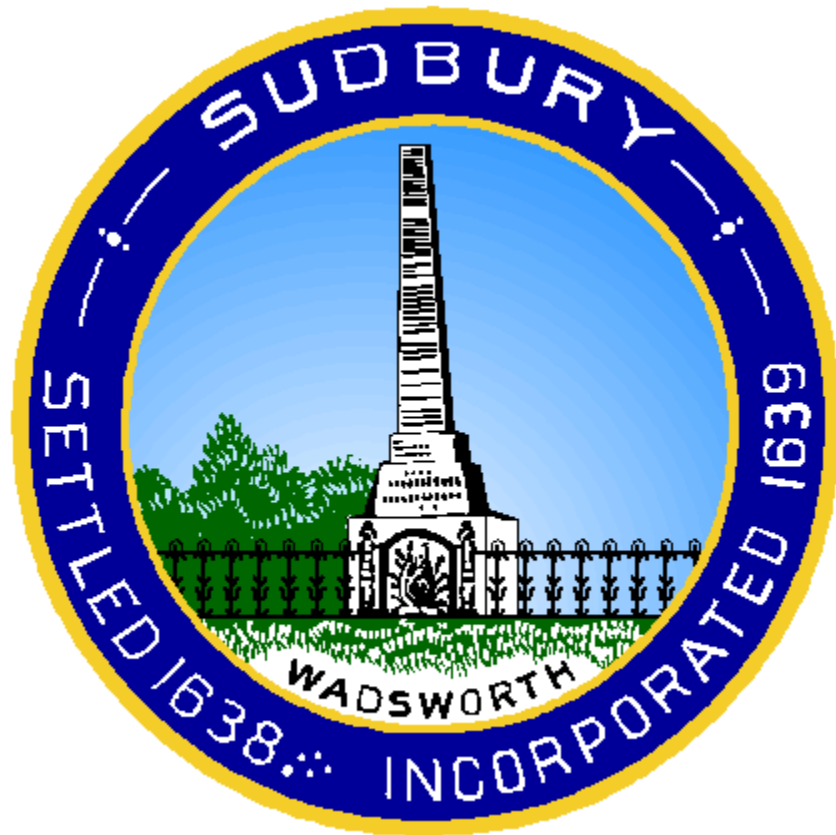


*Town of Sudbury, Massachusetts*



Town Manager's Proposed Budget

For the Fiscal Year Ended June 30, 2022

**Town of Sudbury, Massachusetts**  
Town Manager’s Proposed Budget  
For the Fiscal Year Ended June 30, 2022

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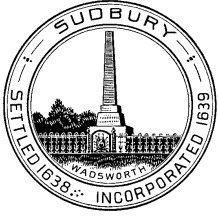
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# ***Introductory Section***



Henry Hayes  
Town Manager

**TOWN OF SUDBURY**  
*Office of the Town Manager*  
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February 10, 2021

To: Honorable Select Board  
Members of the Finance Committee

Here is our recommended Fiscal Year 2022 (FY22) operating and capital budgets. As proposed, these budgets total \$108,195,984, which is an increase of \$1,860,833 (1.75%) from the Fiscal Year 2021 (FY21) budget.

Staff has worked hard to develop a conservative budget to maintain services, while being thoughtful to taxpayers. We diligently worked with the following objectives in mind:

- Develop a FY22 budget that is within the limits of Proposition 2 ½.
- Maintain a level service budget, while identifying opportunities for improvements through efficiencies;
- Maintain employee compensation and plan for the future;
- Continue to aggressively manage employee benefits, both short term and long term;
- Establish and fund a capital program that recognizes the needs of the community while respecting our fiscal constraints; and
- Develop a budget document with the recommended guidelines and procedures set forth by the Government Finance Officers Association (GFOA) and in conformance with the Town Manager's 2021 goals.

Based on these goals and keeping in mind our revenues and fixed costs, the Town's budget was created collaboratively between the three Cost Centers, and the assistance and teamwork of our Town Department Heads, reflecting the functional needs and institutional values. Unfortunately, after fixed costs there remains little for desired new initiatives. Below are some of the increases we were able to accommodate:

**Conservation**

This department will see an increase of \$26,000 for contracted services and a work cellular phone. The workload for the Conservation Restrictions will greatly benefit with the utilization of dedicated personnel to resolve outstanding cases. Utilizing contracted workforces is more efficient and temporary, as opposed to seeking a part-time or full-time employee, which would also impact benefit costs.

**Senior Center**

We were able to account for an unexpected need regarding the mailing of the Senior Center Newsletter by \$12,000. The funds for mailing material to a portion of our aging residents we previously provided by a non-governmental contribution, which has discontinued this particular support. While considering the various methods by which this population receives their media, as well as some restrictions to mobility, it is a best practice to continue to support those that would be disadvantaged if content was only delivered by electronic means. Going into the future, it is expected that mail-outs will gradually decrease.

**Planning and Community Development**

This department has recognized the need to utilize the administrative assistant an additional 4-hours per week to account for the increased workload, amounts to an FY22 increase of \$6,719.

Some of the unsupported budgetary requests include:

**Engineering**

There were \$52,285 in requests not supported for FY22. Vehicle maintenance and trees and cemeteries shall be level funded with FY21.

**Fire Department**

Several adjustments will be needed in order to meet the \$112,988 reduction from the requested departmental request. Utilities, some overtime and other personnel costs will satisfy the variation in the budget.

**Police Department**

This department has reduced \$20,000 from its initial request, some training impacts may be incurred.

**Information Systems**

The requested budget for Information Systems included a request for an addition of a part-time employee to perform as a Geographic Information Systems (GIS) Coordinator of \$28,188, this request was not supported for the FY22 budget.

There were other minor adjustments, across various departments, which enabled the balance of the Town's budget forecast for Fiscal Year 2022.

**Benefits**

Benefits for the schools (SPS) and Town are increasing by \$533,895 this year (3.9%). This budget includes worker's compensation, property and liability insurances, health insurance benefits for our active employees and retirees, unemployment claims, and Medicare. The Property/Liability portion includes our IOD (Injured on Duty) coverage for Public Safety employees. It also includes coverage for vacant buildings such as Broadacre, which is more expensive. As we have said in prior years our medical insurance budget is still lower than it was 13 years ago, which is due to changes that have been made over the past 12 years, with a shift in contribution levels, changing to the GIC, as well as the Opt-Out Program that the Town added on several years ago.

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

The Town received the Governmental Finance Officers Association (GFOA) Distinguished Budget Presentation Award for its budget report for the fiscal year ended June 30, 2020. The award reflects the community's commitment to meeting the highest principles of governmental budgeting. We believe that the Town's budget document for the fiscal year ended June 30, 2022 continues to meet the requirements for this recognition and have submitted it to the GFOA to determine its eligibility for another award.

The GFOA awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town for our Comprehensive Annual Financial Report (CAFR), for the fiscal year ended June 30, 2019. This was the eight year in a row that the Town has achieved this prestigious award. In order to be awarded a Certificate of Achievement, a government must publish an easily readable and efficiently organized CAFR. This report must satisfy both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. We believe that our current CAFR, for the audit of the fiscal year ended June 30, 2020, continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate. These documents are available on the Town's website and we encourage citizens to take advantage of all the information that is provided.

The FY22 budget represents a collaboration between cost centers, amongst departments and through our various committees and commissions. The presentation of this document begins a process during which more information will become available and I look forward to discussing this document with the appropriate boards and commissions and at Town Meeting.

Additionally, on January 5, 2021, Standard & Poor's Rating services assigned its 'AAA' long-term rating, and stable outlook to Sudbury's general obligation (GO) and affirmed its 'AAA' long-term rating on the town's existing GO parity debt. This is an indication of the capability for us to successfully endure the unforeseen, and for some unsustainable, challenges associated with economic disruptions that began in early 2020 and persist continually through 2021. Although many cities and towns have been pushed off center financially, even with offsetting federal and state resources, Sudbury has been able to avoid layoffs of full-time employees and continue with altered, yet predictable levels of service in most areas. Our professional staff has proven their resilience determination to excel in the toughest of situations. I am proud to serve on this team!

Our strength lies within the dedicated employees, fueled by the heart of these public servants. This is reinforced by the commitment of the various citizen boards, committee and commissions. Execution of this budget is enabled as a result of the potency of our community.

I acknowledge our Department Heads and School Superintendents for their collaborative support and careful budget submissions, as well as their teams' dedication to satisfy the needs of the Town of Sudbury. I would also like to thank our Finance Director, Dennis Keohane, for his wisdom and hard work on this overall budgeting process, as well as Maryanne Bilodeau, our Assistant Town Manager/Human Resources Director, for her insightful leadership along the way. Additionally, I would like to thank the Select Board and Finance Committee for their support during the last year. This budget, as presented, will allow us collectively to sustain a safe, secure, serviced and strong Sudbury!

Respectfully submitted,

Henry Hayes  
Town Manager

## CITIZEN'S GUIDE TO THE BUDGET

Welcome! Thank you for taking the time to become familiar with the Fiscal Year 2022 budget. The budget document is an important document that governs not only the town's expenditures, but also outlines priorities, missions and goals for the coming years. This year the Town will be submitting the budget document for recognition from the Government Finance Officers' Association, and the administration is proud to submit this comprehensive document to the Town. This section of the budget strives to help orient residents by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document. We hope that the introductory pages will create a transparent and easy to follow tool to understanding Sudbury's financial information.

### The Budget Process

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

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

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

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

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

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

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



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

#### Budget Appropriation and Amendment

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

## **BUDGET CALENDAR**

- The Town Manager, with the assistance of the Finance Director, prepares a financial projection by October 31<sup>st</sup>.
- The Finance Director provides budget guidance and supporting documents to all Town Departments by November 15<sup>th</sup>.
- On or prior to December 1<sup>st</sup> 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 15<sup>th</sup>.
- 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 31<sup>st</sup>.
- 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 31<sup>st</sup>, the Finance Committee submits to the Select Board their written report with their recommendations.
- The Select Board shall cause the Finance Committee's budget submittal including the Town Manager's requested amounts, recommendations, and the Finance Committee's report of reasons for differences to be printed in the warrant for the Annual Town Meeting.
- Town Manager presents the final budget at the Annual Town Meeting (date to be determined) to request approval.

## **TOWN OVERVIEW AND STRUCTURE**

### History and Profile of the Town

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

The Town has a current population of 18,874 and occupies a land area of 24.7 square miles. Sudbury is categorized by the Metropolitan Area Planning Council (MAPC) as an Established Suburb. These residential suburbs are characterized by single-family homes on moderately-sized lots, with a relatively affluent population. Multi-unit housing and commercial developments are limited in their extent, although Sudbury does have some major employment and retail centers primarily located along the Town's Route 20 Corridor.

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

### Organizational Structure

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

For budgeting purposes, the Town services are divided into six program areas. The Town Manager has authority to move funds as needed within these program areas, but not to transfer funds between these areas.

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

## **Financial Management, Policies and Initiatives**

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

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

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

The Strategic Financial Planning Committee for OPEB Liabilities was created to generate, evaluate and report on strategies and options, both short and long term, for dealing with the unfunded OPEB liabilities facing the Town of Sudbury (including the Sudbury Public Schools) and LSRHSD. While further policy development is expected to continue in the near future, long-term planning, execution and coordination particularly amongst the towns of Lincoln, Sudbury and LSRHSD will reside on a permanent basis through the development and continued use of OPEB Trusts.

### Local Economic Condition

Sudbury's economic base is limited but steady with approximately 6,200 individuals employed in 670 establishments within the boundaries of the Town, with an annual payroll of \$390 million. The majority of businesses in Sudbury are small and service oriented; retail, professional and technical services, educational services, and health care account for more than 60% of all jobs. Local unemployment remains below state and national rates, and the median household effective buying income is among the highest in Massachusetts.

The Town's tax base is diverse and market values remain extremely strong. Our tax base is primarily residential, at 91%, and the 10 largest taxpayers account for only 4.74% of the tax levy.

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

Despite the challenges of COVID-19, the Town's financial outlook remains strong. Property tax collections remain stable and Sudbury has become well adept at controlling budget growth commensurate with economic conditions. On January 5, 2021, S&P Global Ratings assigned its 'AAA' long-term rating to Sudbury. The rating highlighted the Town's very strong economy, strong management, strong budgetary performance, very strong budgetary flexibility, very strong debt and contingent liability position, and strong institutional framework score.

### Mission and Goals

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

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

For calendar year 2021, the Select Board has chosen the following six high priority goals to focus on:

<b>Goal</b>	<b>Primary Category</b>	<b>2021 Deliverable</b>	<b>Goal Type</b>
<b>Financial Policies and Capital Planning/ Funding</b>	<b>Financial Management &amp; Economic Resilience</b>	Complete rreview of DLS Report; Finalize and publish Financial Policies; identify gaps; select, prioritize and implement Capital planning improvements; transparency/communicate to the public; identify what we mean by capital; secure funding sources;	<b>Financial</b>
<b>LS Regional Agreement and Assessment Process</b>	<b>Effective Governance and Communication</b>	Map out issues and process; coordinate with stakeholders / Lincoln leadership and LSRHS School Committee; evaluate Agreement review increments; examine vocational education responsibilities; define the perceived problems; budget timeline alignment; draft updates of the Agreement	<b>Financial/Non-Financial</b>
<b>Upgrade Fire Station 2 (Rte 20)</b>	<b>Town Services and Infrastructure</b>	Conduct a forum for information on the project; accommodate 3rd ambulance; Warrant Article at May 2021 Annual Town Meeting and Special Election (if needed);	<b>Non-Financial</b>
<b>Bruce Freeman Rail</b>	<b>Open Space, Recreation &amp; Historic Assets</b>	Re-establish Rail Trail Task Force; bid out final design; keep consultant on advertising date for construction	<b>Non-Financial</b>
<b>Sewataro</b>	<b>Open Space, Recreation &amp; Historic Assets</b>	Increase public use (swimming summer weekends); safeguard property; update Agreement; examine / evaluate best uses for the property; discover revenue generating opportunities; define strategic vision, options and next steps; formulate evaluation team; compare data from other communities; increase documentation of activities and uses; consider tax exempt debt option (lease vs management agreement);	<b>Non-Financial</b>
<b>Expand (Normalize) and Fund Transportation Option</b>	<b>Transportation, Mobility &amp; Housing</b>	Evaluate additional options; future vision development / employment and oversight methodology; examine sustainment of operations and funding sources; determine transportation gaps; align with Master Plan intent; track trend data to discover efficiencies and distractions; develop community survey; add Town employee(s)	<b>Non-Financial</b>

For calendar year 2021, the Town Manager has chosen the following goals to focus on:

*Financial Goals*

- Continue to work on funding sources for routine capital, as well as finding capacity for larger projects.
- Secure financial support for future stabilization for long-term, community and infrastructure needs.
- Regional and Technical High School: Work to establish clearer relationships, processes, budgeting, busing and predictions as best as able.
- Continue to work with Cleargov to evaluate new features and implement those features to enhance financial transparency.

*Non-Financial Goals*

- Staff enhancement; Update Employee Handbook, discover and implement additional training and development opportunities
- Municipal Vulnerability Preparedness Hazard Mitigation Plans: Strive toward Implementation
- Implement exercises for emergency management and responding to incidents within Town, to include resource protection; space utilization with focus on functional alignment, future growth potential and needs that may develop.
- Ongoing Work with Various Committees/Commissions: regarding master plans, fields, accessibility, and senior needs.
- Fairbank Community Center: Work with Town Staff and other interested parties to sustain and operate the Fairbank Community Center and execute new facility plans.
- Town Center: Continue to work toward protecting the land in town center, including working with Developer on permitting and working with the Board to finalize future plans and protections for the property.
- Cemetery: Work with DPW on plan to create future cemetery space, including increased number of plots and access.

## **FUND INFORMATION**

### **Fund Overview**

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary activities.

### **Governmental Funds**

#### General Fund

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

#### Special Revenue Funds

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

#### Capital Project Funds

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

### **Proprietary Funds**

#### Enterprise Funds

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

### **Fiduciary Funds**

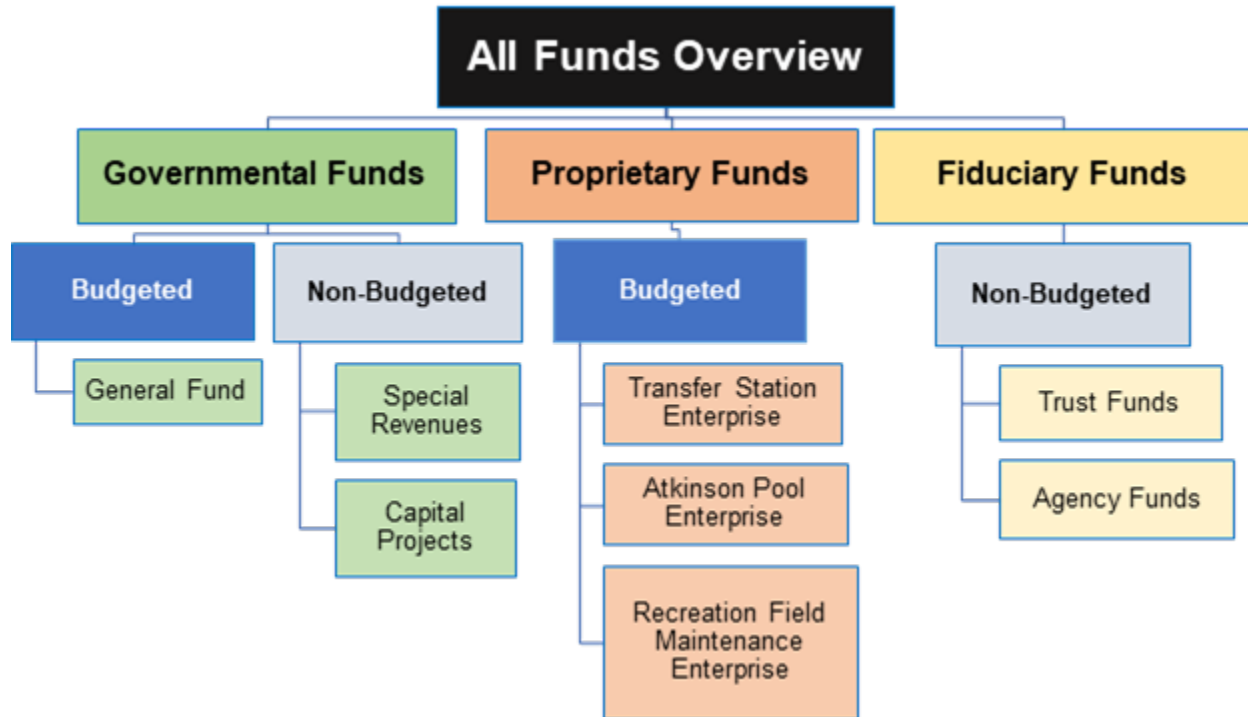
#### Trust Funds

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

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

Agency Funds

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





## **BASIS OF ACCOUNTING AND BUDGETING**

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

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

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

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

## BUDGET AND FINANCIAL MANAGEMENT POLICIES

### Budget

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

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

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

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

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

### Debt Management

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

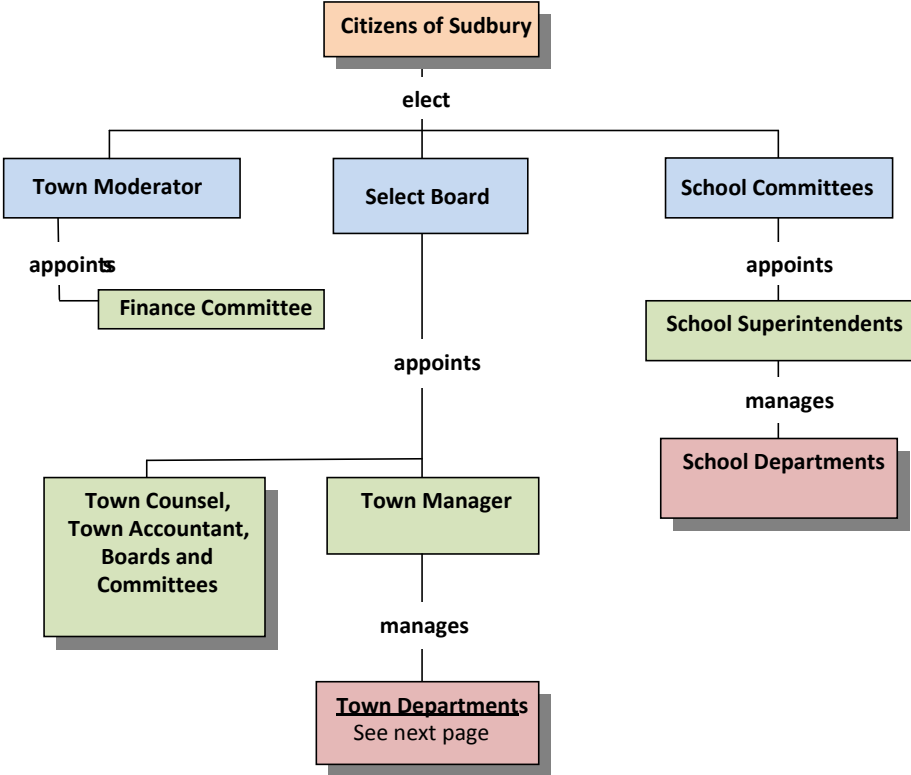
- Long-term debt will be issued only for objects or purposes authorized by state law under Chapter 44, section 7 and 8.
- Short-term debt may be issued to finance current operating expenditures only in the event of extreme financial emergency.
- Debt maturity will not exceed the lesser of: the useful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

