

EXHIBIT 2

Response to Request for Proposals

TITLE: "Technical Proposal for Management of Camp Sewataro"

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TECHNICAL PROPOSAL FOR MANAGEMENT OF CAMP SEWATARO

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TECHNICAL PROPOSAL

MINIMUM CRITERIA

1. *Contractor must be a Massachusetts company/corporation (a 'C' corporation, LLC entity unto itself) or a foreign corporation with ownership that has been in place for at least five (5) years.*

K&E Camp Corporation is New Hampshire corporation (D/B/A Camps Kenwood & Evergreen), that was organized in 1996. K&E Camp Corporation owns and operates Camps Kenwood & Evergreen in Wilnot, New Hampshire. Scott Brody is the sole owner of K&E Camp Corporation. He is also the founder and principal owner of Everwood Camp Partners LLC, a Massachusetts limited liability company that was organized in 2009 (D/B/A Everwood Day Camp), located in Sharon MA. Should this proposal be accepted and should the Proposer be selected as the designated Contractor, his intention is to create a new corporation or limited liability company to serve as the operating company for this venture with Scott serving as the President and CEO of the new company and owning and controlling the new company. (See Corporate Records attached hereto as Exhibit G)

2. *Contractor has a minimum of five (5) years' favorable experience providing camp management services for public school districts, cities, towns, or community education organizations, and must have at least three (3) references from comparably-sized programs.*

Scott Brody, the principal owner and manager of the Proposer, has been a camp owner and director for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids, which is a national not-for-profit organization committed to collaborating with school systems and communities to realize the power and promise of 21st century learning. Scott has won numerous awards in the camping profession, including the ACA National Service Award, the ACA National

Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp industry in lobbying efforts on Capitol Hill and at the White House.

The Kenwood & Evergreen and Everwood Day Camp programs were designed around Scott's work and research in the area of 21st Century Learning and college and career readiness. Both programs have been recognized by the Partnership for 21st Century Learning as "Exemplary 21st Century Learning Environments" after site review by independent observer teams of researchers, child development experts and Education Leaders. Both camps were the very first in the field to undergo this rigorous examination of program design, staff training and management, and research and evaluation to validate the learning and developmental outcomes that are central to their missions.

Everwood Day Camp (Everwood) has provided high quality day camp, leadership development, teambuilding and other educational and developmental experiences for members of the public since its founding ten years ago. During the summer, Everwood serves up to 900 children per week for its 9 to 10-week season with a staff of approximately 200. Since its founding, Everwood has grown rapidly, from 0 to its current population, becoming one of the largest summer camp programs in New England.

In addition to its summer camp programming for children aged 4 to 14, Everwood operates a teen leadership development program called "LEAD" and a Counselor-In-Training program for young staff. Everwood also provides programming for many school groups for teambuilding, leadership development, organized play and school transition purposes. Program partners include the Town of Sharon Public Schools (all schools in district), and the Towns of Foxborough Public Schools, Stoughton Public Schools, Millis Public Schools and Norwood Public Schools.

Everwood has close partnerships with many community organizations, including the Sharon Education Foundation (SEF), with which we co-sponsor an annual Child Development speaker series for all parents in Sharon on topics including early child development, children and their social relationships, bullying and social cruelty, technology addiction, and the like. Everwood partners with all Sharon Public School PTO's, the Girl Scouts, local clubs and sports teams and religious organizations including Temple Sinai of Sharon, with which we operate "Camp HiHo", an annual program for young children of the Jewish faith. (see program references attached hereto as Exhibit H)

Everwood also has two cornerstone partnerships, with the Town of Sharon and with the Elizabeth Peabody House in Somerville. Everwood operates on two adjacent sites, each of which has been leased under long-term ground leases to Everwood Camp Partners LLC pursuant to separate arrangements. Everwood has a long-term ground lease with the Town of Sharon (see Letter from Sharon Board of Selectmen, attached as Exhibit I). Everwood also operates of the site of the former "Camp Gannett", which it leases from the Elizabeth Peabody House, a "settlement house" located in Somerville MA that primarily serves the families and children of recent immigrants from Haiti and Central America.

