Community Plan \_\_\_\_\_ [ ]  
   Safety compliance \_\_\_\_\_ [ ]            Other Deferred Maintenance [X ]

*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.*

**Provide project description, including an overview of its timeline, location(s), stakeholders, cost drivers, supporting detail, and expected useful life.**  
Funding is requested to provide for additional HVAC design and installation of a thermal duct hard duct system within the natatorium, expanded deck tile replacement and repair as well as the installation of a UV filtration systems. This additional scope of work was not previously included in base pool renovation design of November 8, 2024.

**Provide project compliance factors and references requiring the project or components thereof: ADA compliance, MGL requirement, health regulations...**  
This additional scope of work provides enhancements to the base design that are intended to further enhance the indoor air quality, assist with pool chemistry balancing and will elongate the useful life of the deck tile.

**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?*

No anticipated staffing changes are expected with this project.

**Benefits of Project and Impact if Not Completed:**

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

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

Tile grouting on deck will continue to deteriorate, enhanced HVAC will not be realized, delaying UV system may impact future need for shutdowns due to chemical imbalances.

**Alternatives Considered and Reasons for Non-selection:**

*(why something else wasn't chosen)*

**Typical Replacement Lifecycle / Service Life:**

**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...).*

Installation of a UV system will increase operational costs in energy and material needs.

**Recommended Financing**

| Funding Category      | Five-Year Total<br>(formulas present) | Estimated Project Costs by Fiscal Year |            |            |            |            |
|-----------------------|---------------------------------------|--|------------|------------|------------|------------|
|                       |                                       | FY2026                                 | FY2027     | FY2028     | FY2029     | FY2030     |
| Study/Design          |                                       | \$51,805                               |            |            |            |            |
| Land Acquisition      | \$0                                   |  |            |            |            |            |
| Construction          |                                       | \$356,098                              |            |            |            |            |
| Equipment/Furnishings | \$0                                   |  |            |            |            |            |
| Contingency           |                                       | \$20,395                               |            |            |            |            |
| Other (escalation)    |                                       |  |            |            |            |            |
| <b>TOTAL</b>          | <b>\$0</b>                            | <b>\$428,298</b>                       | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

**Amounts Approved or Received**

|                              |            |                  |            |            |            |            |
|------------------------------|------------|------------------|------------|------------|------------|------------|
| Grant Amount Approved/Rvc'd  | \$0        |                  |            |            |            |            |
| CPA Amount Approved/Rvc'd    | \$0        |                  |            |            |            |            |
| <b>Net of CPA and Grants</b> | <b>\$0</b> | <b>\$428,298</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> | <b>\$0</b> |

**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 ( \$429,000 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.



**EMPLOYEE HEAD COUNT**

| <b>Full Time Equivalent</b> | <b>FY24</b> | <b>FY25</b> | <b>FY26</b> |
|-----------------------------|-------------|-------------|-------------|
| General Government          | 32          | 32          | 32          |
| Public Safety               | 88          | 88          | 83          |
| Sudbury Public Schools      | 445         | 446         | 448         |
| Public Works                | 35          | 35          | 36          |
| Human Services              | 11          | 11          | 12          |
| Culture and Recreation      | 17          | 17          | 17          |
| <b>Total FTE</b>            | <b>628</b>  | <b>629</b>  | <b>628</b>  |