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

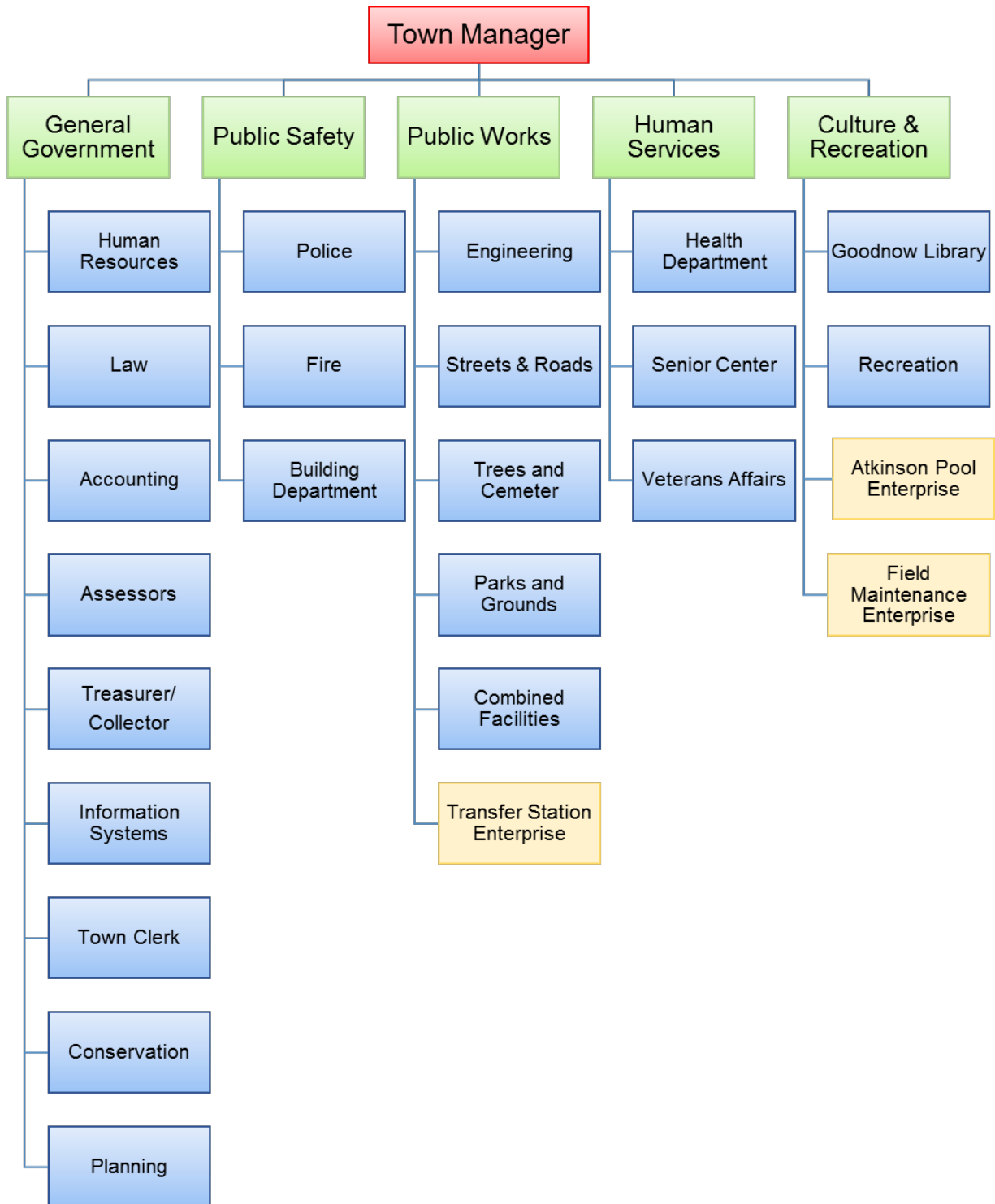
### Reserves

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

# ORGANIZATIONAL CHART



## ORGANIZATIONAL CHART (CONTINUED)



## ELECTED OFFICIALS

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

<u>SPS School Committee</u>	<u>Member</u>	<u>Title</u>
	Silvia M. Nerssessian	Chair
	Meredith Gerson	Vice-Chair
	Margaret Y. Helon	Member
	Lisa V. Kouchakdjian	Member
	Sarah Troiano	Member

<u>LS School Committee</u>	<u>Member</u>	<u>Title</u>
	Ellen Joachim	Chair
	Carole Kasper	Vice-Chair
	Cara Endyke Doran	Member
	Harold Engstrom	Member
	Kevin Matthews	Member
	Candace Miller	Member

## PRINCIPAL APPOINTED OFFICIALS

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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Sudbury**

**Massachusetts**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Morill*

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 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 2008-2021, the Town had excess capacity in the levy ranging from \$7,756 to \$968,165.

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

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

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

Three-Year Revenue Projection:

<b>REVENUES</b>	<b>FY21 Budgeted</b>	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>
Real Estate and Personal Property	91,936,403	95,534,495	98,666,621	103,180,436
State Aid	6,346,193	6,411,489	6,411,489	6,411,489
MSBA School Construction Reimbursement	1,605,767	-	-	-
SAFER Grant	180,000	90,000	-	-
Local Receipts	4,216,330	4,600,000	4,600,000	4,600,000
Ambulance Receipts and Other Transfers	660,000	660,000	660,000	660,000
Free Cash	1,390,458	900,000	900,000	950,000
<b>TOTAL:</b>	<b>106,335,151</b>	<b>108,195,984</b>	<b>111,238,110</b>	<b>115,801,925</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.

Three-Year Expenditure Projection:

<b>EXPENDITURES</b>	<b>FY21 Budgeted</b>	<b>FY22 Projected</b>	<b>FY23 Projected</b>	<b>FY24 Projected</b>
Education - SPS	39,608,834	40,630,742	41,679,015	42,754,334
Education - LS	26,712,280	27,330,369	28,373,765	29,242,869
Education - Vocational	550,000	565,400	581,231	597,506
General Government	3,177,614	3,249,463	3,323,554	3,372,380
Public Safety	9,199,461	9,392,898	9,555,186	9,620,767
Public Works	5,607,520	5,699,232	5,818,237	5,884,500
Human Services	937,995	975,948	981,174	992,864
Culture & Recreation	1,515,936	1,504,394	1,523,622	1,551,228
Town-Wide Operating and Transfers	686,352	480,969	491,287	493,825
<b>Total Town Departments</b>	<b>87,995,992</b>	<b>89,829,415</b>	<b>92,327,071</b>	<b>94,510,273</b>
Town Debt Service	3,476,446	2,433,239	2,302,520	3,704,621
Employee Benefits (Town and SPS)	13,672,255	14,206,150	15,058,519	15,962,031
OPEB Trust Contribution (Town and SPS)	468,382	625,000	650,000	675,000
<b>Total Operating Budget</b>	<b>105,613,075</b>	<b>107,093,804</b>	<b>110,338,110</b>	<b>114,851,925</b>
Capital Operating Budget	722,076	1,102,180	900,000	950,000
<b>TOTAL:</b>	<b>106,335,151</b>	<b>108,195,984</b>	<b>111,238,110</b>	<b>115,801,925</b>

### Other Considerations - Coronavirus

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

Additional costs related to COVID-19 have been mitigated by various State and Federal Grants in fiscal years 2020 and 2021. The Town has modified revenue projections for FY22 through FY24 in relation to the uncertainty of the impact of COVID-19. Despite the projected revenue reductions, the Town expects to continue to maintain all current essential functions and services.

## GENERAL FUND BUDGET SUMMARY

<b>EXPENDITURES</b>	<b>FY20 Actual</b>	<b>FY21 Budgeted</b>	<b>FY22 Recommended</b>	<b>Percentage Increase</b>
Education - Sudbury Public Schools (SPS)	38,364,566	39,608,834	40,630,742	2.58%
Education - LS Regional High School (LS)	25,808,881	26,712,280	27,330,369	2.31%
Education - Vocational	629,668	550,000	565,400	2.80%
General Government	3,228,969	3,177,614	3,249,463	2.26%
Public Safety	8,686,874	9,199,461	9,392,898	2.10%
Public Works	5,450,692	5,607,520	5,699,232	1.64%
Human Services	850,626	937,995	975,948	4.05%
Culture & Recreation	1,316,577	1,515,936	1,504,394	-0.76%
Town-Wide Operating and Transfers	164,274	686,352	480,969	-29.92%
<b>Total Town Departments</b>	<b>84,501,127</b>	<b>87,995,992</b>	<b>89,829,415</b>	<b>2.08%</b>
Town Debt Service	3,090,425	3,476,446	2,433,239	-30.01%
Employee Benefits (Town and SPS)	12,532,657	13,672,255	14,206,150	3.90%
OPEB Trust Contribution (Town and SPS)	610,249	468,382	625,000	33.44%
<b>Total Operating Budget</b>	<b>100,734,458</b>	<b>105,613,075</b>	<b>107,093,804</b>	<b>1.40%</b>
Capital Expenditures	1,689,567	722,076	1,102,180	52.64%
<b>TOTAL EXPENDITURES:</b>	<b>102,424,025</b>	<b>106,335,151</b>	<b>108,195,984</b>	<b>1.75%</b>

<b>REVENUES &amp; AVAILABLE FUNDS</b>	<b>FY20 Actual</b>	<b>FY21 Budgeted</b>	<b>FY22 Recommended</b>	<b>Percentage Increase</b>
Real Estate and Personal Property Taxes	88,969,947	91,936,403	95,534,495	3.91%
State Aid	6,367,520	6,346,193	6,411,489	1.03%
MSBA Reimbursement	1,605,767	1,605,767	-	-100.00%
FEMA Grant	429,755	-	-	0.00%
SAFER Grant	180,917	180,000	90,000	-50.00%
Local Receipts	5,915,987	4,216,330	4,600,000	9.10%
Other Available	762,174	660,000	660,000	0.00%
Free Cash	-	1,390,458	900,000	-35.27%
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS:</b>	<b>104,232,067</b>	<b>106,335,151</b>	<b>108,195,984</b>	<b>1.75%</b>

<b>FUND BALANCE</b>	<b>FY20 Actual</b>	<b>FY21 Budgeted</b>	<b>FY22 Recommended</b>	<b>Percentage Increase</b>
Beginning Fund Balance	9,935,125	11,743,167	10,352,709	-11.84%
Revenues (Increase to Fund Balance)	104,232,067	104,944,693	107,295,984	2.24%
Expenditures (Decrease to Fund Balance)	(102,424,025)	(106,335,151)	(108,195,984)	1.75%
<b>ENDING FUND BALANCE:</b>	<b>11,743,167</b>	<b>10,352,709</b>	<b>9,452,709</b>	<b>-8.69%</b>

## **The Overall Budget**

The FY22 Town Manager's Recommended Operating Budget totals \$107,093,804. The sum represents a \$1,480,729 or 1.40% increase over the FY21 final approved operating budget amount of \$105,613,075. The Town Manager's Recommended Operating Capital Budget totals \$1,102,180, an increase of 52.64% from the FY21 capital budget.

### *Town Departments*

The FY22 Town Manager's Recommended Budget for Town operating Departments, including Town-Wide Operating and Transfers, is \$21,302,904. This represents an increase of \$818,367 or .84% over the FY21 appropriation of \$21,124,878. 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 FY22 Recommended Operating Budget includes the budget submissions from each of the respective school committees.

The sum of the Sudbury Public Schools budget is \$40,630,742. This represents a \$1,021,908 or 2.58% increase over the FY21 appropriation of \$39,608,834. This budget includes personal services and operating expenses.

The sum of the Lincoln Sudbury Regional High School assessment is \$27,330,369. This represents an increase of \$618,089 or 2.31% over the FY21 assessment of \$26,712,280. The increase is related to a budgetary increase for LS as well as a shift in the percentage allocated to Sudbury due to the decrease in the number of Sudbury students compared to Lincoln. The assessment is calculated using the minimum required contribution, as determined by the State, and enrollment numbers for the last three years. This assessment includes personal services, employee benefits, operating expenses, and debt service. Budget summaries for both districts are included in the School Budget sections herein.

### *Vocation Education*

For FY22, the sum of \$565,400 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 FY22 budget for Vocational Education increases by \$15,400 or 2.80%. This is the fifth year in which the Town is removed from the Minuteman Vocational District as a member community. The Town has students attending three different vocational schools, with most at Minuteman and Assabet. The Town also pays for transportation to these schools.

## **Fixed Costs and Obligations**

### *Debt Service*

The sum of \$2,433,239 is being submitted to pay for FY22 debt service. The \$1,043,207 decrease over FY21 is primarily attributable to the debt service payments for the acquisitions of Broadacres Farm and Camp Sewataro, offset by the retirement of school construction debt.

### *Employee Benefits*

The sum of \$14,206,150 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$5,579,343 and SPS accounts for \$7,136,972. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$533,895 or 3.90% from the FY21 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 FY22, including the Town Manager's Operating Capital Budget, is \$2,779,680 for FY22, an increase of \$393,581 from FY21.

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 \$722,076 in FY21 to \$1,102,181 in FY22.

### **Revenues**

At this time, it is projected that the total revenue and other funding sources available and recommended for the Fiscal Year 2022 Operating Budget is \$107,093,804. Property taxes account for approximately 88% of the Town's total revenue sources available to fund the FY22 budget. Local revenue sources account for 5%, while state aid and federal grants contribute 6% and other available funds contribute approximately 1%.

#### *Property Taxes*

FY22 property taxes are estimated to be \$95,534,495. This includes both proposition 2 ½ and new growth. New growth is projected at \$800,000 for FY22.

#### *State Aid*

The sum of \$6,411,489 is included in revenues to reflect Sudbury's State aid for FY22. This reflects a \$65,296 (1.03%) increase.

#### *MSBA Reimbursement*

Massachusetts School Building Authority reimbursements will decrease by \$1,605,767 in FY22 to reflect the retirement of school construction debt.

#### *SAFER Grant*

The sum of \$90,000 is included in revenues to reflect Sudbury's award of the SAFER (Staffing for Adequate Fire and Emergency Response) Grant. This is a Federal Grant Program that was created to provide funding directly to fire departments to increase the number of trained, "front-line" firefighters available in their communities.



*Local Receipts*

The sum of \$4,600,000 is included in revenues to reflect local receipts for FY22. This reflects a \$383,670 (9.10%) increase from FY21.

*Other available*

The sum of \$660,000 is included in revenues to reflect other available funds for FY22. These funds are from the Receipts Reserved for Appropriation account, which contains the town's ambulance receipts.

*Free Cash*

The Town is proposing to use \$900,000 of Free Cash to partially fund the FY22 Town Manager's Capital Operating Budget.

## **GENERAL FUND BUDGET DETAIL**

## SUDBURY PUBLIC SCHOOLS

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

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

Performance measures:

Description	2018	2019	2020
Student Enrollment	2,696	2,653	2,538
Teacher FTE's	208	201	196
Student/Teacher Ratio	13.1 to 1	13.2 to 1	13.0 to 1

Consolidated Financial Information:

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>Sudbury Public Schools</b>			
Sudbury Public Schools	38,352,357	39,608,834	40,630,742

## 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	2018	2019	2020
Number of Students	1,529	1,528	1,512
Teacher FTE's	127	127	129
Student/Teacher Ratio	12.0 to 1	12.0 to 1	11.7 to 1

### Consolidated Financial Information:

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>LS Regional High School</b>			
Sudbury Operating Assessment	24,923,953	25,846,224	26,601,351
Sudbury Debt Assessment	549,861	529,571	510,074
Sudbury OPEB Normal Cost Assessment	335,067	336,485	218,944
<b>Total LS Regional High School</b>	<b>25,808,881</b>	<b>26,712,280</b>	<b>27,330,369</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. The Sudbury Public School Committee voted to make Assabet Valley Regional Vocation School the Town’s choice school. The Town is responsible for the cost of transportation to the vocational schools.

Performance Measures:

<b>Description</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Provided transportation to students	180 Days	180 Days	180 Days
Provided quality education	25 Students	22 Students	14 Students

Consolidated Financial Information:

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
	<b>Actual</b>	<b>Appropriated</b>	<b>Recommended</b>
<b>Vocational Education</b>			
Operating Assessments	629,668	550,000	565,400

## 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.

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>GENERAL GOVERNMENT</b>			
Select Board/Town Manager	486,795	448,319	454,933
ATM/HR	160,979	231,704	237,534
Law	337,995	181,594	181,898
Finance Committee	2,315	4,305	4,305
Accounting	373,422	384,899	385,234
Assessors	287,009	293,081	297,118
Treasurer/Collector	294,527	343,217	333,263
Information Systems	544,077	524,280	543,427
Town Clerk & Registrars	298,521	326,362	313,699
Conservation	110,556	124,039	154,449
Planning & Board of Appeals	282,468	315,814	332,343
Salary Contingency Account	-	-	11,260
<b>Total General Government</b>	<b>3,178,665</b>	<b>3,177,614</b>	<b>3,249,463</b>
Salaries & Other Cash Compensation	2,285,103	2,450,459	2,494,869
All Other Expenses	893,562	727,155	743,334
<b>Total General Government</b>	<b>3,178,665</b>	<b>3,177,614</b>	<b>3,238,203</b>
<b>General Government Headcount (FTE)</b>	<b>31.00</b>	<b>30.00</b>	<b>30.00</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 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>2018</b>	<b>2019</b>	<b>2020</b>
Number of Select Board Meetings	39	46	44
Number of Town Meetings and Elections	7	3	3
Number of Town Manager/Select Board Office Hours	9	15	14
Number of Town Manager/Select Board Newsletters	11	9	10
Number of Licenses Issued	83	89	92

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>SELECT BOARD/TOWN MANAGER</b>				
Town Manager	1.00	206,365	182,000	180,000
Administration	1.00	91,971	93,329	94,418
Clerical	2.00	119,433	126,529	128,415
Deferred Comp TM	-	-	-	6,000
Non-Acctble Travel	-	5,435	10,000	4,800
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>423,204</b>	<b>411,858</b>	<b>413,633</b>
General Expense	-	62,439	31,161	36,000
Travel	-	58	750	750
Out of State Travel	-	1,094	2,000	2,000
Employee Professional Develop.	-	-	2,550	2,550
<b>Sub Total: Expenses</b>	<b>-</b>	<b>63,591</b>	<b>36,461</b>	<b>41,300</b>
<b>Total: Selectmen</b>	<b>4.00</b>	<b>486,795</b>	<b>448,319</b>	<b>454,933</b>



Assistant Town Manager/ Human Resources (ATM/HR)

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

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

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

Performance measures:

Description	2018	2019	2020
Administer benefits for active town/school employees	398	429	409
Administer benefits for town/school retirees	412	425	432
Recruitment and employee orientation (town only - does not include school)	130	171	176

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>ASSIST. TOWN MANAGER/ HUMAN RESOURCES</b>				
ATM/HR Director	1.00	92,999	156,398	157,964
Benefits Coordinator	1.00	59,208	59,775	60,360
Clerical	-	4,387	6,118	6,178
Sick-Leave Buy-Back	-	-	-	3,619
<b>Sub Total: Personal Services</b>	<b>2.00</b>	<b>156,594</b>	<b>222,291</b>	<b>228,121</b>
General Expense	-	797	1,900	1,900
Travel	-	1,705	2,450	2,450
Contracted Services	-	-	1,200	1,200
Professional Development	-	1,775	3,863	3,863
Prior Year Encumbrances	-	108	-	-
<b>Sub Total: Expenses</b>	<b>-</b>	<b>4,385</b>	<b>9,413</b>	<b>9,413</b>
<b>Total: ATM/HR</b>	<b>2.00</b>	<b>160,979</b>	<b>231,704</b>	<b>237,534</b>

Law

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

Performance Measures:

Description	2018	2019	2020
Review warrant articles for Town Meetings and Elections	58	35	60
Attend office hours	50	50	52
Draft ballot question arguments	3	1	2

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>LAW</b>				
Clerical	1.00	24,465	30,604	30,908
<b>Sub Total: Personal Services</b>	<b>1.00</b>	<b>24,465</b>	<b>30,604</b>	<b>30,908</b>
General Expense	-	681	990	990
Legal Expenses	-	312,381	150,000	150,000
Prior Year Encumbrances	-	468	-	-
<b>Sub Total: Expenses</b>	<b>-</b>	<b>313,530</b>	<b>150,990</b>	<b>150,990</b>
<b>Total: Law</b>	<b>1.00</b>	<b>337,995</b>	<b>181,594</b>	<b>181,898</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:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>FINANCE COMMITTEE</b>				
Clerical	-	2,315	4,305	4,305
<b>Total: Finance Committee</b>	<b>-</b>	<b>2,315</b>	<b>4,305</b>	<b>4,305</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	2018	2019	2020
Payrolls Processed	19,555	19,599	19,259
Invoices Processed	15,343	16,639	15,126