Everwood provides camping services to the children served by the Elizabeth Peabody House and fully includes these children in the wider Everwood program. Everwood's unique arrangement with the Elizabeth Peabody House removes economic barriers for Elizabeth Peabody House's disadvantaged community so that these children can access a high quality experiential educational and developmental program while enriching the entire Everwood community with greater economic and cultural diversity. Both partnerships have been very successful for Everwood and our partners, and both are long-term relationships that will span decades to come.

Camps Kenwood & Evergreen (K&E) is a residential camp which serves approximately 335 children per week for 7 weeks each summer with a staff of approximately 200. It was founded in 1930, and Scott purchased the camp in 1996. 93-95% of eligible campers return year after year, one of the highest return rates in the industry. Over the years, K&E has worked in partnership with the Town of Wilmot, NH, the Wilmot Fire Department, New London (New Hampshire) Hospital, the NH Children's Trust and community and nonprofit organizations to run special events, fundraisers, programs, and more for these organizations. In addition, for several years, K&E partnered with the Anti-Defamation League of New England to operate "Camp IF", an interfaith camp experience for children of Christian, Muslim and Jewish faith traditions, designed to build understanding among the children as well as help facilitate community action and social justice work in their local communities throughout New England.

3. *Approved license to run a camp as issued by the local Board of Health. Commonwealth of Massachusetts preferred.*

See 2019 Permit to Operate issued by the Town of Sharon Board of Health and 2019 Youth Camp License issued by the State of New Hampshire, attached hereto as Exhibit J.

4. *Bidders Qualifications and References Form*

See executed Exhibit B, attached hereto.

5. *Executed Certificate of Non-Collusion*

See executed Exhibit C, attached hereto.

6. *Executed Attestation - Certificate of Compliance with State Tax Laws, M.G.L. c. 62C, §49*

See executed Exhibit D, attached hereto.

7. *IRS W-9 Form*

See W-9 form for K&E Camp Corporation, attached hereto as Exhibit K.

8. *Description of Intended Use*

See Exhibit A, attached hereto.

9. *Certificate by Corporate Authority to Sign Contract, if applicable.*

See executed Exhibit E, attached hereto.

10. *RFP Addenda Receipt Page*

See executed Exhibit F, attached hereto.

TECHNICAL PROPOSAL – COMPARATIVE EVALUATION CRITERIA

1. Interviews

The Evaluation Committee will schedule interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

The proposer fully intends to participate in the interview process and stands ready to answer any relevant question that is posed.

2. Experience – Summer Camps

*Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years.
Plan must include which programs have been offered and for how many years.*

In general, the Proposer intends to operate a day camp on the Sewataro site from June through Labor Day each year that is virtually identical to the day camp program that is currently run by the Taylor family at Camp Sewataro. The current camp is exceptionally successful, with a large alumni base and hundreds of dedicated families that have specifically chosen the current Sewataro program over the many others that are available in the western suburbs of Boston.

It is our belief that any significant shift away from the current program model would undermine our ability to retain the existing client base and would adversely impact the financial viability of the camp, putting the income share of the Town of Sudbury at risk. Furthermore, while other proposers may operate successful programs on other sites in the area, the client base of Camp Sewataro has chosen the camp among many other options due to its strong leadership and the caring camp community they have created summer after summer. To assume that current families would enroll their children in a new camp program run by new management at a similar price point is speculative at best. Camps are much more about the people than the place.

Sewataro has offered a superior programmatic experience with exceptional counselor ratios and steady, detail oriented and highly customer-focused camp leadership, all at a premium price. To maintain the economic model and provide the Town with the income it is seeking, the Proposer believes things must remain the same to the greatest extent

possible, with the addition of a greater number of scholarship recipients to increase community participation in this high quality camp program, as more fully discussed below.

Toward that end, **the Proposer has secured the agreement of the current leadership team of Camp Sewataro, including the Camp Director, Assistant Director, Business Office Manager and the Community & Events Manager to join the Proposer's new organization**, should it be selected pursuant to this process, to continue to run Camp Sewataro. All members of the current management team have made this commitment and are eager for this new venture to be successful for many years to come. We believe that this is critical if we are to maintain Sewataro's existing customer base.

The Proposer has pledged to employ all members of the current Sewataro leadership team, to provide them with uninterrupted salary and benefits at or in excess of their current levels, and to work with them to carry on the traditions of Sewataro, while innovating to meet the changing needs of current and future Sewataro families, and to open up opportunities for additional children from Sudbury to attend through a significant scholarship program, meaningful public site access and use by the Sudbury community. Proposer will partner with the Town of Sudbury to provide for public programming and access, and to facilitate recreational, educational and cultural uses during the other months of the year by the Sudbury Parks & Recreation Department, the Council on Aging, Sudbury Public Schools and other town affiliated organizations.