**FY24 EMPLOYEE COMPENSATION GREATER THAN \$100,000 (TOWN DEPARTMENTS)**

| <b>Position</b>                       | <b>Total</b> | <b>Salary <sup>1</sup></b> | <b>Other <sup>2</sup></b> | <b>Overtime</b> |
|---------------------------------------|--------------|----------------------------|---------------------------|-----------------|
| Fire Lieutenant EMT Paramedic         | 230,777      | 99,711                     | 25,429                    | 105,637         |
| Town Manager                          | 227,000      | 220,000                    | 7,000                     |                 |
| Police Chief                          | 226,250      | 187,623                    | 38,628                    |                 |
| Police Lieutenant                     | 225,727      | 150,135                    | 26,226                    | 49,366          |
| Fire Chief                            | 181,362      | 146,171                    | 35,191                    |                 |
| Assistant Town Manger/HR Director     | 176,872      | 167,050                    | 9,822                     |                 |
| Finance Director, Treasurer Collector | 163,705      | 163,705                    |                           |                 |
| Fire Lieutenant EMT                   | 163,645      | 81,075                     | 21,207                    | 61,362          |
| Patrolman                             | 162,930      | 69,597                     | 80,087                    | 13,246          |
| Fire Assistant Chief                  | 158,712      | 124,573                    | 34,138                    |                 |
| Fire Captain                          | 157,902      | 98,014                     | 25,145                    | 34,742          |
| Fire Fighter EMT                      | 153,942      | 75,088                     | 12,060                    | 66,794          |
| Police Sergeant                       | 150,976      | 76,951                     | 27,311                    | 46,714          |
| Department Public Works Director      | 149,215      | 149,215                    |                           |                 |
| Combine Facilities Director *         | 146,947      | 146,171                    | 776                       |                 |
| Captain EMT Paramedic                 | 145,367      | 95,783                     | 22,863                    | 26,721          |
| Patrolman                             | 141,094      | 56,970                     | 52,691                    | 31,433          |
| Patrolman                             | 140,682      | 69,597                     | 29,369                    | 41,716          |
| Police Sergeant                       | 137,868      | 75,306                     | 39,272                    | 23,289          |
| Firefighter EMT Paramedic             | 137,709      | 76,389                     | 11,372                    | 49,948          |
| Firefighter EMT                       | 137,657      | 75,088                     | 10,675                    | 51,894          |
| Police Sergeant                       | 136,076      | 84,600                     | 34,507                    | 16,970          |
| Police Lieutenant                     | 133,399      | 104,735                    | 16,544                    | 12,120          |
| Patrolman                             | 129,827      | 69,597                     | 25,882                    | 34,348          |
| Firefighter EMT Paramedic             | 129,788      | 80,336                     | 11,859                    | 37,593          |
| Director of Planning & Community Dev  | 129,575      | 129,575                    |                           |                 |
| Patrolman                             | 129,194      | 59,043                     | 47,302                    | 22,849          |
| Firefighter EMT Paramedic             | 128,618      | 75,022                     | 20,291                    | 33,306          |
| Fire Captain EMT                      | 128,228      | 98,014                     | 15,258                    | 14,957          |
| Technology Director                   | 127,504      | 117,362                    | 10,142                    |                 |
| Patrolman                             | 125,956      | 63,680                     | 31,905                    | 30,371          |
| Library Director                      | 125,846      | 124,896                    | 950                       |                 |
| Patrolman                             | 125,669      | 69,597                     | 36,099                    | 19,973          |
| Fire Lieutenant EMT                   | 125,646      | 77,927                     | 9,395                     | 38,323          |
| Fire Lieutenant Paramedic             | 125,034      | 83,837                     | 12,976                    | 28,222          |
| Police Segreant                       | 123,584      | 76,300                     | 25,668                    | 21,617          |
| Firefighter EMT Paramedic             | 123,460      | 80,336                     | 20,700                    | 22,424          |
| Police Segreant                       | 123,277      | 76,951                     | 32,072                    | 14,254          |
| Fire Lieutenant Paramedic             | 122,305      | 88,321                     | 20,229                    | 13,755          |