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>ACCOUNTING</b>				
Town Accountant	1.00	116,598	123,199	124,423
Salaries	3.00	193,971	194,525	191,661
Annual Sick Buy Back	-	3,101	2,475	1,750
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>313,670</b>	<b>320,199</b>	<b>317,834</b>
General Expense	-	3,516	10,000	5,000
Computer	-	51,277	54,100	56,800
Travel	-	129	600	600
Accting Contracted Services	-	4,830	-	5,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>59,752</b>	<b>64,700</b>	<b>67,400</b>
<b>Total: Accounting</b>	<b>4.00</b>	<b>373,422</b>	<b>384,899</b>	<b>385,234</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	2018	2019	2020
Real & Personal Property Accounts Maintained	7,123	7,126	7,146
Property Inspections Completed Cyclical & Permits	640	669	436
Exemptions processed (all inclusive)	521	544	534
Property Tax Abatements Processed	38	61	69
Motor Vehicle Excise Committed	19,610	19,857	19,785

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>ASSESSORS</b>				
Assessor	1.00	97,865	98,572	99,551
Clerical	2.00	125,846	127,718	128,985
Sick Leave Buy Back	-	5,087	5,913	5,957
<b>Sub Total: Personal Services</b>	<b>3.00</b>	<b>228,798</b>	<b>232,203</b>	<b>234,493</b>
General Expense	-	751	1,775	1,775
Contracted Services	-	57,460	59,103	60,850
<b>Sub Total: Expenses</b>	<b>-</b>	<b>58,211</b>	<b>60,878</b>	<b>62,625</b>
<b>Total: Assessors</b>	<b>3.00</b>	<b>287,009</b>	<b>293,081</b>	<b>297,118</b>

Treasurer/Collector

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

Performance Measures:

Description	2018	2019	2020
Quarterly real estate tax bills processed	6,502	6,658	6,673
Quarterly Personal property tax bills processed	118	120	126
Comprehensive Annual Financial Report Completed	1	1	1

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>TREASURER/COLLECTOR</b>				
Fin. Director/Treas.-Collector	1.00	153,552	156,048	157,614
Clerical	3.00	117,560	158,919	145,949
Sick Leave Buy Back	-	-	-	-
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>271,112</b>	<b>314,967</b>	<b>303,563</b>
General Expense	-	17,518	13,000	15,000
Equipment Maintenance	-	685	650	700
Travel In-State	-	991	600	1,000
Tax Collection Services	-	4,221	9,000	8,000
Tax Title Expense	-	-	5,000	5,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>23,415</b>	<b>28,250</b>	<b>29,700</b>
<b>Total: Treasurer/Collector</b>	<b>4.00</b>	<b>294,527</b>	<b>343,217</b>	<b>333,263</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>2018</b>	<b>2019</b>	<b>2020</b>
Number of Virtual Hosts (Servers)	6	6	6
Network Storage	2	2	2
20 GB Building to Network Hub (Flynn) Connection	5	5	5
Cisco VoIP telephone system buildings connected	14	14	14
Number of Telephones	260	264	264
School Buildings	5	5	5
Aerohive Access Points	42	46	51
Aerohive Buildings	11	11	12
Desktop Computers New	25	2	1
Laptops New	7	15	26
Tablets New	3	4	1

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>INFORMATION SYSTEMS</b>				
Technology Administrator	1.00	111,313	112,122	113,241
Non-Clerical	1.00	92,121	93,490	94,418
Summer Help	-	10,633	8,936	8,936
Sick Leave and Vacation Buy Back	-	4,215	5,569	5,626
<b>Sub Total: Personal Services</b>	<b>2.00</b>	<b>218,282</b>	<b>220,117</b>	<b>222,221</b>
General Expense	-	4,001	5,000	5,000
Software	-	83,096	120,788	131,706
Equipment Maintenance	-	44,245	7,000	7,000
Travel	-	126	400	400
Contracted Services	-	47,077	54,000	60,000
Professional Development	-	7,345	7,875	8,000
Equipment	-	113,047	77,600	77,600
WAN/Telephone Connections	-	14,731	11,500	11,500
Network	-	2,649	5,000	5,000
Internet	-	9,478	15,000	15,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>325,795</b>	<b>304,163</b>	<b>321,206</b>
<b>Total: Information Systems</b>	<b>2.00</b>	<b>544,077</b>	<b>524,280</b>	<b>543,427</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:

Description	2018	2019	2020
Birth, Marriage and Death Certificates	1,473	1,615	1,018
Marriage Intentions	71	79	77
Doing Business As Certificates	134	126	73
Notaries	114	75	6
Proof of Residency	55	45	93
Public Record Requests	75	55	70
List of Persons sold	27	21	9
Dogs Licensed	2,667	2,731	2,588
New Voter Registrations	1,200	778	1,630
Number of Elections	4	2	4
Number of Absentee Ballots	1,094	378	16,391
Number of Early Voters	2,718	-	4,320
Number of Town Meetings	3	2	2
Number of Open Meeting Law Certificates Recorded	69	85	57
Number of Ethics Summary Certificates Recorded	623	181	-
Number of Ethics Online Training Certificates Recorded	264	-	-
Oaths of Office Recorded	248	262	242
Census returned and entered	6,389	5,934	6,077

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>TOWN CLERK</b>				
Town Clerk	1.00	83,742	87,116	90,892
Overtime	-	2,179	5,500	2,179
Clerical	3.00	169,131	173,414	186,896
Registrars	-	-	932	932
Election Workers	-	19,621	24,000	10,000
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>274,673</b>	<b>290,962</b>	<b>290,899</b>
General Expense	-	7,537	8,500	8,500
Equipment Maintenance	-	1,474	1,600	3,000
Travel	-	250	1,100	1,100
Tuition	-	825	1,200	1,200
Elections	-	13,762	23,000	9,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>23,848</b>	<b>35,400</b>	<b>22,800</b>
<b>Total: Town Clerk</b>	<b>4.00</b>	<b>298,521</b>	<b>326,362</b>	<b>313,699</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:

Description	2018	2019	2020
Wetland Notices of Intent	28	35	22
Wetland Request for Determination of Applicability	39	40	32
Certificate of Compliances	17	26	26
Wetland Abbrev. Notices of Resource Area Dealineation	1	1	4
Wetland Certificates of Compliance	17	45	25
Violation Issues	24	20	2
Acres of Conservation Land To Manage	1,200	1,200	1,200
Acres of Conservation Restriction Land To Monitor	350	350	350

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>CONSERVATION</b>				
Conservation Coordinator	1.00	79,018	82,971	87,093
Clerical	1.00	27,958	29,268	54,556
<b>Sub Total: Personal Services</b>	<b>2.00</b>	<b>106,976</b>	<b>112,239</b>	<b>141,649</b>
General Expense	-	2,535	800	1,800
Trails Maintenance	-	-	10,000	10,000
Travel	-	645	600	600
Clothing	-	400	400	400
<b>Sub Total: Expenses</b>	<b>-</b>	<b>3,580</b>	<b>11,800</b>	<b>12,800</b>
<b>Total: Conservation</b>	<b>2.00</b>	<b>110,556</b>	<b>124,039</b>	<b>154,449</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>2018</b>	<b>2019</b>	<b>2020</b>
Special Permits (Planning Board)	2	2	-
Stormwater Management Permits (Planning Board)	24	20	12
Subdivisions (Planning Board)	3	1	1
Site Plan Approvals (Planning Board)	6	10	3
Approval Not Required (ANR) Plans (Planning Board)	2	5	8
Scenic Road Permits (Planning Board)	3	9	18
Sign Permits (Design Review Board)	24	31	18
Affordable Housing Lotteries (Housing Trust)	6	6	12
Small Grants (Housing):			
Requested	6	5	6
Awarded	3	5	6
Units Created for Subsidized Housing Inventory	-	-	101
Comprehensive Permit Modifications (ZBA)	1	1	-
Decision Appeals (ZBA)	-	1	2
Variances (ZBA)	11	3	2
Special Permits and Other Matters (ZBA)	35	29	30
Community Preservation Applications (CPC)	11	7	10
Demolition Delay Applications (Historical Commission)	-	9	4

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>PLANNING</b>				
Planning Director	1.00	103,963	109,841	115,274
Staff Planning Salaries	1.00	86,494	89,794	89,562
Clerical	2.00	71,953	91,079	101,277
Stipends	-	2,604	-	1,130
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>265,014</b>	<b>290,714</b>	<b>307,243</b>
General Expense	-	1,591	2,600	2,600
Contracted Services	-	14,100	20,000	20,000
Professional Development	-	1,763	2,500	2,500
<b>Sub Total: Expenses</b>	<b>-</b>	<b>17,454</b>	<b>25,100</b>	<b>25,100</b>
<b>Total: Planning</b>	<b>4.00</b>	<b>282,468</b>	<b>315,814</b>	<b>332,343</b>

## PUBLIC SAFETY

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

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>PUBLIC SAFETY</b>			
Police	4,119,000	4,294,091	4,346,929
Fire	4,265,609	4,628,025	4,718,427
Building Department	295,068	277,345	288,710
Salary Contingency Account	-	-	38,832
<b>Total Public Safety</b>	<b>8,679,677</b>	<b>9,199,461</b>	<b>9,392,898</b>
Salaries & Other Cash Compensation	7,763,640	8,232,750	8,372,838
All Other Expenses	751,037	813,231	850,060
Capital	165,000	153,480	170,000
<b>Total Public Safety</b>	<b>8,679,677</b>	<b>9,199,461</b>	<b>9,392,898</b>
<b>Public Safety Headcount (FTE)</b>	88.00	88.00	88.00

Police

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

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

Performance Measures:

<b>Description</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Calls for Service (Including Walk-In Traffic)	28,566	25,210	21,434
Arrests/Criminal Applications	213	205	200
Medical Aids	910	886	1,115
Motor Vehicle Accidents	554	464	310
Alarms	601	600	519

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>POLICE</b>				
Police Chief	1.00	168,139	170,658	172,363
Lieutenants	2.00	274,835	287,618	294,008
Patrol Officers	27.00	2,026,010	2,136,821	2,140,711
Overtime	-	286,685	329,431	332,725
Dispatcher Overtime	-	118,540	98,454	99,439
Clerical	2.00	128,311	126,757	128,006
Night Differential	-	33,124	33,523	33,523
Dispatch Night Differential	-	12,441	14,075	14,075
Dispatchers	9.00	444,050	480,890	492,195
Sick Leave Buy Back	-	10,240	12,985	12,985
Holiday Pay	-	30,479	28,215	28,215
Stipend	-	72,136	81,964	81,964
Non-accountable Clothing	-	13,652	14,220	14,220
<b>Sub Total: Personal Services</b>	<b>41.00</b>	<b>3,634,651</b>	<b>3,815,611</b>	<b>3,844,429</b>
General Expense	-	109,752	85,000	92,500
Dispatch General Expense	-	498	5,000	5,000
Gasoline	-	38,664	50,000	50,000
Maintenance	-	79,908	90,000	90,000
Travel In-state	-	478	1,500	1,500
Uniforms	-	21,690	24,000	24,000
Dispatch Clothing Allowance	-	1,818	4,500	4,500
Tuition	-	36,107	15,000	15,000
Equipment	-	30,434	50,000	50,000
<b>Sub Total: Expenses</b>		<b>319,349</b>	<b>325,000</b>	<b>332,500</b>
Police Cruisers	-	165,000	153,480	170,000
<b>Sub Total: Capital</b>		<b>165,000</b>	<b>153,480</b>	<b>170,000</b>
<b>Total: Police</b>	<b>41.00</b>	<b>4,119,000</b>	<b>4,294,091</b>	<b>4,346,929</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>2018</b>	<b>2019</b>	<b>2020</b>
Total Medical Calls, including ambulance transports, lift assists, well being check	1,332	1,369	1,405
Total Fire Calls, including building, auto, alarm, other	978	828	927
Total Permits Issued	1,425	1,380	973

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>FIRE</b>				
Fire Chief	1.00	147,974	164,669	166,311
Assistant Fire Chief	1.00	119,865	129,145	135,590
Firefighters/EMTs/Paramedics	40.00	2,913,242	3,115,702	3,203,158
Overtime	-	456,020	520,000	520,000
Clerical	1.00	77,562	81,715	82,679
Weekend Differential	-	6,255	6,525	6,525
Sick leave Buy Back	-	13,778	14,398	17,656
Retirement Sick Buyback	-	29,328	-	-
Fire Stipends	-	76,475	89,160	89,300
Non-accountable Clothing	-	32,937	35,600	35,600
<b>Sub Total: Personal Services</b>	<b>43.00</b>	<b>3,873,436</b>	<b>4,156,914</b>	<b>4,256,819</b>
General Expense	-	48,792	66,000	66,000
Gasoline/Diesel Fuel	-	17,591	29,000	29,000
Maintenance	-	76,115	80,000	80,000
Utilities	-	36,924	55,080	40,080
Alarm Maintenance	-	3,100	5,500	5,500
Travel	-	1,513	2,000	2,000
Clothing	-	4,245	10,300	10,300
Tuition	-	31,928	74,034	75,606
Contracted Services	-	104,044	94,597	98,522
CERT Expense	-	-	600	600
Equipment	-	67,921	54,000	54,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>392,173</b>	<b>471,111</b>	<b>461,608</b>
<b>Total: Fire</b>	<b>43.00</b>	<b>4,265,609</b>	<b>4,628,025</b>	<b>4,718,427</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	2018	2019	2020
Permits issued	2,752	2,757	2,212
Inspections and investigations performed	4,605	4,767	3,349

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>BUILDING</b>				
Building Inspector	1.00	86,113	91,189	95,702
Asst. Building Inspector	1.00	67,624	69,348	72,779
Clerical	2.00	63,159	68,938	72,359
Deputy Inspector	-	540	17,700	17,700
Wiring Inspector	-	13,050	13,050	13,050
Sick Buyback Annual	-	906	-	-
Retirement Sick Buyback	-	24,161	-	-
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>255,553</b>	<b>260,225</b>	<b>271,590</b>
General Expense	-	6,148	10,500	10,500
Town Vehicle Maintenance	-	85	920	920
In-State Travel	-	864	1,500	1,500
Clothing Allowance	-	800	1,200	1,200
Contracted Services	-	-	3,000	3,000
Dept Equipment	-	31,618	-	-
<b>Sub Total: Expenses</b>	<b>-</b>	<b>39,515</b>	<b>17,120</b>	<b>17,120</b>
<b>Total: Building</b>	<b>4.00</b>	<b>295,068</b>	<b>277,345</b>	<b>288,710</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.

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>PUBLIC WORKS</b>			
Engineering	520,237	581,494	604,814
Streets & Roads	2,307,434	2,770,145	2,803,732
Snow & Ice	544,700	424,750	424,750
Trees and Cemetery	395,699	445,372	467,855
Parks and Grounds	287,547	284,182	289,838
Combined Facilities	1,053,536	1,102,310	1,095,816
Salary Contingency Account	-	-	12,427
<b>Total Public Works</b>	<b>5,109,153</b>	<b>5,608,253</b>	<b>5,699,232</b>
Salaries & Other Cash Compensation	2,409,708	2,588,243	2,642,735
All Other Expenses	2,154,745	2,595,260	2,631,747
Snow & Ice	544,700	424,750	424,750
<b>Total Public Works</b>	<b>5,109,153</b>	<b>5,608,253</b>	<b>5,699,232</b>
<b>Public Works Headcount (FTE)</b>	34.00	34.00	34.00

Engineering

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

Performance Measures:

Description	2018	2019	2020
Researched, surveyed and staked street lines and road layouts	75	40	62
Inspected stormwater outfalls	-	120	284
Located, identified and performed culvert inspections	70	33	10
Responded to resident, contractor and developer request for plans	115	103	145
Number of Driveway Permits Reviewed	78	132	98
Number of general stormwater permits reviewed.	8	14	10
Trench Permits Reviewed	50	71	71
Road Opening Permits	60	86	78

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>ENGINEERING</b>				
Deputy Director DPW	1.00	117,998	125,119	126,370
Non-Clerical	3.00	246,444	256,642	261,282
Clerical	1.00	62,429	63,358	63,487
Summer Help	-	-	11,000	11,000
<b>Sub Total: Personal Services</b>	<b>5.00</b>	<b>426,871</b>	<b>456,119</b>	<b>462,139</b>
General Expense	-	20,719	18,000	18,000
Maintenance	-	2,199	3,300	3,300
Travel	-	48	500	500
Uniforms	-	2,400	3,575	3,575
Contracted Services	-	68,000	100,000	117,300
<b>Sub Total: Expenses</b>	<b>-</b>	<b>93,366</b>	<b>125,375</b>	<b>142,675</b>
<b>Total: Engineering</b>	<b>5.00</b>	<b>520,237</b>	<b>581,494</b>	<b>604,814</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>2018</b>	<b>2019</b>	<b>2020</b>
Catch basin and manhole installs and repairs	66	82	59
Installed new thermoplastic crosswalks	6	12	10
Installed new pedestrian activated flashing LED crosswalk signal	1	1	1
Pot Hole Repairs	920	885	740
Installed various regulatory/informational signs throughout Town	184	86	49
ADA Curb Cuts	24	24	20

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>STREETS &amp; ROADS</b>				
DPW Director	1.00	153,752	156,048	157,614
Highway Dir. Of Operations	1.00	82,443	86,952	91,254
Management Analyst	1.00	89,434	94,576	97,611
Non-Clerical	13.00	668,941	798,039	813,573
Overtime	-	41,177	50,000	52,000
Clerical	1.00	77,319	82,050	82,860
Summer Help	-	5,340	7,200	7,200
Sick Leave Buy Back	-	528	1,750	1,770
Stipends	-	8,190	8,190	8,190
<b>Sub Total: Personal Services</b>	<b>17.00</b>	<b>1,127,124</b>	<b>1,284,805</b>	<b>1,312,072</b>
General Expense	-	31,812	30,000	33,770
Gasoline	-	65,044	104,160	104,160
Bldg. Maintenance	-	13,210	38,300	38,300
Vehicle Maintenance	-	196,857	325,000	325,000
Utilities	-	11,457	19,100	19,350
Street Lighting	-	18,330	18,300	20,000
In-state Travel	-	2,101	1,700	1,700
Clothing	-	19,196	23,600	23,600
Tuition	-	5,029	9,380	9,780
Police Details	-	98,470	85,000	85,000
Roadwork	-	688,162	780,800	781,000
Culvert Repairs	-	30,642	50,000	50,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>1,180,310</b>	<b>1,485,340</b>	<b>1,491,660</b>
<b>Total: Streets &amp; Roads</b>	<b>17.00</b>	<b>2,307,434</b>	<b>2,770,145</b>	<b>2,803,732</b>

Snow & Ice

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

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>SNOW &amp; ICE</b>				
Snow & Ice Overtime	-	172,718	120,750	120,750
Snow & Ice Materials	-	205,179	195,000	195,000
Snow & Ice Contractors	-	166,803	109,000	109,000
<b>Total: Streets &amp; Roads</b>	-	<b>544,700</b>	<b>424,750</b>	<b>424,750</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	2018	2019	2020
Interments	58	45	46
Trees felled	28	13	18
Stumps removed	30	25	6

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>TREES &amp; CEMTERY</b>				
Non-Clerical	5.00	292,448	300,210	318,216
Overtime	-	24,843	21,600	25,520
Clerical	-	11,471	11,642	11,759
Summer Help	-	1,500	3,840	3,840
Stipends	-	4,095	4,095	4,095
<b>Sub Total: Personal Services</b>	<b>5.00</b>	<b>334,357</b>	<b>341,387</b>	<b>363,430</b>
Cemetery Materials	-	11,309	18,425	18,425
Tree Contractors	-	50,033	85,560	86,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>61,342</b>	<b>103,985</b>	<b>104,425</b>
<b>Total: Trees &amp; Cemetery</b>	<b>5.00</b>	<b>395,699</b>	<b>445,372</b>	<b>467,855</b>

Parks and Grounds

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

Performance Measures:

Description	2018	2019	2020
Mow, maintain and stripe acres of town and school fields and parks	132 acres	132 acres	132 acres

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>PARKS &amp; GROUNDS</b>				
Non-Clerical	2.00	170,287	127,435	130,603
Overtime	-	4,194	7,517	7,584
Clerical	-	11,471	11,642	11,759
Summer Help	-	10,063	22,200	22,200
Sick Buy Back	-	-	733	3,037
Stipends	-	4,095	4,095	4,095
<b>Sub Total: Personal Services</b>	<b>2.00</b>	<b>200,110</b>	<b>173,622</b>	<b>179,278</b>
Maintenance	-	40,838	58,860	58,860
Clothing	-	3,200	4,200	4,200
Contracted Services	-	43,399	47,500	47,500
<b>Sub Total: Expenses</b>	<b>-</b>	<b>87,437</b>	<b>110,560</b>	<b>110,560</b>
<b>Total: Parks &amp; Grounds</b>	<b>2.00</b>	<b>287,547</b>	<b>284,182</b>	<b>289,838</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	2018	2019	2020
Number of Town and School Buildings maintained	17	17	17