The Proposer has extensive experience operating traditional high-end co-ed day camp programming of the type that is currently occurring at Sewataro. Everwood has a nearly identical program design to Sewataro, a virtually identical customer base and staffing model, and has been in existence for 10 years. Kenwood and Evergreen have provided almost identical programming to Sewataro under ownership by Scott since 1996 for similarly situated clients. Both Everwood and Kenwood & Evergreen offer scholarships to many children, directly through the camps and also with affiliated non-profit organizations, making camp affordable to families that could not otherwise afford to attend.

Sewataro's current program includes developmentally appropriate group activities in land sports, fine and performing arts, water based activities including swimming and boating, theater, nature and camp craft, adventure activities, and group teambuilding, all within the structure of age/grade defined groups consisting of 12-18 children. Everwood has almost the same design as Sewataro, with the addition of a number of elective activities given Everwood's larger size. Programs that could be imported from Everwood to Sewataro could include STEM/Innovation Lab and Community Service & Conservation Projects. Activity length and activity schedule would remain the same as currently offered.

Both Sewataro and Everwood host short overnight experiences from time to time during the summer, and both run "Special Event" programming throughout the summer designed to make every day at camp unique and exciting. We would continue this approach and bring new themes and special event days to Sewataro during the camp season.

Sewataro has recently ventured into programming to teens, with a focus on leadership development as a pathway to their Counselor In Training program. We would continue this development program, and bring to it elements from Everwood's highly successful LEAD program, which blends camp activities, leadership development through practice, and community service into a highly engaging service/learning experience.

Sewataro's early childhood "Sprouts" program is very similar to Everwood's "Turtle" program, which serves the same age cohort, with developmentally appropriate programs for preschoolers and pre-K campers. Everwood has specially designed activity areas that were purpose-built for serving this camper cohort, including a "high ropes course" that is only a few feet off of the ground but gives the youngest campers the experience and thrill of a mini-zip line. We would continue to develop Sewataro's programming in this area to add to its offerings.

In terms of School Year camp-style programming, Everwood has offered many programs for local elementary, middle and high school students, as discussed above. Program outcomes include teambuilding, leadership development, organized play and smooth and effective school transitions for students. We would be interested in partnering with the Sudbury Public Schools and Lincoln-Sudbury to provide similar experiences for the students of Sudbury using the Ropes Course and other activity areas on the Sewataro site.

We have successfully run dozens of School Year developmental and leadership programs throughout the last ten years, and, if Proposer is selected and this School Year-use is permitted by the Town, Proposer would use its program development insight to develop a customized experience for Sudbury students, including "mini-camps" for different grade cohorts, class retreats, and even professional development "camps" for teachers during staff development days. These programs could help teachers and other youth serving professionals facilitate effective communication, develop stronger classroom management skills, help to build and maintain a positive school climate, and strengthen their project-based learning facilitation skills. Scott and our team have extensive experience providing such training for teachers all over the world for the last six years.

3. Management Expertise

Provides detailed background, experience, and roles of Proposer Owner and Camp Director. Highly Advantageous: proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.

As discussed above, the Management Team associated with this proposal consists of Scott Brody and all of the members of the current Sewataro management team, with the exception of Mark Taylor, who has offered to help with the transition but will not be at camp next summer. We also intend to hire a new Site Manager and Assistant Site Manager, an additional Director and/or Assistant Director, a Community Relations Manager to facilitate community partnerships, community events and public access, and additional administrative support.

In addition, the 16 full-time members of the Everwood Day Camp and Kenwood & Evergreen leadership teams will be available to back up the Sewataro team in the unlikely event the need arises,. Each of those team members has deep expertise in program development and management, staff hiring and training, site management, HR functions, and business and accounting functions. These team members are already highly trained in the *Campminder* CRM system that is currently used at Sewataro to manage all key business functions, as well as enrollment, staff recruitment and management, and program management. Collectively, the 16 members of our K&E and Everwood leadership teams bring 200 years of camp management experience to back up and support the Sewataro team.