| <u>Position</u>                  | <u>Total</u> | <u>Salary</u> <sup>1</sup> | <u>Other</u> <sup>2</sup> | <u>Overtime</u> |
|----------------------------------|--------------|----------------------------|---------------------------|-----------------|
| Patrolman                        | 119,950      | 69,597                     | 34,873                    | 15,480          |
| Parks & Recreation Director      | 119,314      | 114,583                    | 4,731                     |                 |
| Police Sergeant                  | 118,211      | 84,600                     | 14,379                    | 19,232          |
| Patrolman                        | 118,136      | 69,597                     | 23,795                    | 24,743          |
| Firefighter EMT Paramedic        | 117,650      | 72,305                     | 5,105                     | 40,240          |
| Patrolman                        | 116,787      | 44,211                     | 53,604                    | 18,972          |
| Assistant Town Engineer          | 116,482      | 112,656                    | 3,300                     | 526             |
| Director of Health               | 116,087      | 108,187                    | 7,900                     |                 |
| Firefighter EMT Paramedic        | 115,475      | 80,336                     | 11,836                    | 23,303          |
| Building Inspector               | 115,018      | 112,173                    | 2,844                     |                 |
| Firefighter EMT Paramedic        | 114,503      | 80,336                     | 4,269                     | 29,898          |
| Firefighter EMT Paramedic        | 114,376      | 80,336                     | 22,718                    | 11,322          |
| Patrolman                        | 113,767      | 69,597                     | 20,535                    | 23,636          |
| Firefighter EMT Paramedic        | 113,241      | 80,336                     | 17,022                    | 15,883          |
| Patrolman                        | 112,989      | 65,838                     | 22,226                    | 24,925          |
| Firefighter EMT Paramedic        | 110,626      | 58,275                     | 37,512                    | 14,839          |
| Director of Assessing            | 110,356      | 105,121                    | 5,235                     |                 |
| Patrolman                        | 108,430      | 69,597                     | 7,614                     | 31,219          |
| Firefighter EMT Paramedic        | 108,105      | 80,336                     | 16,942                    | 10,827          |
| Firefighter EMT Paramedic        | 108,048      | 73,920                     | 9,188                     | 24,940          |
| Management Analyst DPW           | 106,870      | 103,593                    | 3,277                     |                 |
| Firefighter EMT Paramedic        | 105,887      | 79,076                     | 9,325                     | 17,485          |
| Director Council on Aging        | 105,621      | 105,121                    | 500                       |                 |
| Supervisors of Town Buildings    | 103,558      | 88,002                     | 15,556                    |                 |
| Technology Support Specialist    | 102,496      | 99,671                     | 2,825                     |                 |
| Firefighter EMT Paramedic        | 102,296      | 80,336                     | 11,243                    | 10,717          |
| Senior Admin Assist Town Manager | 100,171      | 99,671                     | 500                       |                 |

<sup>1</sup> Salaries are Base Pay

<sup>2</sup> 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.

\* Combined Facilities Director is split evenly between the Town and School. Amount shown is the total earnings for the position.

## COLLECTIVE BARGAINING

### Bargaining Unit and Contract Financial Terms:

#### **LS Regional High School**

Effective date is 7/1/2025. Three-year contract covering fiscal years 2026, 2027 and 2027. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/25: 3%; 7/1/26: 3%; 7/1/27: 1.375%.

#### **Sudbury Public Schools, K-8**

##### *Teachers*

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*

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%.

##### *Nurses*

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. The next three-year contract covering fiscal years 2023, 2024, and 2025 remains unsettled as of the printing of this document.

##### *Custodians*

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%.

#### **Town**

##### *Fire*

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 – 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*

Three-year contract covering fiscal years 2025, 2026 and 2027. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/24: 3%; 7/1/25: 2%; 7/1/26: 2%.

##### *Police - Lieutenants*

Three-year contract covering fiscal years 2025, 2026 and 2027. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/24: 3%; 7/1/25: 2%; 7/1/26: 2%.

##### *Public Works*

Three-year contract covering fiscal years 2025, 2026 and 2027. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/24: 3%; 7/1/25: 2.5%; 7/1/26: 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*

Three-year contract covering fiscal years 2025, 2026 and 2027. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/24: 3%; 7/1/25: 2%; 7/1/26: 2%.

## 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.