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>COMBINED FACILITIES</b>				
Facilities Director	1.00	65,547	68,284	68,969
Supervisor of Town Buildings	1.00	82,476	83,071	73,012
Overtime	-	444	3,000	3,000
Clerical	1.00	28,764	31,502	33,314
Electrician	-	23,913	24,891	25,141
Town Custodial	2.00	118,236	119,532	122,380
Sick leave Buy Back	-	1,866	2,030	-
<b>Sub Total: Personal Services</b>	<b>5.00</b>	<b>321,246</b>	<b>332,310</b>	<b>325,816</b>
General Expense	-	3,337	10,000	10,000
Town Bldg. Maintenance	-	155,567	213,000	176,427
Vehicle Maintenance	-	2,504	3,000	3,000
Utilities	-	317,383	350,000	350,000
In-State Travel	-	3,181	3,500	3,500
Clothing Allowance	-	2,707	2,750	2,750
Contracted Services	-	247,611	187,750	224,323
<b>Sub Total: Expenses</b>	<b>-</b>	<b>732,290</b>	<b>770,000</b>	<b>770,000</b>
<b>Total: Combined Facilities</b>	<b>5.00</b>	<b>1,053,536</b>	<b>1,102,310</b>	<b>1,095,816</b>

## HUMAN SERVICES

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

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>HUMAN SERVICES</b>			
Health Department	469,696	522,905	535,922
Senior Center	305,650	335,160	356,199
Veterans Affairs	73,055	79,930	80,063
Salary Contingency Account	-	-	3,764
<b>Total Human Services</b>	<b>848,401</b>	<b>937,995</b>	<b>975,948</b>
Salaries & Other Cash Compensation	653,861	745,708	765,104
All Other Expenses	194,540	192,287	210,844
<b>Total Human Services</b>	<b>848,401</b>	<b>937,995</b>	<b>975,948</b>
<b>Human Services Headcount (FTE)</b>	10.00	11.00	11.00

## Health Department

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

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

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

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

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

Performance Measures:

<b>Description</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Septic Inspections	251	325	320
Food Inspections	301	250	303
Flu Shots	825	900	831
Blood Pressure Screenings	967	975	200
SW referrals	3,144	4,000	5,900
Community Meeting/Presentations	79	141	185
Phone Consultation and Case Management	6,952	7,200	6,700
Average Per Month of Individuals Served	133	150	192
COVID Related Inspections	-	-	675

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>HEALTH DEPARTMENT</b>				
Director	1.00	106,072	106,877	108,144
Town Social Worker	1.00	80,015	84,883	89,562
Health Inspector	1.00	-	61,294	64,329
Public Health Nurse	1.00	87,629	91,175	92,262
Outreach Workers	-	19,865	16,591	16,591
Clerical	1.00	48,644	51,605	54,161
<b>Sub Total: Personal Services</b>	<b>5.00</b>	<b>342,225</b>	<b>412,425</b>	<b>425,049</b>
General Expense	-	5,490	9,500	9,500
Nursing Services Expenses	-	2,537	6,261	6,261
Contracted Services	-	41,209	-	-
Mosquito Control	-	51,066	55,620	55,620
Animal/Rabies Control	-	13,714	-	-
Animal Inspector	-	-	13,781	14,174
Hazardous Waste	-	11,222	17,000	17,000
Employee Professional Develop.	-	-	2,318	2,318
Community Outreach Program	-	2,233	6,000	6,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>127,471</b>	<b>110,480</b>	<b>110,873</b>
<b>Total: Health Department</b>	<b>5.00</b>	<b>469,696</b>	<b>522,905</b>	<b>535,922</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.

Performance Measures:

Description	2018	2019	2020
Individuals who use a Senior Center service or program	1,700	1,850	1,870
Outreach Information Specialist Individuals Helped	168	195	420
Number of visits/service units	20,003	24,000	17,500
Number of Volunteers	501	500	500
Number of Rides Provided	5,562	5,797	4,120

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>SENIOR CENTER</b>				
Director	1.00	96,976	98,572	99,551
Program Coordinator	1.00	87,878	104,658	109,154
Clerical	2.00	57,855	58,715	59,297
Information/Reference	1.00	56,000	58,215	58,797
<b>Sub Total: Personal Services</b>	<b>5.00</b>	<b>298,709</b>	<b>320,160</b>	<b>326,799</b>
General Expense	-	6,941	15,000	29,400
<b>Sub Total: Expenses</b>	<b>-</b>	<b>6,941</b>	<b>15,000</b>	<b>29,400</b>
<b>Total: Senior Center</b>	<b>5.00</b>	<b>305,650</b>	<b>335,160</b>	<b>356,199</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:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>VETERANS AFFAIRS</b>				
Clerical	1.00	12,927	13,123	13,256
<b>Sub Total: Personal Services</b>	<b>1.00</b>	<b>12,927</b>	<b>13,123</b>	<b>13,256</b>
General Expense	-	-	400	400
Veterans Grave Markers	-	-	1,000	1,000
Contracted Services	-	10,202	10,407	10,407
Veterans Benefits	-	49,926	55,000	55,000
<b>Sub Total: Expenses</b>	<b>-</b>	<b>60,128</b>	<b>66,807</b>	<b>66,807</b>
<b>Total: Veterans Affairs</b>	<b>1.00</b>	<b>73,055</b>	<b>79,930</b>	<b>80,063</b>



## CULTURE & RECREATION

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

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>CULTURE &amp; RECREATION</b>			
Goodnow Library	1,176,612	1,271,513	1,275,492
Recreation	103,753	206,684	212,100
Historical Commission	4,083	7,800	7,800
Historic Districts Commission	1,510	3,633	3,444
Salary Contingency Account	-	-	5,558
<b>Total Culture &amp; Recreation</b>	<b>1,285,958</b>	<b>1,489,630</b>	<b>1,504,394</b>
Salaries & Other Cash Compensation	990,322	1,178,132	1,181,926
All Other Expenses	295,636	311,498	322,468
<b>Total Culture &amp; Recreation</b>	<b>1,285,958</b>	<b>1,489,630</b>	<b>1,504,394</b>
<b>Culture &amp; Recreation Headcount (FTE)</b>	18.00	18.00	18.00

Goodnow Library

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

Performance Measures:

Description	2018	2019	2020
Total Number of Holdings:	177,262	189,450	191,375
Total Circulation:	347,841	349,452	314,804
Circulation of eBook & eAudio:	28,753	38,093	53,134
Number of Adult Programs:	57	31	5
Attendance of Adult Programs:	384	252	94
Number of Teen Programs:	69	156	101
Attendance of Teen Programs:	1,389	1,245	943
Number of Children's Programs:	796	842	697
Attendance of Children's Programs:	26,808	27,108	29,645

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>GOODNOW LIBRARY</b>				
Library Director	1.00	114,962	116,830	117,993
Non-Clerical	13.00	726,087	821,285	816,424
Other Hours	-	43,337	30,000	30,000
<b>Sub Total: Personal Services</b>	<b>14.00</b>	<b>884,386</b>	<b>968,115</b>	<b>964,417</b>
General Expense	-	9,473	9,000	9,500
Automation	-	52,000	52,000	53,000
Books & Materials	-	184,540	187,798	191,245
Contracted Services	-	46,213	54,600	57,330
<b>Sub Total: Expenses</b>	<b>-</b>	<b>292,226</b>	<b>303,398</b>	<b>311,075</b>
<b>Total: Goodnow Library</b>	<b>14.00</b>	<b>1,176,612</b>	<b>1,271,513</b>	<b>1,275,492</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	2018	2019	2020
Pool and recreation programs	680	600	
Pool uses	75,000	75,000	
Acres of parks and playgrounds	96	96	96
New registration website	1	1	1
Summer concerts	5	5	5

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>RECREATION</b>				
Rec. Director	1.00	69,417	94,757	97,850
Program Coordinator	2.00	-	51,856	53,553
Clerical	1.00	33,677	58,716	59,297
Sick Buyback Annual		659	1,355	1,400
<b>Sub Total: Personal Services</b>	<b>4.00</b>	<b>103,753</b>	<b>206,684</b>	<b>212,100</b>
<b>Total: Recreation</b>	<b>4.00</b>	<b>103,753</b>	<b>206,684</b>	<b>212,100</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:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>HISTORICAL COMMISSION</b>				
Salaries	-	939	-	2,265
<b>Sub Total: Personal Services</b>	-	<b>939</b>	-	<b>2,265</b>
General Expense	-	3,144	7,800	5,535
<b>Sub Total: Expenses</b>	-	<b>3,144</b>	<b>7,800</b>	<b>5,535</b>
<b>Total: Historical Commission</b>	-	<b>4,083</b>	<b>7,800</b>	<b>7,800</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:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>HISTORIC DISTRICT COMMISSION</b>				
Clerical	-	1,244	3,333	3,144
<b>Sub Total: Personal Services</b>	-	<b>1,244</b>	<b>3,333</b>	<b>3,144</b>
General Expense	-	266	300	300
<b>Sub Total: Expenses</b>	-	<b>266</b>	<b>300</b>	<b>300</b>
<b>Total: Historic District Commission</b>	-	<b>1,510</b>	<b>3,633</b>	<b>3,444</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 and Reserve Accounts, and, OPEB Trust Fund Contributions.

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>Town-Wide Operating &amp; Transfers</b>			
Town-Wide Operating Expenses	152,757	176,151	170,869
Town Reserve Account	294,699	300,000	300,000
OPEB Trust Fund Contribution	468,382	468,382	625,000
Transfer Accounts	-	210,100	10,100
<b>Total Town-Wide Operating &amp; Transfers</b>	<b>915,838</b>	<b>1,154,633</b>	<b>1,105,969</b>

### Town-Wide Operating Expenses

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

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>TOWN-WIDE OPERATIONS EXPENSES</b>				
Copiers	-	9,614	16,055	16,055
Postage	-	50,390	45,900	45,900
Telephone	-	33,380	35,700	36,414
Audit Fees	-	49,210	45,000	45,000
Town Meeting/Election	-	5,203	25,046	19,050
Memorial Day	-	960	1,950	1,950
July 4th Celebration	-	4,000	6,500	6,500
<b>Sub Total: Expenses</b>	<b>-</b>	<b>152,757</b>	<b>176,151</b>	<b>170,869</b>
<b>Total: Town-Wide Operations Expenses</b>	<b>-</b>	<b>152,757</b>	<b>176,151</b>	<b>170,869</b>

Town Reserve Account

Transfer accounts are for Town operating department needs only and are counted as part of the Town's share of the overall budget. Since the Town Manager does not have the same authority as the School Committees to move funds around to meet emergencies or unforeseen needs arising during the year, the Reserve Account is used as a source of funds to meet those instances where supplemental funding is needed. Money cannot be spent from the Reserve Account without approval of the Finance Committee. There are areas where an unexpected and potentially large cost can arise and the Reserve Account allows the most flexibility for meeting those issues, particularly in the area of snow and ice removal costs.

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.

Consolidated Financial Information:

	FTE's	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>TRANSFER ACCOUNTS</b>				
Reserve Fund	-	294,699	300,000	300,000
OPEB Trust Fund Contribution	-	468,382	468,382	625,000
Transfer to Pool Enterprise Fund	-	-	150,000	-
Transfer to Field Maintenance Enterprise Fund	-	-	50,000	-
Transfer to Field Stabilization Trust	-	-	10,100	10,100
<b>Sub Total: Expenses</b>	-	<b>763,081</b>	<b>978,482</b>	<b>935,100</b>
<b>Total: Town-Wide Operations Expenses</b>	-	<b>763,081</b>	<b>978,482</b>	<b>935,100</b>

## 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.

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>Employee Benefits (Town and SPS)</b>			
Workers Comp	270,435	322,898	339,042
Unemployment Claims	2,976	60,000	60,000
FICA Medicare	664,043	719,580	741,577
Life Insurance	2,678	4,563	4,563
Medical Insurance	5,054,157	5,473,131	5,623,220
Retiree Medical	-	1,295,843	1,338,286
County Retirement	5,040,389	5,389,846	5,647,886
Property & Liability Insurance	339,148	406,394	451,576
<b>Total Employee Benefits (Town and SPS)</b>	<b>11,373,826</b>	<b>13,672,255</b>	<b>14,206,150</b>

The sum of \$14,206,150 is budgeted for employee benefits for both the Town and the Sudbury Public Schools. Town Departments account for \$6,217,673 and SPS accounts for \$7,988,477. This includes not only health insurance, but also pension costs, unemployment and other contributions. This number is increasing \$533,895 or 3.90% from the FY21 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

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>Town Debt Service</b>			
Long-Term Principal	2,620,343	2,654,621	1,748,908
Long-Term Interest	470,082	353,892	629,981
Short-Term Interest	-	467,933	54,350
<b>Total Town Debt Service</b>	<b>3,090,425</b>	<b>3,476,446</b>	<b>2,433,239</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 FY21 is for an appropriation of \$2,433,239 which is the total amount of gross debt service payments required for all Town of Sudbury debt. Town debt service payments fall into the following major bond issue categories: Municipal buildings and projects, open space acquisitions, recreational field development and Sudbury Public Schools projects.

The appropriation for the LSRHS debt service payment for FY22 of \$511,660 is requested for and paid through the District's assessment to Sudbury.

## OPERATING CAPITAL BUDGET

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

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

	FY20 Actual	FY21 Appropriated	FY22 Recommended
<b>Operating Capital Budget</b>			
Sudbury Public Schools	190,318	204,000	253,000
LS Regional High School	137,313	74,656	114,727
Information Systems	16,702	120,820	50,000
Town Clerk & Registrars	8,000	-	-
Police	-	43,600	30,000
Fire	22,760	54,000	256,000
Public Works	84,965	50,000	215,000
Combined Facilities	62,035	175,000	183,453
<b>Total Operating Capital Budget</b>	<b>522,093</b>	<b>722,076</b>	<b>1,102,180</b>

See supplementary section for additional information.

**ENTERPRISE FUNDS**

## ENTERPRISE FUNDS BUDGET

<b>EXPENDITURES</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Percentage</b>
	<b>Actual</b>	<b>Budgeted</b>	<b>Recommended</b>	<b>Increase</b>
<u>Direct</u>				
Transfer Station	276,294	297,764	291,303	-2.17%
Atkinson Pool	362,090	427,421	438,753	2.65%
Recreation Field Maintenance	123,863	230,435	205,403	-10.86%
<b>Total Direct Expenditures</b>	<b>762,247</b>	<b>955,620</b>	<b>935,459</b>	<b>-2.11%</b>
<u>Indirect</u>				
Transfer Station	17,214	17,163	17,800	3.71%
Atkinson Pool	18,956	36,828	25,383	-31.08%
Recreation Field Maintenance	23,198	24,269	25,383	4.59%
<b>Total Indirect Expenditures</b>	<b>59,368</b>	<b>78,260</b>	<b>68,566</b>	<b>-12.39%</b>
<b>TOTAL:</b>	<b>821,615</b>	<b>1,033,880</b>	<b>1,004,025</b>	<b>-2.89%</b>

<b>RECEIPTS &amp; RESERVES</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Percentage</b>
	<b>Actual</b>	<b>Budgeted</b>	<b>Recommended</b>	<b>Increase</b>
Transfer Station	248,340	314,927	309,103	-1.85%
Atkinson Pool	303,046	541,644	464,136	-14.31%
Recreation Field Maintenance	86,539	274,395	230,786	-15.89%
<b>TOTAL:</b>	<b>637,925</b>	<b>1,130,966</b>	<b>1,004,025</b>	<b>-11.22%</b>

<b>FUND EQUITY</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>Percentage</b>
	<b>Actual</b>	<b>Budgeted</b>	<b>Recommended</b>	<b>Increase</b>
Beginning Fund Equity:				
Transfer Station	234,592	189,424	189,424	0.00%
Atkinson Pool	605	(77,395)	-	-100.00%
Recreation Field Maintenance	40,831	(19,691)	-	-100.00%
Revenues (Increase to Fund Equity):				
Transfer Station	248,340	314,927	309,103	-1.85%
Atkinson Pool	303,046	541,644	464,136	-14.31%
Recreation Field Maintenance	86,539	274,395	230,786	-15.89%
Expenditures (Decrease to Fund Equity):				
Transfer Station	293,508	314,927	309,103	-1.85%
Atkinson Pool	381,046	464,249	464,136	-0.02%
Recreation Field Maintenance	147,061	254,704	230,786	-9.39%
ENDING FUND EQUITY:				
Transfer Station	189,424	189,424	189,424	0.00%
Atkinson Pool	(77,395)	-	-	0.00%
Recreation Field Maintenance	(19,691)	-	-	0.00%

## TRANSFER STATION

	FY20 Actual	FY21 Appropriated	FY22 Requested
<b>TRANSFER STATION ENTERPRISE FUND</b>			
Non-Clerical	117,624	146,202	136,974
Overtime	8,066	9,065	9,065
Clerical	11,471	11,642	11,759
Summer Help	2,059	5,760	5,760
Stipends	4,095	4,095	4,095
<b>Sub Total: Personal Services</b>	<b>143,315</b>	<b>176,764</b>	<b>167,653</b>
General Expense	23,507	25,000	25,000
Maintenance	20,719	21,000	21,000
Hauling & Disposal	54,145	60,000	62,650
Recycle Grant	9,100		
Resource Recovery	22,508	15,000	15,000
Prior Year Encumbrances	3,000		
<b>Sub Total: Expenses</b>	<b>132,979</b>	<b>121,000</b>	<b>123,650</b>
<b>Direct Costs</b>	<b>276,294</b>	<b>297,764</b>	<b>291,303</b>
INDIRECT COSTS:			
Benefits/Insurance	17,214	17,163	17,800
<b>INDIRECT COSTS*</b>	<b>17,214</b>	<b>17,163</b>	<b>17,800</b>
<b>Total Costs</b>	<b>293,508</b>	<b>314,927</b>	<b>309,103</b>
Enterprise Receipts	248,340	314,927	309,103
<b>Total Revenues</b>	<b>248,340</b>	<b>314,927</b>	<b>309,103</b>
<b>Surplus/(Deficit)</b>	<b>(45,168)</b>	<b>-</b>	<b>-</b>

**POOL**

	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>
	<b>Actual</b>	<b>Appropriated</b>	<b>Requested</b>
<b>POOL ENTERPRISE FUND</b>			
Pool Staff Salaries	112,053	101,417	109,734
Clerical	28,927	-	-
Part-Time Supervisors	-	33,350	22,000
Receptionists	9,714	13,000	13,000
Sick Leave Buy Back	1,301	-	950
WSI Lifeguards	40,433	36,624	49,504
Head Lifeguard	41,104	45,830	46,290
Pool Instructors	10,223	22,200	13,775
<b>Sub Total: Personal Services</b>	<b>243,755</b>	<b>252,421</b>	<b>255,253</b>
General Expense	25,277	41,000	43,050
Equipment Maintenance	24,498	32,000	33,600
Utilities	63,838	97,000	101,850
Programs	1,787	5,000	5,000
Prior Year Encumbrances	2,935	-	-
<b>Sub Total: Expenses</b>	<b>118,335</b>	<b>175,000</b>	<b>183,500</b>
<b>Direct Costs</b>	<b>362,090</b>	<b>427,421</b>	<b>438,753</b>
INDIRECT COSTS:			
Benefits/Insurance	18,956	36,828	25,383
<b>INDIRECT COSTS*</b>	<b>18,956</b>	<b>36,828</b>	<b>25,383</b>
<b>Total Costs</b>	<b>381,046</b>	<b>464,249</b>	<b>464,136</b>
Enterprise Receipts	303,046	391,644	464,136
Transfers In	-	150,000	-
<b>Total Revenues</b>	<b>303,046</b>	<b>541,644</b>	<b>464,136</b>
<b>Surplus/Deficit</b>	<b>(78,000)</b>	<b>77,395</b>	<b>-</b>

**FIELD MAINTENANCE**

	FY20 Actual	FY21 Appropriated	FY22 Requested
<b>REC. FIELD MAINTENANCE ENTERPRISE</b>			
Field Maint. Salaries	77,872	126,935	129,903
Summer Help	-	8,000	-
<b>Sub Total: Personal Services</b>	<b>77,872</b>	<b>134,935</b>	<b>129,903</b>
Field Maintenance	16,148	55,000	40,000
Park Maintenance	8,339	18,000	10,000
Utilities	11,004	12,000	15,000
<b>Sub Total: Expenses</b>	<b>35,491</b>	<b>85,000</b>	<b>65,000</b>
Transfer to Field Turf Stabilizatoin	10,500	10,500	10,500
<b>Sub Total: Capital Expenses</b>	<b>10,500</b>	<b>10,500</b>	<b>10,500</b>
<b>Direct Costs</b>	<b>123,863</b>	<b>230,435</b>	<b>205,403</b>
INDIRECT COSTS:			
Benefits/Insurance	23,198	24,269	25,383
<b>INDIRECT COSTS*</b>	<b>23,198</b>	<b>24,269</b>	<b>25,383</b>
<b>Total Costs</b>	<b>147,061</b>	<b>254,704</b>	<b>230,786</b>
Enterprise Receipts	86,539	224,395	230,786
Transfers In	-	50,000	-
<b>Total Revenues</b>	<b>86,539</b>	<b>274,395</b>	<b>230,786</b>
<b>Surplus/Deficit</b>	<b>(60,522)</b>	<b>19,691</b>	<b>-</b>

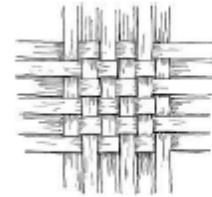
# ***Supplementary Information***



## **SUDBURY PUBLIC SCHOOLS BUDGET DETAIL**

## Superintendent's Introduction

The 2020-2021 school year was like no other year in history, and the resilient staff and students worked hard to overcome many obstacles. This budget has been prepared to begin the school year in full in-person learning, while at the same time having the flexibility to pivot some resources if a full return is not possible. It also contains funding for supports to address the needs of students who have unfinished learning.