Here is some biographical info about each of the proposed 2020 Sewataro team members:

Scott Brody, Executive Director

Scott Brody, the principal owner and manager of the proposing Contractor, has been a full-time camp professional for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott has served on the ACA National Board for many years and is the former Government Affairs Chair for ACA and the current Government Affairs Chair for the Massachusetts Camp Association.

Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, the Massachusetts Camp Association, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids. In that capacity, he led P21's work in "Out of School Time". Scott has won numerous camp industry awards, including the ACA National Service Award, the ACA National Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp field on Capitol Hill, at the White House. He is author of the award-winning article "Teaching the Skills that Children Need to Succeed" in Camping Magazine and has testified on behalf of the camp field on Capitol Hill many times.

Scott will be the senior team manager and will be available to the management team throughout the year. He is a mentor, problem-solver, parent-facing communicator, and expert in child development, workforce development, college and career readiness, program design and staff management. He has created a staff management system called "E21" (www.e21.org) that is in use at more than a dozen camps and is currently "the buzz" of the camp world. It aligns staff management with camper outcomes and provides independent staff certification and credentialing in critical workforce development areas. Scott intends to implement the E21

program at Sewataro next summer, should the Proposer be selected, so that current and future Sewataro staff can benefit from this unique approach to management and credentialing and to maximize camper learning and developmental outcomes. Staff recruitment and retention at camps that participate in the E21 program have increased by more than 20%. This is a critical achievement in an economy in which low unemployment, reduced teen participation in employment, and the desire for high value internships among high school and college aged staff has resulted in critical staffing shortages at many camps across the country.

Nathan Latta, Director

With nearly a decade of Sewataro experience under his belt, Nathan plans to work with the Proposer and continue in his current role as Sewataro's full time Director. Holding a Master of Education degree in Elementary Moderate Special Needs, Nathan's favorite aspect of camp has always been forming unique connections with campers and counselors and helping them to grow socially and emotionally. He also greatly enjoys heading the creative team responsible for writing and directing Special Events. In past summers, Nathan served as Eagle Section Supervisor, Adventure Challenge Head Counselor, and end-of-the-day Song Leader. Nathan is a proud graduate of Lincoln-Sudbury Regional H.S., and the oldest of three siblings. He is a musician, a rock climber, and a lover of breakfast foods. Nathan's warmth, patience, kindness, and experience, combined with his love of working with children, have made him an invaluable member of the Sewataro Leadership Team.

Emmy Niinimaki, Assistant Director

Emmy has committed to continuing in a leadership role at Sewataro should this proposal be selected. She is originally from Cummington, MA, a small town in the western part of the state. She received her BA in Elementary Education and Communications from Keene State College in New Hampshire, and then spent three summers working at a YMCA overnight camp in New Hampshire as the Girl's Camp Director. Emmy joined the year-round Sewataro team in 2007, and has been responsible for all communications, transportation and compliance with Massachusetts regulations and American Camp Association standards.

Emmy lives in Westminster, along with her husband, 2 children and their dog, Gabby. Her children also attend Sewataro. Emmy enjoys the outdoors, especially camping, hiking and skiing, and says her favorite part of camp is watching campers grow throughout the years and become compassionate, joyful, confident and respectful young adults through their camp experience.

Cheryl Percuoco, Business Office Manager

Cheryl has also committed to remaining on the Sewataro leadership team if this proposal is accepted. She joined the Sewataro office team in 2010. Before Sewataro, she studied Psychology at Stonehill College and was in the accounting profession for 9 years. When her first child was born, Cheryl became a stay-at-home mom, which she continued through the childhood of her 3 children. She returned to the field of accounting in 2004. Cheryl's role at Sewataro has grown over the years and she now manages the business office and handles camp enrollment.

Cheryl lives in Hudson with her husband, daughter and 2 cats. She enjoys vacationing in New Hampshire, kayaking, reading and spending time with her family. Her favorite part of camp is watching the campers have fun!

Amy Podolsky, Community & Events

Assuming our Proposal is accepted, Amy is excited to return to her role of Community Engagement and Event Manager, and to increase her year-round responsibilities at Sewataro. A graduate of Boston University's College of Communication, Amy spent several years working in television, as a Special Projects Producer, and as a Researcher for the PBS Kids show ZOOM! "Then I had my kids and changed direction. When I took the job at camp almost eleven years ago, I had no idea I was stepping into something that would become such an important part of my life. This is my summer family!"