In building the FY22 budget, we visualized a tapestry with many threads coming together to create an image. We used this metaphor to capture the District's efforts to take the next steps with our district goals and strategic initiatives, such as our continued commitment to students' social and emotional growth, project-based learning, and the latest curricular changes. The budget was designed to stay within the Town Manager's recommended guidelines while still meeting the needs of a level service budget. To provide for additional needs, administrators worked to identify areas within the budget that could be reallocated to provide for additional staffing and programming.

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

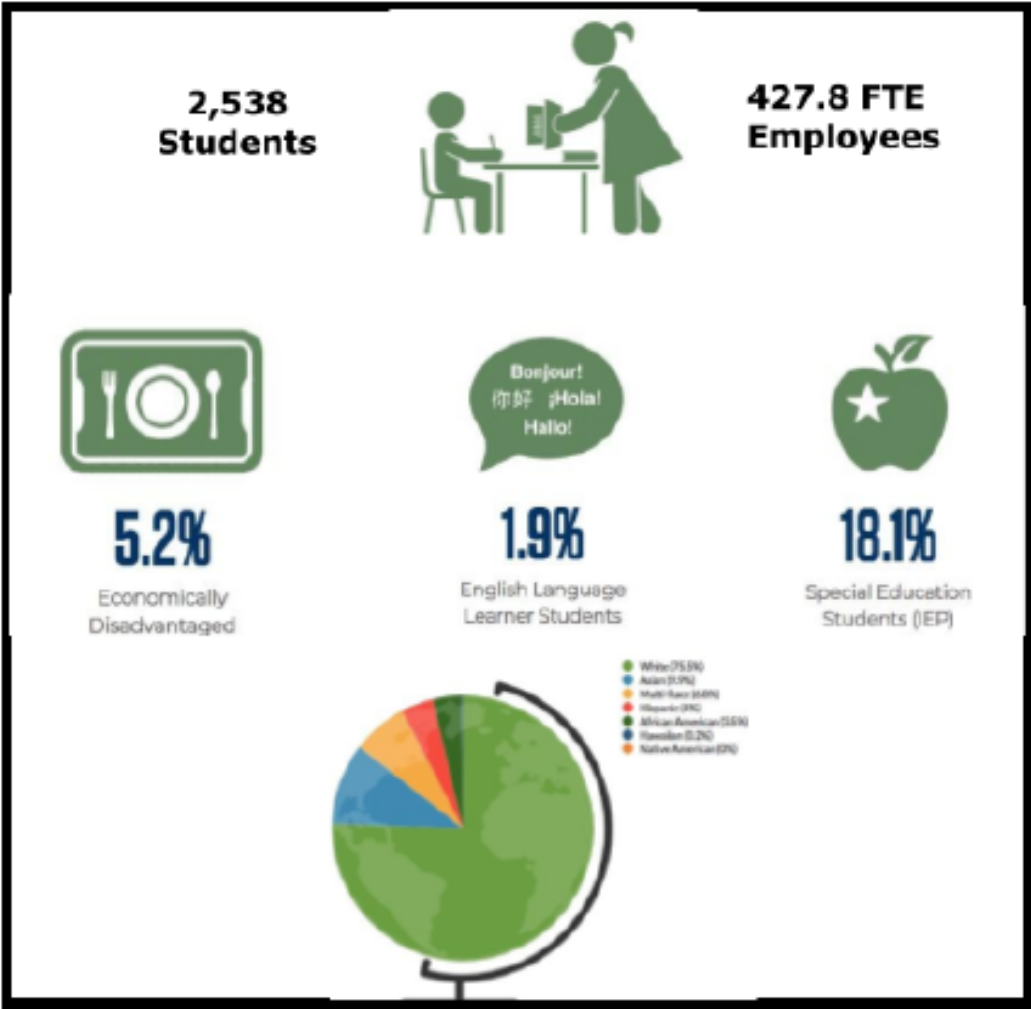
In the pages that follow, benchmarking data was based on comparable districts as identified by the Sudbury Public Schools School Committee on October 7, 2019, and sourced from the Department of Elementary and Secondary Education (DESE). At the time of publication, this book used the most recent information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

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

My best to you,

Brad Crozier, Superintendent of Schools

# District At-Glance 2020-2021



## FY22 Budget by Function Code

<u>EXPENSE (DOE Function Category)</u>	----- FY2021 -----			----- FY2022 -----		
	<u>Forecast \$</u>	<u>+/- \$:</u>	<u>+/- %</u>	<u>Forecast \$</u>	<u>+/- \$:</u>	<u>+/- %</u>
Administration	\$ 1,145,017	\$ 29,077	2.61%	\$ 1,168,483	\$ 23,466	2.05%
Instructional Leadership	\$ 3,374,470	\$ 82,037	2.49%	\$ 3,690,594	\$ 316,124	9.37%
Teachers	\$ 20,637,192	\$ 822,081	4.15%	\$ 21,142,535	\$ 505,343	2.45%
Other Teaching Services	\$ 4,899,840	\$ (195,226)	-3.83%	\$ 4,822,152	\$ (77,688)	-1.59%
Professional Development	\$ 345,135	\$ 5,683	1.67%	\$ 350,006	\$ 4,871	1.41%
Instructional Materials/Equip/Tech	\$ 681,547	\$ 6,112	0.90%	\$ 746,999	\$ 65,453	9.60%
Guidance, Counseling, Testing	\$ 1,553,628	\$ (65,610)	-4.05%	\$ 1,594,037	\$ 40,409	2.60%
Pupil Services	\$ 3,156,396	\$ 197,508	6.68%	\$ 3,154,894	\$ (1,502)	-0.05%
Operations and Maintenance	\$ 2,422,983	\$ 41,542	1.74%	\$ 2,585,139	\$ 162,156	6.69%
Fixed Charges	\$ 183,869	\$ 1,929	1.06%	\$ 185,845	\$ 1,976	1.07%
<u>Out-of-District Expenditures</u>	\$ 1,208,757	\$ 148,048	13.96%	\$ 1,190,058	\$ (18,699)	-1.55%
<b>TOTAL GF FORECAST \$:</b>	<b>\$ 39,608,834</b>	<b>\$ 1,073,180</b>	<b>2.78%</b>	<b>\$ 40,630,742</b>	<b>\$ 1,021,908</b>	<b>2.58%</b>

Town Manager FY22 Budget Target (12/4/20)	\$40,630,742	\$1,021,908	2.58%
	+ / - diff \$:	\$	-



SUDBURY PUBLIC SCHOOLS

FY2022 BUDGET PLAN BY DOE OBJECT CODES

Version: 12/4/20

OBJ# MUNIS Account Summary Name:	FY2021	FY2022	vs. FY2021	
	Budget \$	Budget \$	+ / - \$	+ / - %
502 ART	\$ 426,557	\$ 434,101	\$ 7,544	1.77%
505 AUDIO VISUAL	\$ 56,250	\$ 52,550	\$ (3,700)	-6.58%
513 COMPUTER INSTRUCTION	\$ 327,227	\$ 420,926	\$ 93,699	28.63%
514 CURRICULUM DEVELOPMENT	\$ 831,388	\$ 1,078,759	\$ 247,371	29.75%
516 ELEMENTARY EDUCATION	\$ 8,045,245	\$ 8,012,779	\$ (32,466)	-0.40%
520 EARLY CHILDHOOD EDUCATION	\$ 1,895	\$ 1,895	\$ -	0.00%
521 ENGLISH	\$ 609,105	\$ 589,647	\$ (19,458)	-3.19%
522 ENGLISH AS SECOND LANGUAGE	\$ 307,620	\$ 336,742	\$ 29,122	9.47%
524 FOREIGN LANGUAGE	\$ 780,093	\$ 808,467	\$ 28,374	3.64%
530 GUIDANCE	\$ 851,596	\$ 878,487	\$ 26,891	3.16%
531 HEALTH EDUCATION	\$ 102,055	\$ 107,363	\$ 5,308	5.20%
536 INSTRUCTION	\$ 128,877	\$ 108,588	\$ (20,289)	-15.74%
540 TECH ED (Technology/Engineering/Robotics)	\$ 212,893	\$ 225,729	\$ 12,836	6.03%
541 KINDERGARTEN	\$ 1,548,451	\$ 1,525,962	\$ (22,489)	-1.45%
544 LIBRARY	\$ 476,274	\$ 417,460	\$ (58,814)	-12.35%
555 MATHEMATICS	\$ 1,039,687	\$ 1,043,806	\$ 4,119	0.40%
560 MEDIA - COMPUTER SERVICES	\$ 352,595	\$ 292,373	\$ (60,222)	-17.08%
561 MIDDLE SCHOOL PROGRAMS	\$ 22,900	\$ 19,650	\$ (3,250)	-14.19%
563 MUSIC	\$ 682,620	\$ 706,297	\$ 23,677	3.47%
570 PHYSICAL EDUCATION	\$ 573,686	\$ 594,162	\$ 20,476	3.57%
572 PRE-SCHOOL EDUCATION	\$ 403,227	\$ 419,132	\$ 15,905	3.94%
573 PROFESSIONAL DEVELOPMENT	\$ 256,896	\$ 316,673	\$ 59,777	23.27%
575 READING	\$ 753,374	\$ 789,626	\$ 36,252	4.81%
582 SCIENCE	\$ 708,656	\$ 779,846	\$ 71,190	10.05%
583 SOCIAL STUDIES	\$ 724,263	\$ 836,433	\$ 112,170	15.49%
584 SPECIAL EDUCATION	\$ 7,212,137	\$ 7,387,968	\$ 175,831	2.44%
591 SPEECH	\$ 845,813	\$ 957,076	\$ 111,263	13.15%
592 STUDENT ACTIVITIES	\$ -	\$ -	\$ -	0.00%
594 SUBSTITUTES	\$ 381,772	\$ 402,926	\$ 21,154	5.54%
532 HEALTH SERVICES	\$ 473,031	\$ 495,968	\$ 22,938	4.85%
534 HOME STUDY	\$ 150,000	\$ 86,125	\$ (63,875)	-42.58%
564 OCCUPATIONAL THERAPY	\$ 320,449	\$ 348,666	\$ 28,217	8.81%
571 PHYSICAL THERAPY	\$ 171,788	\$ 173,505	\$ 1,717	1.00%
574 PSYCHOLOGICAL SERVICES	\$ 677,032	\$ 697,990	\$ 20,958	3.10%
585 EQUIPMENT (LEASE & REPLACEMENT)	\$ 138,307	\$ 141,640	\$ 3,333	2.41%
590 SPED CONSULTANTS	\$ 113,000	\$ 64,600	\$ (48,400)	-42.83%
596 TUITION (SPED OOD)	\$ 1,208,757	\$ 1,190,058	\$ (18,699)	-1.55%
605 VISION CONSULTANT	\$ 15,000	\$ 15,000	\$ -	0.00%
602 TRANSPORTATION (REGULAR)	\$ 833,144	\$ 865,250	\$ 32,106	3.85%
603 TRANSPORTATION (SPED)	\$ 862,809	\$ 703,400	\$ (159,409)	-18.48%
610 CURRICULUM/LIBRARY/MEDIA	\$ 300,167	\$ 386,103	\$ 85,936	28.63%
515 CUSTODIAL SERVICES	\$ 885,912	\$ 1,011,711	\$ 125,799	14.20%
546 MAINTENANCE	\$ 724,055	\$ 740,818	\$ 16,763	2.32%
581 SAFETY PROGRAMS	\$ 51,888	\$ 51,888	\$ -	0.00%
501 ADMINISTRATION	\$ 3,016,437	\$ 3,087,362	\$ 70,925	2.35%
543 LEGAL SERVICES	\$ 71,961	\$ 73,695	\$ 1,734	2.41%
615 WATER	\$ 11,815	\$ 12,100	\$ 285	2.41%
616 ELECTRICITY	\$ 501,067	\$ 513,143	\$ 12,076	2.41%
617 HEATING OIL/GAS	\$ 251,393	\$ 257,452	\$ 6,059	2.41%
619 TELEPHONE	\$ 48,740	\$ 49,915	\$ 1,175	2.41%
621 STIPENDS	\$ 68,930	\$ 68,930	\$ -	0.00%
622 403(b) MATCH	\$ 50,000	\$ 50,000	\$ -	0.00%
	<b>\$ 39,608,834</b>	<b>\$ 40,630,742</b>	<b>\$ 1,021,908</b>	<b>2.58%</b>

## FY22 New Positions

3.0 Custodians	Build capacity in custodial staff to ensure safe and clean buildings. (\$132,858)
Tiered General Ed Services per District Assessment/Review	Targeted services to meet the needs of students who require more intervention (\$227,090)
0.2 Number Theory Teacher	Projected increase in student enrollment (\$14,400)
1.0 School Support Specialist	Provide academic supports to students and their families (\$72,849)
1.0 ABA Tutor	Projected increase in student service delivery (Loring) (\$33,739)
0.2 Speech/Language Pathologist	Projected increase in student service delivery (ECMS) (\$14,400)
0.2 Grade 8 Math Teacher	Align class size in algebra sections to guidelines (\$14,400)

These additional positions will support the needs of students in the middle and elementary schools for FY22.

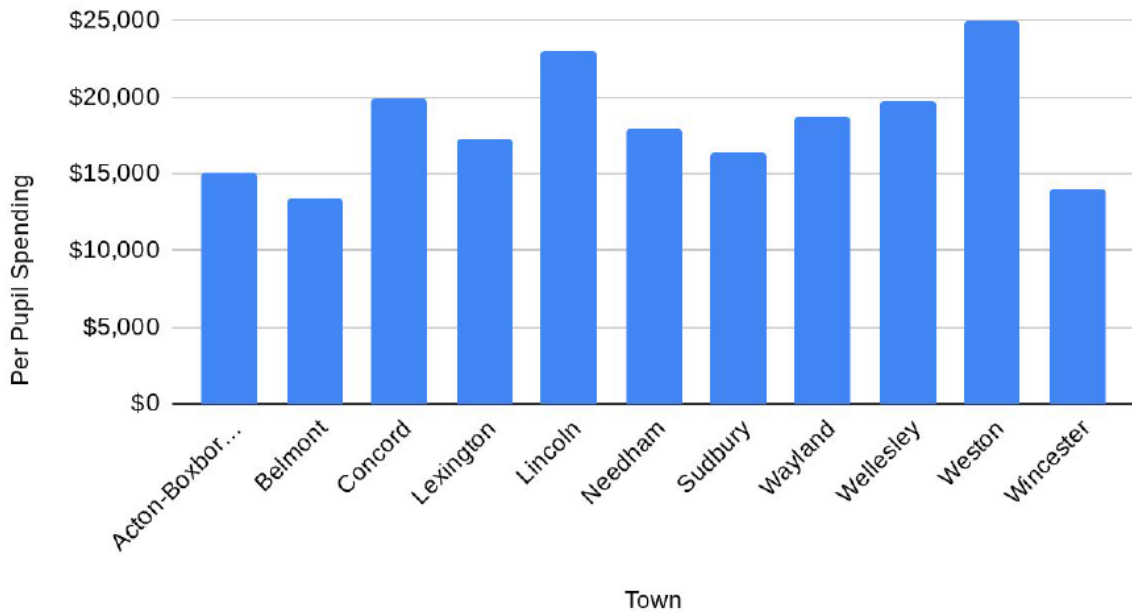


# Pupil Expenditure

## 2020 Per Pupil Expenditure by Comparables

Sudbury's FY20 per-pupil cost was \$16,384, which is the fourth lowest as compared to peer districts as identified by Sudbury Public Schools School Committee.

Per Pupil Spending by Town



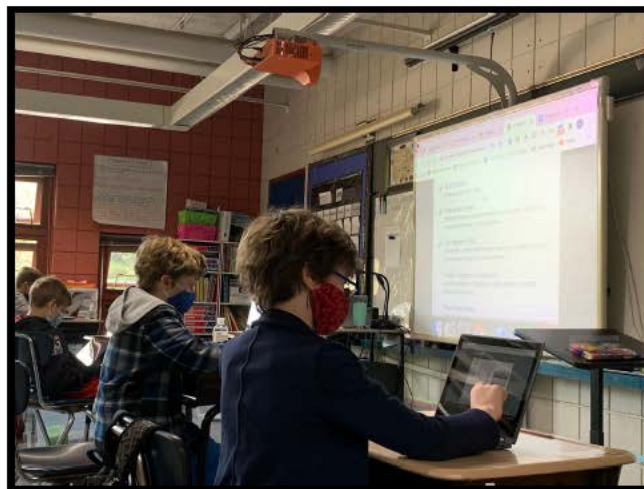
Source: DESE (Department of Elementary and Secondary Education) RADAR (Resource Allocation and District Allocation Reports)

## 2020 FTE by 100 Students

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

Organization	Teachers	Paraprofessionals	Leadership	Student Support	Clerical	Tech
Acton-Boxborough	384	226	54	35	46	14
Belmont	285	100	28	22	27	10
Concord	174	94	24	13	16	6
Lexington	616	191	70	60	114	18
Lincoln	120	52	13	7	17	4
Needham	423	167	59	38	69	9
State	75098	25317	8998	5713	8257	1390
Sudbury	196	52	21	19	19	3
Wayland	221	121	32	17	30	7
Wellesley	393	219	49	35	45	17
Weston	180	66	25	21	42	12
Winchester	356	99	36	26	28	4

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





## 2020 FTE by 100 Students (Continued)

Organization	Teachers	Paraprofessionals	Leadership	Student Support	Clerical	Tech
Acton-Boxborough	7.1	4.2	1.0	0.7	0.8	0.3
Belmont	6.1	2.1	0.6	0.5	0.6	0.2
Concord	8.4	4.6	1.2	0.6	0.8	0.3
Lexington	8.6	2.7	1.0	0.8	1.6	0.3
Lincoln	10.8	4.6	1.2	0.6	1.5	0.4
Needham	7.4	2.9	1.0	0.7	1.2	0.2
State	7.9	2.7	0.9	0.6	0.9	0.1
Sudbury	7.3	1.9	0.8	0.7	0.7	0.1
Wayland	8.2	4.5	1.2	0.6	1.1	0.3
Wellesley	8.1	4.5	1.0	0.7	0.9	0.3
Weston	8.8	3.2	1.2	1.1	2.0	0.6
Winchester	7.6	2.1	0.8	0.5	0.6	0.1

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



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

Lincoln Sudbury Regional School District					
FY19 - FY22 Revenue Summary					
Category	FY 19 Actual	FY 20 Actual	FY 21 Revised per Gov Proposal	FY 22 Projected 12/8/20	FY 22 Projected 1/27/21
<b>State Revenues *</b>					
Chapter 70 Aid	\$3,051,794	\$3,127,363	\$3,145,998	\$3,145,998	\$3,264,670
Reg Trans Reimb	\$543,965	\$556,217	\$332,472	\$332,472	\$328,098
(Transfer to Transp. Revolving)	-\$234,753	-\$221,540	-\$10,135	-\$16,745	-
	\$3,361,006	\$3,462,040	\$3,468,335	\$3,461,725	\$3,592,768
<b>Other Revenues</b>					
Medicaid	\$41,225	\$35,000	\$35,000	\$35,000	\$35,000
E-rate	\$1,530	\$2,500	\$2,500	\$0	\$0
Transcripts	\$10,529	\$7,500	\$7,500	\$5,000	\$5,000
Other Misc	\$114,714	\$10,000	\$10,000	\$10,000	\$10,000
E & D (or other sources)	\$250,000	\$0	\$0	\$0	\$0
Interest Income	\$56,512	\$10,000	\$10,000	\$15,000	\$15,000
	\$474,510	\$65,000	\$65,000	\$65,000	\$65,000
<b>State and Other Revenue Total</b>	\$3,835,516	\$3,527,040	\$3,533,335	\$3,526,725	\$3,657,768
<b>Assessments - Operating/Debt/OPEB</b>					
Lincoln *	\$3,684,359	\$3,550,493	\$3,676,335	\$3,807,575	\$3,876,655
Sudbury	\$24,762,715	\$25,808,881	\$26,712,280	\$27,530,492	\$27,330,369
	\$28,447,074	\$29,359,374	\$30,388,615	\$31,338,067	\$31,207,024
<b>Total Revenue</b>	\$32,282,590	\$32,886,414	\$33,921,950	\$34,864,792	\$34,864,792

## LINCOLN SUDBURY REGIONAL HIGH SCHOOL FY2022 EXPENDITURE PROJECTION – 1/19/2021

1. SALARIES							
Account	FY20 Actual Exp	FY21 Final Budget	FY21 Yr-to-Date as of 10/29/20	FY22 Proposed Budget	Variance FY22 Budget from FY21	FY22 Change %	
ADMINISTRATOR SALARIES	\$ 1,349,482	\$ 1,404,981	\$ 1,564,807	\$ 1,601,652	\$ 196,671		
CLERICAL SALARIES	\$ 900,767	\$ 978,464	\$ 944,958	\$ 1,034,072	\$ 55,608		
TEACHER SALARIES	\$ 15,515,145	\$ 15,979,824	\$ 15,915,465	\$ 16,449,887	\$ 470,063		
OTHER SALARIES AND STIPENDS	\$ 760,093	\$ 828,558	\$ 666,361	\$ 834,209	\$ 5,651		
SUBSTITUTE WAGES	\$ 151,975	\$ 86,000	\$ 5,334	\$ 86,000	\$ -		
MAINTENANCE WAGES	\$ 675,514	\$ 725,438	\$ 679,598	\$ 714,783	\$ (10,655)		
PARAPROFESSIONAL WAGES	\$ 732,037	\$ 759,174	\$ 657,987	\$ 670,201	\$ (88,973)		
BUS MONITORS	\$ 78,011	\$ 112,000	\$ -	\$ -	\$ (112,000)		
SUBTOTAL SALARIES	\$ 20,163,022	\$ 20,874,439	\$ 20,434,511	\$ 21,390,804	\$ 516,365	2.47%	
2. BUSING & FOOD SERVICE	\$ 1,204,609	\$ 1,307,460	\$ 1,028,310	\$ 1,345,229	\$ 37,769	2.89%	
3. CONTRACTUAL SERVICES	\$ 576,006	\$ 700,787	\$ 359,595	\$ 820,124	\$ 119,337	17.03%	
4. EQUIPMENT	\$ 188,442	\$ 199,102	\$ 112,062	\$ 228,467	\$ 29,365	14.75%	
5. EMPLOYEE INSURANCES	\$ 3,415,571	\$ 3,615,429	\$ 1,140,017	\$ 3,405,843	\$ (209,586)	-5.80%	
6. NON-EMPLOYEE INSURANCES	\$ 112,353	\$ 130,000	\$ 126,439	\$ 133,500	\$ 3,500	2.69%	
7. PENSION ASSESSMENT	\$ 704,071	\$ 755,859	\$ 755,859	\$ 793,652	\$ 37,793	5.00%	
8. OPEB CONTRIBUTION	\$ 383,109	\$ 383,109	\$ 383,109	\$ 250,000	\$ (133,109)	-34.74%	
9. OUT OF DISTRICT TUITION	\$ 3,610,331	\$ 3,634,034	\$ 5,443,498	\$ 4,141,954	\$ 507,920	13.98%	
10. TEXTBOOKS	\$ 68,070	\$ 87,561	\$ 8,349	\$ 82,666	\$ (4,895)	-5.59%	
11. INSTRUCT/ADMIN SUPPLIES AND MATERIALS	\$ 309,257	\$ 304,051	\$ 129,004	\$ 354,839	\$ 50,788	16.70%	
12. B & G CONTRACT SVCS, SUPPLIES, EQUIP.	\$ 521,682	\$ 520,481	\$ 415,863	\$ 554,525	\$ 34,044	6.54%	
13. UTILITIES	\$ 466,928	\$ 541,165	\$ 277,559	\$ 526,000	\$ (15,165)	-2.80%	
14. MISCELLANEOUS (Conf., Member., Trav., etc.)	\$ 260,597	\$ 258,913	\$ 58,745	\$ 254,764	\$ (4,149)	-1.60%	
15. DEBT SERVICE	\$ 628,700	\$ 602,950	\$ 565,375	\$ 582,425	\$ (20,525)	-3.40%	
<b>Total General Fund</b>	\$ 32,612,749	\$ 33,915,340	\$ 31,238,295	\$ 34,864,792	\$ 949,452	2.80%	
<b>PROJECTED REVENUE AS OF: 1/19/2021</b>				\$ 34,864,792		2.80%	

## CURRENT MEDIAN CLASS SIZE

Department (FTE red)	Median Class Size (FY20) FY21
Computer Science	(23) 26
English (.5)	(22) 23
FATA (.5)	(19) 21
History (.5 ACE)	(23) 22
Math (.25)	(21) 21
Science	(23) 23
Wellness (.5)	(20) 21
World Language (.5)	(19) 20

**LONG-TERM DEBT**

**LONG-TERM DEBT SCHEDULES**

*Town Outstanding Debt by Type*

Issue Types	Schools	Municipal	Pre-CPA	Total	Annual Debt Service	Principal Balance
FY20 Principal Balance	2,505,000	6,123,234	1,275,000			9,903,234
FY21 Principal	2,060,000	509,621	85,000	2,654,621		
FY21 Interest	89,413	217,517	46,963	353,892	3,008,513	7,248,613
FY22 Principal	240,000	413,908	85,000	738,908		
FY22 Interest	13,244	194,380	42,713	250,336	989,244	6,509,706
FY23 Principal	85,000	418,503	85,000	588,503		
FY23 Interest	8,050	175,134	38,463	221,647	810,150	5,921,202
FY24 Principal	80,000	423,116	85,000	588,116		
FY24 Interest	4,600	155,772	34,213	194,584	782,700	5,333,086
FY25 Principal	40,000	427,845	85,000	552,845		
FY25 Interest	2,000	136,292	29,963	168,255	721,100	4,780,241
FY26 Principal	-	432,895	85,000	517,895		
FY26 Interest	-	116,693	25,713	142,405	660,300	4,262,346
FY27 Principal	-	438,273	85,000	523,273		
FY27 Interest	-	104,065	23,163	127,227	650,500	3,739,073
FY28 Principal	-	443,787	85,000	528,787		
FY28 Interest	-	91,300	20,613	111,913	640,700	3,210,286
FY29 Principal	-	454,642	85,000	539,642		
FY29 Interest	-	78,396	18,063	96,458	636,100	2,670,645
FY30 Principal	-	460,645	85,000	545,645		
FY30 Interest	-	65,193	15,513	80,705	626,350	2,125,000
FY31 Principal	-	360,000	85,000	445,000		
FY31 Interest	-	51,838	12,963	64,800	509,800	1,680,000
FY32 Principal	-	335,000	85,000	420,000		
FY32 Interest	-	41,038	10,413	51,450	471,450	1,260,000
FY33 Principal	-	335,000	85,000	420,000		
FY33 Interest	-	30,988	7,863	38,850	458,850	840,000
FY34 Principal	-	335,000	85,000	420,000		
FY34 Interest	-	20,938	5,313	26,250	446,250	420,000
FY35 Principal	-	335,000	85,000	420,000		
FY35 Interest	-	10,469	2,656	13,125	433,125	-
Remaining Debt Service	4,824,381	8,360,131	1,751,044	14,935,556	14,935,556	

*LS Regional High School Outstanding Debt*

	Total	Annual Debt Service	Principal Remaining
FY20 Principal Balance			3,025,000
FY21 Principal	520,000		
FY21 Interest	82,950	602,950	2,505,000
FY22 Principal	515,000		
FY22 Interest	67,425	582,425	1,990,000
FY23 Principal	510,000		
FY23 Interest	52,050	562,050	1,480,000
FY24 Principal	500,000		
FY24 Interest	36,900	536,900	980,000
FY25 Principal	495,000		
FY25 Interest	21,975	516,975	485,000
FY26 Principal	485,000		
FY26 Interest	7,275	492,275	-
Remaining Debt Service	3,922,275	3,922,275	



*Community Preservation Outstanding Debt by Project*

Issues	Nobscot I & II	Cutting/ Dickson	Libby	Pantry Brook	Johnson Farm	Total	Annual Debt Service	Principal Balance
FY19 Principal Balance	3,255,000	900,000	605,000	2,290,000	750,000			7,800,000
FY21 Principal	340,000	235,000	125,000	130,000	50,000	880,000		
FY21 Interest	100,075	15,700	10,863	77,148	27,625	231,410	1,111,410	6,920,000
FY22 Principal	345,000	230,000	125,000	135,000	50,000	885,000		
FY22 Interest	88,575	12,175	8,988	73,173	25,125	208,035	1,093,035	6,035,000
FY23 Principal	340,000	220,000	120,000	140,000	50,000	870,000		
FY23 Interest	78,175	8,150	6,800	69,048	22,625	184,798	1,054,798	5,165,000
FY24 Principal	340,000	215,000	120,000	145,000	50,000	870,000		
FY24 Interest	67,625	4,300	4,700	64,773	20,125	161,523	1,031,523	4,295,000
FY25 Principal	340,000	-	115,000	150,000	50,000	655,000		
FY25 Interest	54,525	-	2,300	60,348	17,625	134,798	789,798	3,640,000
FY26 Principal	345,000	-	-	155,000	50,000	550,000		
FY26 Interest	41,200	-	-	55,773	15,125	112,098	662,098	3,090,000
FY27 Principal	340,000	-	-	155,000	50,000	545,000		
FY27 Interest	30,150	-	-	50,929	13,625	94,704	639,704	2,545,000
FY28 Principal	335,000	-	-	165,000	50,000	550,000		
FY28 Interest	21,525	-	-	45,729	12,125	79,379	629,379	1,995,000
FY29 Principal	330,000	-	-	170,000	50,000	550,000		
FY29 Interest	12,588	-	-	40,030	10,625	63,243	613,243	1,445,000
FY30 Principal	100,000	-	-	175,000	50,000	325,000		
FY30 Interest	6,000	-	-	33,906	9,125	49,031	374,031	1,120,000
FY31 Principal	100,000	-	-	180,000	50,000	330,000		
FY31 Interest	2,000	-	-	27,200	7,625	36,825	366,825	790,000
FY32 Principal	-	-	-	190,000	50,000	240,000		
FY32 Interest	-	-	-	19,800	6,125	25,925	265,925	550,000
FY33 Principal	-	-	-	195,000	50,000	245,000		
FY33 Interest	-	-	-	12,100	4,625	16,725	261,725	305,000
FY34 Principal	-	-	-	205,000	50,000	255,000		
FY34 Interest	-	-	-	4,100	3,125	7,225	262,225	50,000
FY35 Principal	-	-	-	-	50,000	50,000		
FY35 Interest	-	-	-	-	1,563	1,563	51,563	-
Remaining Debt Service	4,207,588	1,200,825	782,113	3,130,026	1,026,938	10,347,489	10,347,489	

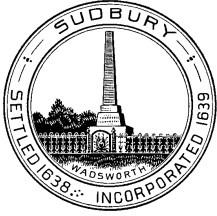
### LEGAL DEBT LIMIT

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

The Legal Debt Limit for FY19 is as follows:

Fiscal year 2020 equalized valuation.....	\$ <u>5,131,906,400</u>
Normal debt limit (5% of equalized valuation).....	<u>256,595,320</u>
Debt applicable to limit:	
Total net debt applicable to limit.....	<u>35,871,000</u>
Legal debt margin.....	\$ <u>220,724,320</u>

## **CAPITAL PLANNING**



Henry Hayes  
Town Manager

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

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Sudbury, MA 01776-1843  
978-639-3381

Fax: 978-443-0756  
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February 10, 2021

Dear Honorable Select Board and Members of the Finance Committee,

It is my pleasure to submit to you the FY22 Town Manager's Capital Plan for the Town Municipal Government, Sudbury Public Schools (SPS), and Lincoln Sudbury Regional High School (LSRHS) of the Town of Sudbury.

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

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

The requested Capital Budget is \$2,779,680. This includes the Town Manager's Capital Operating Budget of \$1,102,180. Favorable action on this plan at Town Meeting will allow the town to make necessary repairs and purchase or replace essential equipment. This plan is imperative to systematically anticipate and deliver service the town in the best possible manner.

The following chart shows the detail of the proposed FY22 Capital Plan:

Project Name	Department	Cost	Suggested Funding
Various Building Improvements	Facilities	\$ 75,000	Free Cash/Tax Levy*
Radio Receivers	Police	\$ 30,000	Free Cash/Tax Levy*
Pick Up Truck with Plow - Unit 2	DPW	\$ 70,000	Free Cash/Tax Levy*
Pickup Truck (Fire Dept.) Engine 8	Fire	\$ 55,000	Free Cash/Tax Levy*
Loring School Playground Access Walkway	SPS	\$ 78,000	Free Cash/Tax Levy*
Dump Truck With Plow - Unit 29	DPW	\$ 95,000	Free Cash/Tax Levy*
Fire Department Service Truck	Fire	\$ 55,000	Free Cash/Tax Levy*
Half Ton Pickup Truck	Facilities	\$ 28,309	Free Cash/Tax Levy*
Van	Facilities	\$ 40,144	Free Cash/Tax Levy*
Fire Alarm Monitoring System (Vision 21)	Fire	\$ 91,000	Free Cash/Tax Levy*
Tennis Court Repair and Resurfacing	LSRHS	\$ 39,410	Free Cash/Tax Levy*
Curtis Boiler #3 Replacement	SPS/Facilities	\$ 80,000	Free Cash/Tax Levy*
Car 3 (Fire Dept.)	Fire	\$ 55,000	Free Cash/Tax Levy*
Paging, Clocks, and Bell Systems	SPS	\$ 25,000	Free Cash/Tax Levy*
Aerila Fork Lift (currently 2004)	LSRHS	\$ 35,907	Free Cash/Tax Levy*
Loring Hot Water Heating Main Circulating Pump Replacement	SPS/Facilities	\$ 25,000	Free Cash/Tax Levy*
2012 Chevrolet Express Van-15 Passenger	LSRHS	\$ 39,410	Free Cash/Tax Levy*
Kitchen Equipment Replacement.	SPS	\$ 45,000	Free Cash/Tax Levy*
Document Scanning	Info Systems	\$ 50,000	Free Cash/Tax Levy*
Demolition of 3 Sheds at Broadacres Farm	Facilities	\$ 40,000	Free Cash/Tax Levy*
Town-wide Walkway Design/Construction Improvements	DPW	\$ 50,000	Free Cash/Tax Levy*

**Town Manager's Capital Operating Budget** \$ 1,102,180

Replace Stadium Field Turf (Town Partnership)	LSRHS	\$ 337,500	Free Cash
Noyes Fire Alarm System Replacement	SPS/Facilities	\$ 220,000	Free Cash
6-Wheel 26,000+ GVW Combo Body Dump Truck w/Plow and Spreads	DPW	\$ 285,000	Free Cash
Multi-purpose Sidewalk Tractor unit # 53	DPW	\$ 205,000	Free Cash
2004 Volvo L90E Loader unit 48	DPW	\$ 230,000	Free Cash
Marlboro Road Culvert Replacement (Construction)	DPW	\$ 400,000	Free Cash

**Capital Additions in Excess of \$100,000** \$ 1,677,500

**Total FY22 Capital Plan** \$ 2,779,680

\* \$900,000 of Free Cash is proposed to fund a portion of the Town Manager's Capital Operating Budget. The balance of \$202,180 will be raised in the Tax Levy.

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

Respectfully submitted,

Henry Hayes  
Town Manager



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Facilities – Town and SPS
<b>Item/Project Name:</b> Various Building Improvements

<b>Year of Initial Request:</b> 2020	<b>Estimated Total Project Cost:</b> \$75,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> NA	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 1	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b>  These improvements are a continuation of a long-term plan to include a standard amount of funding for building improvements in the Capital Budget each year. As in prior years the intent is to include school buildings as well. The Various Buildings Improvements requests does not list any specific project, thus allowing flexibility to address capital projects that are not anticipated for the coming fiscal year and have no funding source. The intent is to include engineering and studies that may be required to execute projects.		
<b>Justification and Need:</b> Building improvements are to be made based upon greatest need and to include items listed in previous capital request s or similar items.		
<b>Benefit:</b> Allows for immediate attention to unanticipated facilities capital repair, asset preservation issues and cost savings measures.		
<b>Alternatives Considered and Reasons for Nonselection:</b>	<b>Typical Replacement Lifecycle:</b>	
<b>Consequences of Not Implementing or Delaying Implementation:</b>  Increased deferred maintenance, system failures and operational inefficiencies.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> The various improvements projects may include, but are not limited to, engineering and architectural services, capital projects, required studies and cost estimation, building envelope, building mechanical systems and energy management systems.		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Sudbury Police Department
<b>Item/Project Name:</b> Radio Receivers

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$30,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> NA	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 1	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Replacement of legacy radio receiver equipment at the Landfill and Lincoln-Sudbury Regional High School.		
<b>Justification and Need:</b> Sudbury Police Department radio infrastructure is critical to operations. There remain 2 legacy receiver sites at Lincoln-Sudbury Regional High School as well as the DPW Landfill which covers the southeast corner of the town.		
<b>Benefit:</b> Provides a sustainable radio network for both the High School as well as the southeast quadrant of town.		
<b>Alternatives Considered and Reasons for Nonselection:</b>		<b>Typical Replacement Lifecycle:</b>
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increased deferred maintenance, system failures and operational inefficiencies.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> <i>Quote provided of \$28,770.00 effective through December 27, 2020. Expanded to \$30,000 for future increases.</i>		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  DPW
<b>Item/Project Name:</b>  Pick-up Truck with Plow Unit 2

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$70,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> NA	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 1	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Purchase a new Pick-up truck with plow to replace an older model truck.		
<b>Justification and Need:</b> The proposal is to replace a 2015 Chevy Silverado 2500 with a new pick-up truck and plow. This pick-up truck is assigned to a supervisor. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. Pick-up trucks are one of the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also paired with larger equipment to perform snow removal.		
<b>Benefit:</b> Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.		
<b>Alternatives Considered and Reasons for Nonselection:</b> 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.		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> The replacement cycle of these types of DPW vehicles and equipment is approximately 10 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in snow removal operations and construction projects.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



Picture(s) of existing vehicle:



Picture(s) of proposed new similar vehicle:





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Fire Department
<b>Item/Project Name:</b> Engine 8 Replacement

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$55,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 1-B	<b>Anticipated Staffing Changes:</b> None

**Project Description:**  
This project is for the replacement of Engine 8, Brush Fire Unit

**Justification and Need:**  
The current Engine 8 is a 2003 Ford F-350 Pickup truck purchase **used** on a federal grant, replacement of this vehicle is due to age and a lack of dependability for brush fire response. Once replaced, the vehicle will be over eighteen years old.

**Benefit:**  
The Department will have a dependable vehicle for brush fire response, lower fuel and maintenance costs.

<b>Alternatives Considered and Reasons for Nonselection:</b>	<b>Typical Replacement Lifecycle:</b> 10 Years
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**Consequences of Not Implementing or Delaying Implementation:**  
Not replacing Engine 8 would place the Department in the position of not having adequate brush fire response capabilities.

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



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
SPS/Facilities

**Item/Project Name:**  
Loring School Playground  
Access Walkway

<b>Year of Initial Request:</b> 2020	<b>Estimated Total Project Cost:</b> \$78,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 3	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Construct a walkway from the Loring School cafeteria to the new ADA compliant playground to be constructed in summer 2021. This would enable all students, including those with mobility impairments, to access the new playground together using one walkway. Students with mobility impairments will be able to use the same pathway to and from the playground as all others.		
<b>Justification and Need:</b>		
<b>Benefit:</b> All students will be able to use the same pathway to the new compliant playground. There will be no need for a ramp system or separate route for those with mobility impairment.		
<b>Alternatives Considered and Reasons for Nonselection:</b>		<b>Typical Replacement Lifecycle:</b>
<b>Consequences of Not Implementing or Delaying Implementation:</b>		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  DPW
<b>Item/Project Name:</b>  Dump Truck with Plow Unit 29

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$95,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 2	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Purchase a new dump truck with plow to replace an older model truck.		
<b>Justification and Need:</b> The proposal is to replace a 2014 Chevy Silverado 3500 dump truck with a new similar dump truck (stake-body) with plow. A new dump truck will provide multiple uses throughout all the divisions within the DPW as well as improve efficiencies. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. Dump trucks are one of the most used equipment in the fleet. The Public Works employees use these vehicles to perform their everyday tasks including moving materials and equipment that is carried and towed by these vehicles. These trucks are also paired with larger equipment to perform snow removal.		
<b>Benefit:</b> Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.		
<b>Alternatives Considered and Reasons for Nonselection:</b> 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.		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> The replacement cycle of these types of DPW vehicles and equipment is approximately 10 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in snow removal operations and construction projects.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		

Picture(s) of existing vehicle:



Picture(s) of proposed new similar vehicle:





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  Fire Department
<b>Item/Project Name:</b>  M-1 Replacement Vehicle

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$55,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> NA	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 2	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> This project is for the replacement of the Fire Departments Service truck, a 2006 Chevrolet 2500 HD 3/4.		
<b>Justification and Need:</b> The current service vehicle (M-1) has been taken out of service due to substantial rust on the frame, suspension, body, fuel lines and brake system. This vehicle is used as spare command vehicle for the Shift Commander, to transport fire equipment to and from fire scenes, and used to pull the Departments four emergency response trailers.		
<b>Benefit:</b> The Department will have a dependable vehicle for emergency response, lower fuel and maintenance costs.		
<b>Alternatives Considered and Reasons for Nonselection:</b>		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Not replacing M-1 would place the Department in the position of not having an adequate vehicle to address the Towns emergency response capabilities.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> On request.		