Amy has worked in the camp office during the off-season, while also teaching brain health fitness classes (Ageless Grace), and training others to become Ageless Grace Educators. She loves dance and movement, creative writing, movies, binge watching great TV shows, and above all, her family and friends. Amy hails from Cherry Hill, NJ, and has been living in Sudbury for seventeen years with her husband of twenty-five years, and their two sons, Josh and Danny.

4. *Experience working with community or other stakeholders developing and executing a plan for public access. Highly Advantageous: proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.*

As discussed above, Proposer has ten years of direct experience in working in partnership with the Town of Sharon MA, the citizens of Sharon, various town groups, the Sharon Public School District (as well as many other area districts), the Town of Sharon Recreation Department, Sharon's PTO, the Sharon Education Foundation, the Sharon boy scouts and girl scouts a variety of religiously affiliated organizations, town sports leagues, individual sports teams, and many other community user groups that wish to partner with Everwood for programming or simply access the site. We maintain a network of trails which are used by the public throughout the year, though outside of camp operational hours. We endeavor to meet the needs of all of these partners and constituents and provide access wherever and whenever feasible. (See Letter of Sharon Board of Selectmen, attached hereto as Exhibit I).

We are a Town partner in every way, and it is part of our DNA. When conceiving of the long term lease and partnership that we have with the Town of Sharon, the citizens of Sharon understood that if we were to run a safe and successful summer camp program on the site that could produce revenue to support the Town, access to the site would have to be more limited during the weeks in which camp was operating. That was a given from the Town of Sharon's perspective and from ours. Pursuant to Massachusetts Department of Public Health camp standards and ACA accreditation standards, anyone with access to campers must be employed by the camp having passed a full CORI criminal background check, a SORI sex offender check and a reference check. Anyone not meeting these criteria cannot have unsupervised contact with campers. This makes the presence of unsupervised visitors on campus deeply problematic while camp is in session, and for that reason, trails are closed and visitor access is highly limited during that time.

In the case of the Sewataro site, all of these things would also apply. In addition, Everwood is a former overnight camp site, with over 50 camper cabins on site, all of which can be secured. At Sewataro, camper and staff belongings are in tents, which cannot be physically secured, and program equipment is stored outside, elevating the substantial risk of personal items or equipment being stolen after the campers go home each day and throughout the camp season. In truth, from a camp management perspective, it would be safest for all concerned for the public access to the Sewataro site to be closed in the days leading up to the start of camp and in the 8 weeks that camp is in session.

That said, we have attended every Board of Selectmen's meeting since the Town Meeting vote approving the Sewataro purchase, have engaged with many citizens and leaders in Sudbury to hear their thoughts (park vs. camp vs. hybrid), and read the results of the flash vote that was released in early June. We know that public access is important to many in the Town of Sudbury, and so we offer the following idea as a basis for further discussion, subject to Special Permit authorization for such activities:

While preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the Sewataro property's trails and natural landscape for hiking, walking, cross-country skiing, snowshoeing and the like at all times of the year when the camp is not in operation. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

As stated above, because public access during camp operating hours (without proper background checks) would violate Massachusetts Department of Public Health regulations, in lieu of public access during these operating hours, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and

facility access would be subject to discussion and mutual agreement. It is also our intention to continue to offer such events after the camp season and periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury or to work with us to jointly develop such programming.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

In terms of our use of the Sewataro site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with any applicable requirements of MGL c. 30B with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp's administrative team will continue to be headquartered onsite on a year-round basis. In addition, "Vacation Camps" will probably be held throughout the year at appropriate times for area children to attend.

Finally, in seeking a Special Permit for the Sewataro site, as required by the RFP, we necessarily need to seek approval for the aforementioned activities and uses. We also intend to seek approval to increase the daily camper capacity by fifty (50) children, for a total capacity of 650 children per day, which is a small increase of only 7.6%. We would like to make these 50 spots available for the children of Sudbury residents who qualify for scholarship assistance and meet other standard enrollment criteria, as jointly determined by the Town and the camp leadership team. This could provide up to 200 additional Sudbury children the opportunity to have a two-week Camp Sewataro experience. Again, this is subject to approval by the Sudbury ZBA through the Special Permitting process. If we are unable to gain this additional capacity, we will offer 10 full season equivalent spots (up to 40 two week session spots) pursuant to the aforementioned scholarship program.