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
Facilities  
**Item/Project Name:**  
Replace Half Ton Pickup Truck

<b>Year of Initial Request:</b> FY21	<b>Estimated Total Project Cost:</b> \$28,309	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> 5%	<b>Recurring or Nonrecurring:</b> Nonrecurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 5	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Replace 2011 Chevrolet half ton pickup truck used by Facilities Dept. maintenance staff with F150 4X4 SS S/Cab XL half ton 4-wheel drive pickup truck.		
<b>Justification and Need:</b> The pickup is the only truck in the Facilities Department. The current truck will be 10 years old and parts are beginning to rust and reach the end of their life. The interior is worn. This truck is used by staff for transporting all types of materials, tools and associated equipment. It is the only means to move large items. The truck is also used to transport staff during and after snow storms to perform required snow removal.		
<b>Benefit:</b> Continued ability to perform basic the mission and tasks required of the Facilities Dept. reliably. Expanded capacity to perform required maintenance functions.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Continued use of an aged vehicles and limited capability.		<b>Typical Replacement Lifecycle:</b> 8-10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increased repair and maintenance costs. Decreased vehicle reliability and usefulness.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



## **Ford F-150 XL Pickup Truck**



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Facilities
<b>Item/Project Name:</b> Replace Ford Explorer

<b>Year of Initial Request:</b> FY21	<b>Estimated Total Project Cost:</b> \$40,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> 5%	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 5	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Replace 2016 Ford Explorer (former police cruiser) used by Facilities Dept. maintenance staff with cargo van.		
<b>Justification and Need:</b> The Explorer is a former police cruiser has 75,000 miles and has required extensive costly repairs since being placed into service by Facilities. The vehicle has very limited capacity for most maintenance functions. Carrying tools and materials, etc.		
<b>Benefit:</b> Continued ability to perform the mission and basic tasks required of the Facilities Dept. reliably. Expanded capacity to perform required maintenance functions.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Continued use of an aged vehicles and limited capability.		<b>Typical Replacement Lifecycle:</b> 8-10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increased repair and maintenance costs. Decreased vehicle reliability and usefulness.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		

Facilities Ford Explorer cargo area



Facilities Ford Explorer back seat



Facilities Ford Explorer front





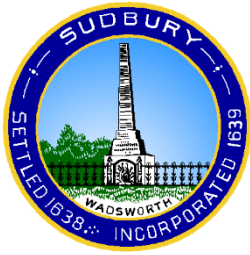
## **Ford Transit Connect Cargo Van**



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Fire Department
<b>Item/Project Name:</b> Fire Alarm Monitoring System Vision 21 Replacement

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$91,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 3	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> This project is for the replacement of the Fire Departments Radio Box Fire Alarm Monitoring equipment located in the Police Station Dispatch Center.		
<b>Justification and Need:</b> The current Fire Alarm Radio Box monitoring equipment located in the Police Dispatch Center has reach end of life and replacement parts are starting to become an issue. This system monitors all the fire alarm systems for the Towns buildings to include the schools, Town Hall, DPW, Senior Center/Recreation etc. This system also monitors private buildings to included skilled nursing facilities, large apartment complexes and condominiums, private schools, etc.		
<b>Benefit:</b> The new upgraded monitoring system will work on computer servers/software and will not have rely on analog/mechanical components that could fail and would need to have outdated replacement parts located. The current Radio Box Monitoring system is being phased out by the manufacture and finding replacement parts is questionable.		
<b>Alternatives Considered and Reasons for Nonselection:</b>		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Not replacing this equipment in a timely fashion could lead to a breakdown of the system and Radio Box Fire Alarms would not be received by the Dispatch Center.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> On request.		



**Town of Sudbury  
Capital Improvement Budget Request  
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FY2022**

<b>Department/Committee:</b>  LSRHS
<b>Item/Project Name:</b>  Tennis Court Repair and Resurfacing (6 courts)

<b>Year of Initial Request:</b> 2021	<b>Estimated Total Project Cost:</b> \$45,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Additional maintenance costs	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 3 - High	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Repair and Resurface 6 Tennis Courts		
<b>Justification and Need:</b> The tennis court condition is deteriorating with the size and depth of cracks increasing each year as they are beyond useful life.		
<b>Benefit:</b> The tennis courts are used seasonally by athletes and community members alike.		
<b>Alternatives Considered and Reasons for Nonselection:</b> N/A		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Aging surface is prone to weather damage, increased wear and tear requiring additional repairs and safety concerns for students and community members.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> N/A		





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
SPS/Facilities

**Item/Project Name:**  
Curtis Boiler #3  
Replacement

<b>Year of Initial Request:</b> 2020	<b>Estimated Total Project Cost:</b> \$80,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 2	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Replace boiler #3 at the Curtis Middle School with a new 4 million BTU conventional draft hot water boiler.		
<b>Justification and Need:</b> The existing 20+ year old Burnham sectional #3 boiler has numerous cracked sections and cannot be cost effectively repaired.		
<b>Benefit:</b> Replacement of the #3 boiler will allow the system to maintain even heat throughout the school during the deepest part of the heating season without experiencing cold areas of the building.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Rebuilding the # 3 boiler with new sections will cost more than a replacement and those repairs will not yield long term life.		<b>Typical Replacement Lifecycle:</b> 20 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> The Curtis Middle School boiler system was designed to heat the building evenly with three boilers, two will leave some areas cooler and not provide for backup		

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

Existing Curtis Boiler #3





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Fire Department
<b>Item/Project Name:</b> Car 3 Replacement

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$55,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 4	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Replacement of Car 3, this vehicle service as the primary Incident Command Vehicle / Shift Commanders Vehicle, use for emergency response, fire inspections and service calls.		
<b>Justification and Need:</b> This replacement vehicle is used by the Fire Department Shift Commander as a primary emergency response vehicle, this vehicle is also utilized as the primary fire inspection vehicle. The dependability of the vehicle is critical to providing public safety to the Town of Sudbury.		
<b>Benefit:</b> Would provide a reliable emergency response vehicle for the Fire Department Shift Commander.		
<b>Alternatives Considered and Reasons for Nonselection:</b>		<b>Typical Replacement Lifecycle:</b> 5 Year Life Cycle
<b>Consequences of Not Implementing or Delaying Implementation:</b> Non-replacement could possibly delay emergency responses for the Shift Commander.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> Available on request.		



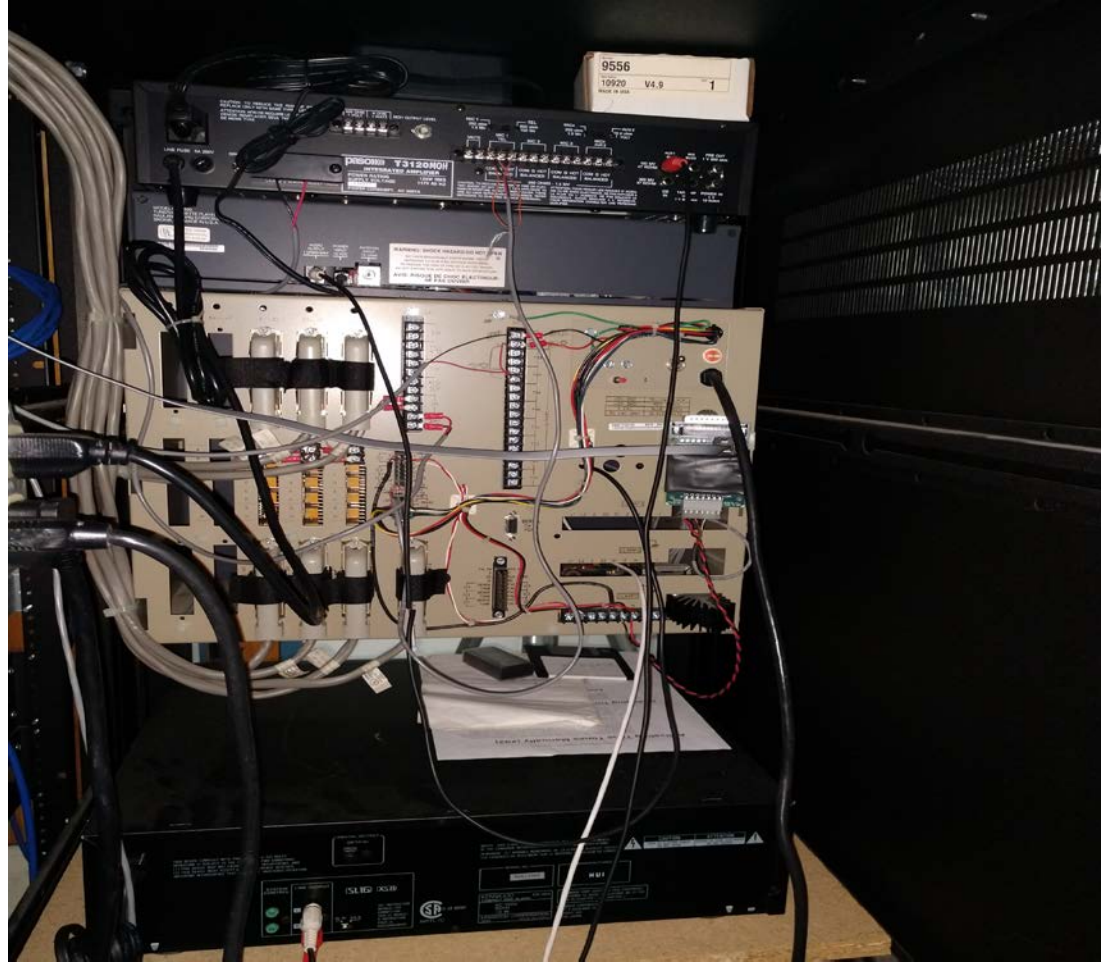
**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
SPS/Facilities

**Item/Project Name:**  
Paging, Clocks, and Bell Systems

<b>Year of Initial Request:</b> FY18	<b>Estimated Total Project Cost:</b> \$25,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 4	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> This is a continuation of the FY21 capital project to replace aging schools PA/Clock/Bell systems. New phone systems have been installed in all 5 schools, however PA System/clocks/bells remain in need of repair or replacement.		
<b>Justification and Need:</b> Systems are outdated, obsolete and parts are increasingly unavailable.		
<b>Benefit:</b> Effective communications with staff and students during emergencies and day to day operations.		
<b>Alternatives Considered and Reasons for Nonselection:</b> No alternate system.		<b>Typical Replacement Lifecycle:</b> 10-15 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Greater cost for repairs to equipment, no new parts are available. Potential system failure.		

**Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):**  
Existing Schools Paging, Clocks and Bells equipment





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  LSRHS
<b>Item/Project Name:</b>  Aerial Lift (33ft)

<b>Year of Initial Request:</b> 2021	<b>Estimated Total Project Cost:</b> \$41,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Avoid maintenance cost on existing	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 4 - High	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Replace existing aerial lift		
<b>Justification and Need:</b> This is a standard piece of equipment needed to maintain the facility. Operating costs would rise if we had to rent this equipment.		
<b>Benefit:</b> The Aerial lift is used regularly for maintenance and repair of spaces not safely reachable by ladder.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Rental option of this equipment annually would be more expensive overall	<b>Typical Replacement Lifecycle:</b> 10+ years and current unit has been in service for 16yrs	
<b>Consequences of Not Implementing or Delaying Implementation:</b> We would incur additional Maintenance costs on the existing lift and possible rental costs for functioning unit		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
SPS/Facilities

**Item/Project Name:**  
Loring Hot Water Heating  
Main Circulating Pump  
Replacement

<b>Year of Initial Request:</b> 2020	<b>Estimated Total Project Cost:</b> \$25,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> NA	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 5	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> To replace the Loring School main hot water heating circulating pump assembly with a new circulator pump unit including all associated piping, fittings, valves, gauges, fluids, flex joints and variable frequency drive parts.		
<b>Justification and Need:</b> The existing pump was previously refurbished and is now no longer able to be repaired.		
<b>Benefit:</b> Heating system reliability and ability to maintain even heat throughout the building.		
<b>Alternatives Considered and Reasons for Nonselection:</b> The unit was refurbished once and that is now no longer an option.		<b>Typical Replacement Lifecycle:</b> 15 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Uneven heating throughout the building. Potential system failure.		

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







**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  LSRHS
<b>Item/Project Name:</b>  Van - 15 passenger

<b>Year of Initial Request:</b> 2022	<b>Estimated Total Project Cost:</b> \$45,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> N/A	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 3 - High	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Replace existing Athletic van		
<b>Justification and Need:</b> To maintain safe operations for Student Activities and Athletic Travel		
<b>Benefit:</b> The van is used regularly for transportation of teams to away venues. Depending on distance and time, daily bus rental rates range from \$450 to \$650 per day. At an average cost of \$500 per day 90 uses represents break even pay back.		
<b>Alternatives Considered and Reasons for Nonselection:</b> We are hopeful that we can work with the Athletic Boosters to raise the money to fund this Van replacement, however, with limited fundraising events that may not be a reality in this pandemic climate.		<b>Typical Replacement Lifecycle:</b> 10 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Aging vehicles invite additional repairs and safety concerns for student travel.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  SPS/Facilities
<b>Item/Project Name:</b>  Kitchen Walk-in Refrigeration Replacement

<b>Year of Initial Request:</b> 2016	<b>Estimated Total Project Cost:</b> \$45,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 6	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Replacing aging 20+ year old Kitchen walk-in refrigeration equipment at Haynes and Nixon Schools.		
<b>Justification and Need:</b> Replace aged, unreliable and less efficient equipment.		
<b>Benefit:</b> Increased reliability and energy efficiency of critical elements of food service equipment.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Continued increasingly costly and less effective repairs to try and maintain equipment in service.	<b>Typical Replacement Lifecycle:</b> 15 Years	
<b>Consequences of Not Implementing or Delaying Implementation:</b> Aging equipment and increased costs to keep in service deplete operating budgets affecting maintenance operations.		

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





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> Information Systems
<b>Item/Project Name:</b> Scan/Archive Paper Documents

<b>Year of Initial Request:</b> 2021	<b>Estimated Total Project Cost:</b> \$50,000	<b>Estimated Future Savings:</b> Reduce storage needs through the digitizing of paper documents
<b>Estimated Incremental Costs:</b> Staff time in gathering and preparing the documents.	<b>Recurring or Nonrecurring:</b> Recurring (5 years)	
<b>Justification Code:</b> D	<b>Priority:</b> 2	<b>Anticipated Staffing Changes:</b> None
<p><b>Project Description:</b> We would like to scan paper documents and add the digitized document files to our archiving software database (Application Xtender). This is the second year of this project and we are continuing with the first phase, which is to digitize any document that is larger than 11" x 17". The majority of these documents will be plans that have been submitted to various departments. The average size of these plans are 36" x 48" which are stored in boxes and file cabinets. The scanning vendor will index the plans by Address, Year/Month of Plan, Permit Number, and Plan Type. The documents will be scanned in a 300 dpi resolution and added to our archiving database. The electronic documents will be stored according to the methods recommended by the Commonwealth of Massachusetts Archives Division. This will allow us to destroy the paper documents after the scanning is completed.</p>		
<p><b>Justification and Need:</b> Documents that are larger than 11" x 17" cannot be copied or scanned with a standard copier. The documents must be brought over to the Department of Public Works and copied/scanned with their large format scanner/printer. This is a very time-consuming process. The documents are stored in boxes and file cabinets that take up much needed office space. In order to access the paper documents, office staff must locate the document, retrieve it and return it after use. If we can digitize large format paper documents and add them to a searchable archiving database, the time needed to retrieve these documents is reduced significantly. The electronic plans can be easily shared with any resident who requests the document. The documents that exist in a department's file cabinet can be accessed by many through the archiving database.</p>		

<p><b>Benefit:</b> Documents can be retrieved through the archiving software and will be easily found through keyword searches. The space required to store these paper documents will be freed up for other uses. Time used by staff retrieving these documents will be greatly reduced. Large format documents can be given to public electronically thus, eliminating the need for residents to look at the plans in the Town offices.</p>	
<p><b>Alternatives Considered and Reasons for Nonselection:</b> None</p>	<p><b>Typical Replacement Lifecycle:</b> The scanned documents do not have a replacement lifecycle.</p>
<p><b>Consequences of Not Implementing or Delaying Implementation:</b> Paper documents take up precious space in our Town Buildings. This problem will continue to grow without the digitization of our paper records.</p>	
<p><b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b> Quotation for scanning of large format documents from DataBank. Massachusetts State Archive Division's frequently asked questions about digital records.</p>	



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
Facilities  
**Item/Project Name:**  
Demolition of 3 Sheds at Broadacres Farm

<b>Year of Initial Request:</b> FY2022	<b>Estimated Total Project Cost:</b> \$40,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b>	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b>	<b>Priority:</b>	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Demolish and remove 2 animal shelter buildings and one small shed on the Broadacres Farm site and restore the area to the surrounding grade.		
<b>Justification and Need:</b> The buildings in question were identified as hazardous and recommended for demolition by the Building Dept. and Facilities Dept. when the property was purchased. They have major structural damage and have deteriorated since the Town purchased the property.		
<b>Benefit:</b> The areas across Morse Road from the main house could be used for expanded parking for the open space trail's areas.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Continue to try and maintain the buildings in a safe manner.		<b>Typical Replacement Lifecycle:</b>
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increased deferred maintenance, system failures and operational inefficiencies.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>
DPW
<b>Item/Project Name:</b>
Town-wide Walkway Design/Construction Improvements

<b>Year of Initial Request:</b> FY17	<b>Estimated Total Project Cost:</b> \$50,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 10	<b>Anticipated Staffing Changes:</b> None

**Project Description:**

This request is for \$50,000 for engineering, design and/or construction of walkways/ADA ramps town wide.

The Comprehensive Walkway Program seeks to provide a network of walkways throughout Sudbury. This walkway network will:

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

Prior to adoption of the Community Preservation Act in Sudbury in 2002, walkway construction was funded in the annual budget. Since 2002, walkway construction has been funded almost exclusively with CPA funds, and walkways have been constructed on Nobscot Road, Willis Road, Raymond Road, Peakham Road, Concord Road, Dakin Road, North Road and Old Framingham Road, for a total of approximately \$950,000 appropriated.

The Public Works Department is currently working with a consultant to help us identify and prioritize walkway projects throughout Town. Additionally, this firm is helping us incorporate the State's Complete Streets Program to Sudbury's unique roadway and walkway network so we can take advantage of State funds that are available to us.

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

**Justification and Need:**

- a. Risk to public safety: Most pedestrian-vehicular accidents in Town can be attributed to the lack of separate thoroughfares for vehicles and pedestrians. As town population increases, the volume of traffic on roads increases; which in turn increases the potential for pedestrian/vehicle collisions.
- b. Equitable provision of services: Some of the oldest streets in town have walkways along them, and others do not. These old streets are typically narrow and curvy, and do not allow safe pedestrian usage. Funds should be earmarked to expand the walkway network along the older streets in town.
- c. Funding Sources outside taxation: The walkway program currently funded in Sudbury utilizes public funds from Town Meeting appropriation and private contributions from developers and private citizens. These private contributions have been made willingly over the past several years due to the progress made in constructing walkways. Disruption of the program will diminish outside private contributions.
- d. Provide additional, vitally needed modes of recreation and transportation, i.e., walking, jogging and bicycling.
- e. Provide safe routes to and from schools and bus stops for students.

**Benefit:**

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

**Alternatives Considered and Reasons for Nonselection:**

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

A second alternative is to apply for Community Preservation funds for the construction of walkways.

**Typical Replacement Lifecycle:**

**Consequences of Not Implementing or Delaying Implementation:**

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



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

Many opportunities to expand the Town walkway system at minimum cost to the Town are in place. The Town regularly accepts gifts from developers, through subdivision and site plan approval, to be placed in a general walkway engineering and construction fund, expended under the direction of the DPW Director. All developers are asked to consider the off-site impacts of development, as well as the marketability of providing amenities in developments. The Planning Board continues to expand the walkway system through the subdivision approval process, and the Board of Selectmen continues to request commercial development proposals to provide walkways along crucial segments of Route 20 and its adjacent streets.

An annual amount of approximately \$20,000 is included in the Department of Public Works budget for maintenance of existing walkways. It is requested that this line item be funded in the Public Works Department budget every year to adequately maintain these important Town resources. A separate capital funding request has also been made for walkway maintenance.



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
LSRHS and Sudbury Parks & Rec

**Item/Project Name:**  
Replacement of the Stadium/Community Artificial Turf Field

<b>Year of Initial Request:</b> 2019	<b>Estimated Total Project Cost:</b> \$675,000	<b>Estimated Future Savings:</b> Major maintenance expense
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> N/A	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 1 - Highest	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Replacement of the artificial turf field known as the 'Stadium Field and Community Turf Field'.		
<b>Justification and Need:</b> The original turf field was completed in 2004. The field is not only used by Lincoln Sudbury Regional High School Football, Soccer, Lacrosse and Rugby teams, but also the Sudbury Parks and Recreation Department for various sports. The length of the fiber has declined due to wear & tear and ultraviolet light exposure. The risk of injury greatly increases as the rubber pellets in the fibers grab onto cleats while the athlete is in motion resulting in ankle and knee injuries. Additionally, since the installation of the original field, it is recommended that fields that host high impact sports have a shock pad installed under the turf to minimize potential concussion injuries		
<b>Benefit:</b> Replacing the artificial turf field will provide a safe playing field for Community sports teams and Lincoln-Sudbury Regional School District athletes.		
<b>Alternatives Considered and Reasons for Nonselection:</b> There is no alternative but to replace the artificial turf field. The wear and tear is evident in all areas of the field, major maintenance and patchwork repairs have extended its useful life but further use will continue to deteriorate the field condition		<b>Typical Replacement Lifecycle:</b> 10 years and the current field is now going into year 14
<b>Consequences of Not Implementing or Delaying Implementation:</b> The turf field conditions will not improve; they can only get worse with continued utilization of the field. Deteriorating conditions of the artificial turf field will result in increased injuries to our athletes and community members. It has been estimated that the field has over 1000 scheduled hours of play time per year.		

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

The project cost includes removal of existing turf and infill, regrading of base, supply and install new artificial surface, inlaid markings, center logo, initial g-max testing and an eight (8) year warranty. Pricing is from the Sourcewell Cooperative Purchasing System Contract. Estimated cost of the project also includes engineering costs and a 10% contingency fee. The estimate was prepared on October 5, 2020.



**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

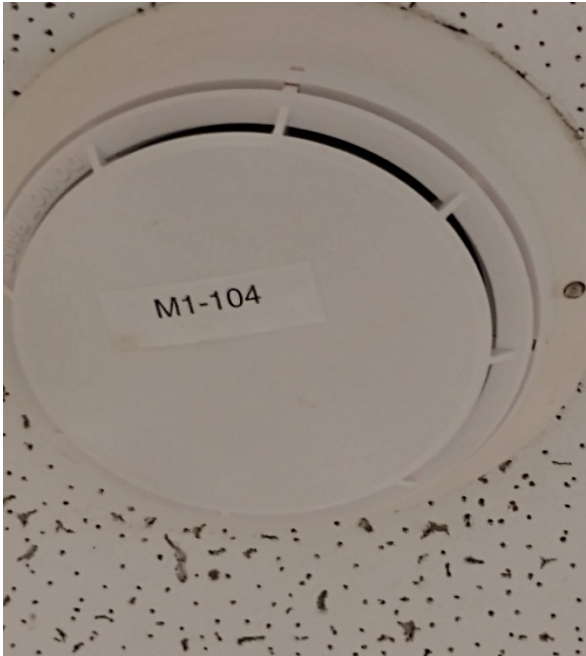
<b>Department/Committee:</b> SPS/Facilities
<b>Item/Project Name:</b> Noyes School Fire Alarm System Replacement

<b>Year of Initial Request:</b> 2019	<b>Estimated Total Project Cost:</b> \$220,000	<b>Estimated Future Savings:</b>
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> NR	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 1	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> To replace the entire existing Simplex fire alarm system. To include a new nonproprietary notifier addressable master control panel, annunciator panel, smoke detectors, duct smoke detectors, beam detectors, magnetic door hold open devices and all associated piping and wiring.		
<b>Justification and Need:</b> The 25+ year old Simplex fire alarm system has become problematic to maintain in working order, and is subject to an increasing number of system malfunctions and repairs. Parts for repair are increasingly difficult and expensive to obtain. The new addressable system will transmit information via a radio box to the Fire Department with the location and nature of any alarm. Responding crews will have prearrival information and be directed to the exact source and area of any alarm.		
<b>Benefit:</b> Life safety system reliability. Fire Department alarm prearrival information.		
<b>Alternatives Considered and Reasons for Nonselection:</b> Attempt to maintain the system and obtain failing components. Fund system repairs with operational maintenance budgets.		<b>Typical Replacement Lifecycle:</b> 20 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increasing maintenance and replacement costs depleting operational budgets. Eventual lack of replacement parts. Risk of system failure.		
<b>Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):</b>		

Existing smoke detectors



Example of new smoke detector





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

**Department/Committee:**  
DPW

**Item/Project Name:**  
6-Wheel Combo-Body with  
Plow and Wing  
Unit 6

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$285,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 3	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Purchase a new 6-wheel dump truck with combination style (integrated spreader) body (>26,000 GVW) with plow and wing to replace an older model truck.		
<b>Justification and Need:</b> This request will replace a 2006 Mack 10-wheel truck which has a fixed-mount dedicated spreader, plow and wing with a new truck up-fitted with a combination body, plow and wing. This truck is at its useful life-expectancy of about 15 years. Due to the caustic nature of the salt used in snow removal operations, the chassis and bodies of these vehicles disintegrate much sooner than the total number of hours or miles would typically indicate, in spite of being washed after every treatment event. Being a dedicated spreader, this vehicle is only used during winter months. It is a goal of the Public Works to focus on standardizing vehicles and specifying vehicles to better suit our multi-disciplinary needs. This proposal is to replace the existing dedicated spreader with a combination body (dump truck and spreader) to be used throughout all seasons. The Public Works employees use these vehicles to move materials and equipment while performing construction activities as well as plow snow and treat the roadways during winter operations.		
<b>Benefit:</b> Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.		
<b>Alternatives Considered and Reasons for Nonselection:</b> 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.		<b>Typical Replacement Lifecycle:</b> 15 Years

**Consequences of Not Implementing or Delaying 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.

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

**Picture(s) of existing vehicle:**



**Picture(s) of proposed new similar vehicle:**



**Spinner:**

The rear spinner assembly (shown) adjusts up/down, side-to-side, and fore/aft for precise spread pattern control.



**Body:**

95.5" (243cm) wide body provides maximum capacity. Body side sheets and floor feature one-piece construction.





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b> DPW
<b>Item/Project Name:</b> Multi-Purpose (Sidewalk) Tractor - Unit 53

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$205,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 1	<b>Anticipated Staffing Changes:</b> None
<b>Project Description:</b> Purchase a new Multi-Purpose Tractor (Sidewalk Machine) with attachments to replace and existing older model.		
<b>Justification and Need:</b> This request is to replace an existing 2009 multi-purpose tractor and associated attachments with a new similar model with similar attachments. This equipment, with its various attachments, clears walkways during snow removal operations using its plow or snow blower attachments, sweeps debris from walkways and roadway construction sites, and supplements the roadside mowing with its boom flail mower attachment. The existing unit has experienced increased down time due to breakdowns. The multi-purpose tractor is exposed to many different environments including damaging branches, stone walls, hidden castings and corrosive materials (salt) 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 7-10 years.		
<b>Benefit:</b> Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment. A multi-purpose tractor is used all season. This unit clears walkways during snow removal operations using its plow or snow blower attachments. It also utilizes the broom attachment to clear debris from walkways and roadway construction sites. The flail mower aids in roadside mowing throughout Town.		
<b>Alternatives Considered and Reasons for Nonselection:</b> 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. Delays in clearing walkways during snow events will be experienced as equipment breakdowns continue to increase in frequency.		<b>Typical Replacement Lifecycle:</b> 7-10 Years

**Consequences of Not Implementing or Delaying Implementation:**

Significant delays in important town operations such as sweeping, plowing and other roadwork. The replacement cycle of these types of DPW vehicles and equipment is approximately 7-10 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing delays in snow removal operations and construction projects.

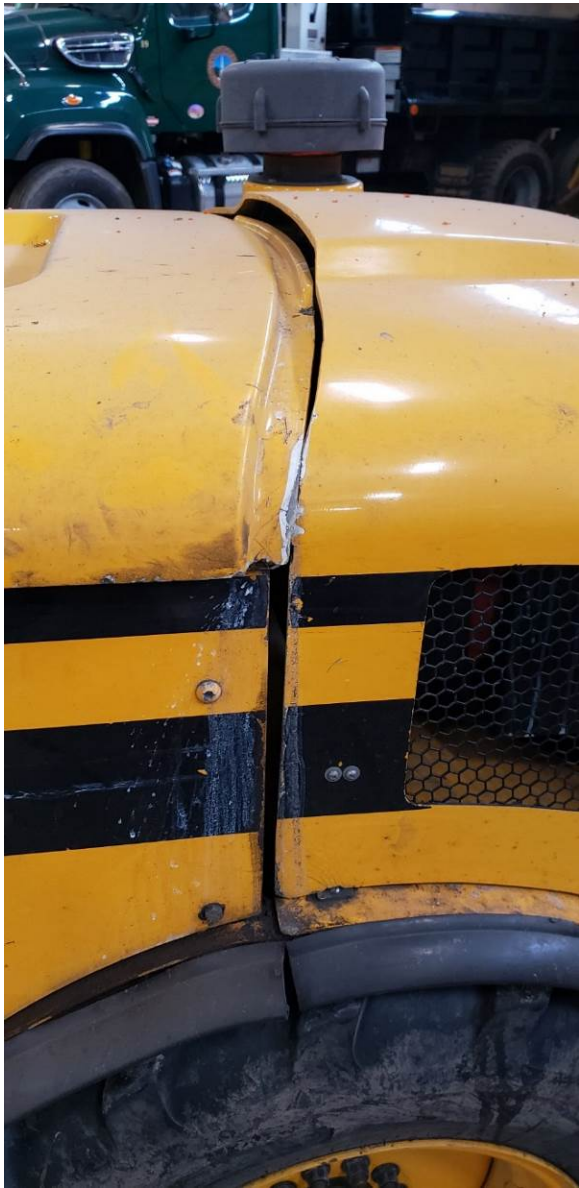
**Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):**

Includes the boom flail mower, snow blower, V-Plow and broom attachments.

**Picture(s) of existing equipment:**







Picture(s) of proposed new similar equipment:





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

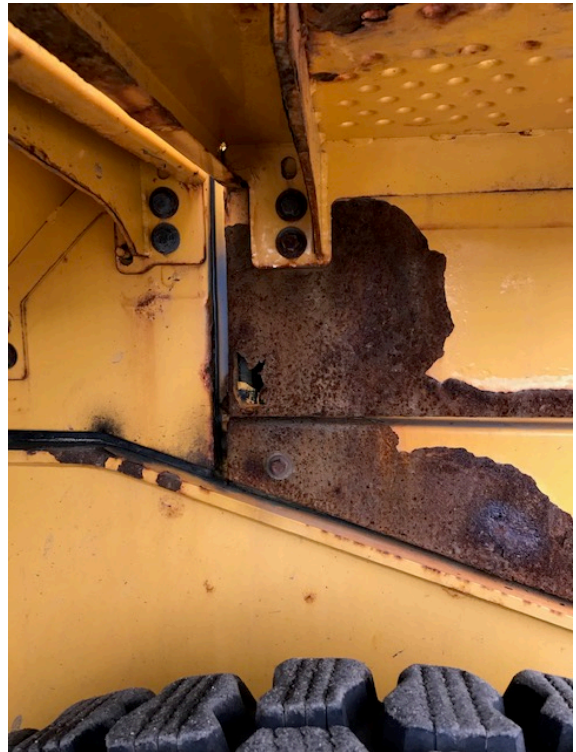
<b>Department/Committee:</b>  DPW
<b>Item/Project Name:</b>  Front End Loader with Snow Plow (Unit 48)

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$230,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> R	
<b>Justification Code:</b> B - Asset Maintenance	<b>Priority:</b> 5	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> Purchase a new Front-End Loader with plow to replace and existing older model (Unit 48) with a plow.		
<b>Justification and Need:</b> This request is to replace an existing 2004 Front-End Loader with a new similar model with plow. The Department currently uses four (4) Front End Loaders, however the oldest one is over 16 years old and is unreliable as a front-line machine. This article requests funds to purchase a new loader, which will be safe, reliable, efficient, and capable of meeting the needs of the department. This equipment ensures the plowing operations remain efficient, and ultimately provide the staff with the proper equipment to clear the roads and parking lots during the snow and ice season.		
<b>Benefit:</b> Systematic replacement helps eliminate job down-time, ensures reliability and provides safe, functional equipment.		
<b>Alternatives Considered and Reasons for Nonselection:</b> The replacement cycle of these types of DPW vehicles and equipment is approximately 12 years. The Department of Public works depends on the regular replacement of vehicles and equipment. Without these vehicles and equipment, employees will not be able to do their jobs safely and effectively, causing significant delays in snow removal operations and construction projects.		<b>Typical Replacement Lifecycle:</b> 12 Years
<b>Consequences of Not Implementing or Delaying Implementation:</b> Increasing maintenance and replacement costs depleting operational budgets. Eventual lack of replacement parts. Risk of system failure.		

**Other Pertinent Background Information (e.g., Quotes, Studies, Evaluations, Reports, Pictures, etc.):**  
The Loader comes with a 3.5 yard bucket for loading material as well as a 11' plow for snow operations.

**Picture(s) of existing equipment:**







Picture(s) of similar new equipment:





**Town of Sudbury  
Capital Improvement Budget Request  
Form  
FY2022**

<b>Department/Committee:</b>  DPW
<b>Item/Project Name:</b>  Culvert Replacement Construction - Marlboro Rd (Crossing #6)

<b>Year of Initial Request:</b> FY22	<b>Estimated Total Project Cost:</b> \$400,000	<b>Estimated Future Savings:</b> N/A
<b>Estimated Incremental Costs:</b> N/A	<b>Recurring or Nonrecurring:</b> Recurring	
<b>Justification Code:</b> A - Essential	<b>Priority:</b> 6	<b>Anticipated Staffing Changes:</b> N/A
<b>Project Description:</b> This request is to fund the construction of a replacement culvert under Marlboro Road which recently sustained erosion causing collapse of the edge of the roadway shoulder. This request is to fund the construction of the culvert, headwalls, retaining walls, guardrail and associated work along Marlboro Road. This structure is located along a critical roadway for motorists traveling through Sudbury.		
<b>Justification and Need:</b> Recent heavy rainfall events in the spring of 2019 caused portions of the shoulder along Marlboro Road to erode (see pictures below). The shoulder was temporarily stabilized by the DPW with the installation of gabions. Survey, design and permitting is being completed for the replacement of this culvert. The intention here is to apply for MVP action grant funds (75% with 25% Town match) to pay for the majority of the construction costs for this project but timing of these grants is the issue. Culverts are an integral part of the drain network in Sudbury. They provide the conveyance mechanism for stormwater to pass under the roadway so that it does not flood or wash away the roadway above it. Properly sized culverts mitigate upstream impoundment, minimize the potential for erosion, provide the proper discharge location for stormwater and should allow stream inhabitants (all species including invertebrates, fish, amphibians, reptiles, and mammals) safe passage.		
<b>Benefit:</b> Maintaining critical Town assets to ensure the integrity of the roadway system while protecting the surrounding natural habitat and personal property.		
<b>Alternatives Considered and Reasons for Nonselection:</b> None.		<b>Typical Replacement Lifecycle:</b> N/A

**Consequences of Not Implementing or Delaying Implementation:**

Risk potential culvert failure, sinkholes, flooding causing loss of critical infrastructure and damages to personal property as well as road closures/detours.

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

This request is for the construction of a culvert headwall, guardrail and associated work along Old Sudbury Road. At this time, estimated project cost is based on engineer's opinion of probable construction cost. The project is planned to be publically bid prior to ATM for **actual** costs.

**Picture(s) of erosion above/around culvert along Marlboro Road:**











## EMPLOYEE HEAD COUNT

<u>Full-Time Equivalents</u>	Fiscal Year		
	2020	2021	2022
General Government.....	31	30	30
Public Safety.....	88	88	88
Sudbury Public Schools.....	413	383	428
Public Works.....	34	34	34
Human Services.....	10	11	11
Culture and recreation.....	<u>18</u>	<u>18</u>	<u>18</u>
Total .....	<u>594</u>	<u>564</u>	<u>609</u>



**FY20 EMPLOYEE COMPENSATION GREATER THAN \$100,000**

<b>Position</b>	<b>Total</b>	<b>Salary<sup>1</sup></b>	<b>Other<sup>2</sup></b>	<b>Overtime</b>
Asst. Town Manager	188,729	153,552	35,177	-
Fire Capt/Emt	185,295	87,621	40,532	57,142
Police Chief	179,747	134,351	45,396	-
Police Lieutenant	175,058	114,562	50,565	9,931
Fire Capt/Emt	157,745	87,621	28,742	41,382
Director of DPW	153,752	153,552	-	200
Finance Director	153,552	153,552	-	-
Fire Chief	152,612	130,940	21,672	-
Police Lieutenant	151,851	107,286	32,249	12,316
Police Sergeant	138,025	78,563	34,720	24,742
Combined Facilities Director	131,271	131,094	177	-
Fire Lieutenant-Paramedic/Emt	128,125	75,446	18,473	34,206
Fire Capt/Emt	127,951	87,621	15,028	25,302
Assistant Fire Chief	127,189	102,813	24,376	-
Police Sergeant	126,917	78,563	25,539	22,815
Fire Lieutenant/Emt	125,929	76,691	20,217	29,021
Police Sergeant	124,182	78,563	27,720	17,899
Firefighter/Emt	124,153	67,126	14,447	42,580
Fire Lieutenant-Paramedic/Emt	124,012	76,691	16,306	31,015
Police Sergeant	119,768	78,563	27,129	14,076
Town Accountant	119,598	116,598	3,000	-
Deputy Director Public Works	117,998	117,998	-	-
Library Director	114,962	114,562	400	-
Director of Health	114,932	105,100	9,832	-
Firefighter/Emt	113,975	67,126	18,017	28,832
Technology Administrator	113,848	110,268	3,580	-
Firefighter/Emt-Paramedic	113,246	72,022	10,964	30,260
Fire Lieutenant-Paramedic/Emt	112,796	73,694	19,261	19,841
Fire Capt/Emt	112,387	79,958	13,445	18,984
Director of Planning	111,945	111,945	-	-
Firefighter/Emt-Paramedic	110,778	72,022	19,199	19,557
Firefighter/Emt	110,361	67,126	16,291	26,944
Asst Town Engineer	106,176	102,826	3,350	-
Patrolman	105,966	59,183	25,346	21,437
Patrolman	105,092	64,928	22,692	17,472
Patrolman	104,515	64,928	29,922	9,665
Firefighter/Emt	104,153	67,126	4,598	32,429
Patrolman	103,471	64,928	24,756	13,787
Firefighter/Emt-Paramedic	101,888	72,022	16,855	13,011
Patrolman	101,433	64,430	26,849	10,154
Director of Assessing	100,082	96,426	3,656	-
Public Health Nurse	100,006	85,433	6,681	7,892

<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.

## COLLECTIVE BARGAINING

### **Bargaining Unit and Contract Financial Terms:**

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

The three agreement for the period covering schools year 2019, 2020, and 2021 provides for COLA increases in half-year increments of 0.5%, 1.5%, 0%, 3%, 0.5% and 2%, representing an aggregate COLA increase over three years totaling 6.5%, or approximately 2.17% per year on average. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

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

##### *Teachers*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1 1/2%; 7/1/19: 2 1/4%; 7/1/20: 2 1/4%. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

##### *Support Staff*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1 1/2%; 7/1/19: 2 1/2%; 7/1/20: 2 1/4%. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

##### *Nurses*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1 1/2%; 7/1/19: 2 1/2%; 7/1/20: 2 1/4%. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

##### *Custodians*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1 1/2%; 7/1/19: 2 1/2%; 7/1/20: 2 1/4%

#### **Town**

##### *Fire*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

##### *Police – Patrol Officers*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

*Police - Sergeants*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

*Public Works*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

*Engineering*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

*Supervisory*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

*Civilian Dispatchers*

Three-year contract covering fiscal years 2019, 2020 and 2021. Effective dates and Cost of Living Adjustment percentage increases to salary schedule are: 7/1/18: 1%; 7/1/19: 2%; 7/1/20: 1 1/2%; and 6/30/21 at midnight 1% not to impact FY21 budget. The next three-year contract covering fiscal years 2022, 2023, and 2024 remains unsettled as of the printing of this document.

## BUDGET TERMS AND DEFINITIONS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**GAAP:** Generally accepted accounting principles.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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