A

EXHIBIT A: DESCRIPTION OF INTENDED USE

In general, the Proposer intends to continue operations in the same fashion as the current Sewataro program from June through Labor Day each year, and to facilitate its use for other recreational, educational and cultural uses during the other months of the year by the Sudbury Recreation Department, the Council on Aging, and other town affiliated organizations.

1. Description of the activities to take place on the Site

A. Summer Day Camp Use

During the summer season, the many activities to take place on the site will continue the Camp Sewataro tradition of offering a unique and diverse children's summer camp program based on traditional camp activities, augmented by creative and progressive new programs. Our camp will be led by the current Sewataro operating team with the help of additional leaders, as more fully described above. We have fully secured the commitment of the current full-time leadership team to participate in this venture and intend to rehire as much of the current beloved seasonal counselor, leadership and specialty staff as possible. Stability in leadership and counselor staff will be key to the continued success of the program and to an ongoing revenue stream for the Town of Sudbury. Activities we intend to continue the following:

ADVENTURE CHALLENGE: Low Ropes, High Ropes, Rock Climbing, Zip Line, Adventure Kingdom

CREATIVE ARTS: Crafts, Dance/Movement, Drama, Music Studio, Variety, Creative Arts

INDIVIDUAL SPORTS: Archery, Golf, Target Paintball, Tennis, Kickball, Puff Hockey

JUST FOR FOX! Adventure Kingdom, Field Sports, Magic Treehouse, Parachute, Sand Kingdom, Creative Arts

TEAM SPORTS: Basketball, Lacrosse, Soccer, Softball, Street Hockey, Volleyball, Whiffleball

THE GREAT OUTDOORS: Campcraft, Fishing, Gardening, Horseback Riding, Nature

WATER SPORTS: Instructional Swim, Free Swim, Canoeing, Kayaking, Paddleboarding

New program areas may include **STEM/Innovation Lab, Outdoor Cooking, Indoor Cooking & Community Service & Conservation Projects.**

B. Year Round Site Use

As described above, while preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the site's trails and natural landscape at all times of the year when the camp is not in operation for hiking, walking, and winter activities. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, determine viable visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

Site access during the summer camp operating hours by members of the public could place campers at risk, would violate applicable Massachusetts camp regulations, as well as provide unmanageable challenges to maintaining security of camper and staff belongings and camp equipment. For that reason, access to the site must be restricted from mid-June to late August.

In lieu of public access during this time, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury ("Sewataro Saturdays" or "Sewataro Sundays"), including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and facility access would be subject to discussion and mutual agreement. It would be our intention to continue to offer such events periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

We recognize that as collaborative programming is developed, it will require shared use of the site during the school year. The only buildings that we believe must remain in our exclusive use year-round are those spaces currently utilized by the

Camp Sewataro team as “winter office” space, spaces dedicated to storage of items utilized in the summer camp program, and the four dwellings on the property, which we plan to use for staff housing, as more fully described above. Otherwise, it is our intention to offer flexible use of any remaining buildings or structures to accommodate school-year programming and reasonable public access, as described above. We are eager to enter into discussion with the Town and its agencies and organizations to develop a more detailed plan of shared site use and access.

In terms of our use of the site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with applicable MGL c. 30B requirements, with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp’s administrative team will continue to be headquartered onsite on a year-round basis. In addition, “Vacation Camps” will probably be held throughout the year at appropriate times for area children to attend.

2. Calendar of activities, including typical daily schedule(s)

The 2020 summer schedule would be virtually identical to this year’s schedule, with adjustments for calendar shifts. Here is our current proposed 2020 Sewataro calendar, subject to revision:

Sunday, June 7

Sprouts Open House 1-2pm

Monday, June 15

1st Day of Sprouts

Sprouts Week 1

Sunday, June 21

Open House 1 - 3:30pm

Monday, June 22

1st Day of Camp!

Sprouts Week 2

Thursday, June 25

CIT Overnight

CIT Project Adventure Trip

Monday, June 29

Sprouts Week 3

Tuesday, June 30

Eagle & Senior Camp Overnight

Friday, July 3

Session 2.1 Ends

Camp Closed - Independence Day

Monday, July 6

Sessions 6.2, 4.2 & 2.2 Begin

Sprouts Week 4

Monday, July 13

Sprouts Week 5

Tuesday, July 14

Fox & Bear Overday

Thursday, July 16

CIT Cradles to Crayons Trip

Senior Camp Wachusett Hike

Friday, July 17

Sessions 4.1 & 2.2 End

Monday, July 20

Sessions 4.3, 2.3 & CIT 2 Begin

Sprouts Week 6

Monday, July 27

Sprouts Week 7

Thursday, July 30

CIT Overnight

CIT Project Adventure Trip

Senior Camp Boating Trip

Friday, July 31

Sessions 6.1, 4.2 & 2.3 End

Monday, August 3

Session 2.4 Begins

Sprouts Week 8

Thursday, August 6

Eagle & Senior Camp Overnight

Monday, August 10

Sprouts Week 9

Tuesday, August 11

Fox & Bear Overday

Friday, August 14

Last Day of Camp

The Daily Camper Schedule during the Camp season would resemble the sample below:

	Monday	Tuesday	Wednesday	Thursday	Friday
8:45-9:00	OPENING EXERCISES				
<i>1st Period</i> 9:00-9:45	Tennis	Volleyball	Campcraft	Adventure Challenge	Archery
<i>2nd Period</i> 9:45-10:30	Drama	Adventure Challenge	Canoeing/Kayaking/ Paddleboarding	Music & Movement	Fishing
<i>3rd Period</i> 10:30-11:15	FREE SWIM				Instructional Swim
11:15-12:15	LUNCH				
<i>4th Period</i> 12:15-1:05	Softball	Nature	Basketball/Street Hockey	Soccer/Lacrosse	FRIDAY SPECIAL EVENT
<i>5th Period</i> 1:05-1:55	Crafts	Paintball/Golf	Crafts	Music Studio	
<i>6th Period</i> 1:55-2:45	INSTRUCTIONAL SWIM				
2:45-3:15	TRIBE TIME & SNACK				
3:15-3:45	CLOSING EXERCISES				

Hours for the Extended Day Program would be as follows:

Morning: 7:30am - 8:30am

Afternoon: 3:45pm – 6:00pm

3. Approximate number of participants and staff using the facility

The number of participants and staff using the facility is based on the number of Campers enrolled. The approximate ratio of Campers to overall staff will be 4:1, with 2-3 Counselors in every group of 12-18 Campers, plus lifeguards, administrators, maintenance, activity leaders and office staff.

Current camp capacity is limited to 600 campers pursuant to the existing Special Permit. As stated above, it is our desire to expand that number to 650 to provide for 50 scholarship recipients from Sudbury to attend Sewataro for each of our four two-week sessions. The current Sewataro program employs approximately 180 year-round and seasonal staff. We would anticipate a similar number of staff in future

years, with more required if we are permitted to grow enrollment, as described above.

4. List of buildings and areas required for activities

It is our intention to utilize all buildings listed in Appendix B of the RFP for the operation of our day camp program, as all are currently utilized for that purpose and are necessary to deliver the program. The sole exceptions to that are the four private dwellings, which are currently rented to tenants, but which we are prohibited from renting to outside parties pursuant to the terms of the RFP.

It would be our intention to utilize all four of these dwellings for the housing of year-round and seasonal staff, including the Camp Director, Site Manager, and other staff members, with no rent charged or collected. The availability of high-quality on-site housing is critical to our ability to recruit and retain key day camp staff and would allow us to house a limited number of seasonal employees onsite, who could staff the envisioned weekend programming for the citizens of Sudbury that are outlined in this response.

5. Proposed alterations and improvement plan for buildings and grounds

The following is the proposed alterations and improvement plan for the buildings and grounds. It reflects the Applicant's current plan and is subject to change:

The Sewataro buildings and other structures are currently in first-class condition. Therefore, in our first three years of operation, we envision limited additional site development or new construction, beyond that which is required to maintain the site and buildings in good repair and to reasonably accommodate the campers and staff that participate in our summer program, plus any other alterations that are required by federal, state or local laws or regulations.

If we are granted extension terms in future years, we would be willing to explore additional construction and development of new facilities or substantial renovations and improvements of existing facilities, based on the expected life of those improvements and short, medium, and long-term benefit to the camp operations. In essence, the longer we are in place as the operator, the greater our level of investment in site development that benefits the camp program will be. Such possible future projects could include new high ropes elements, new shelter and activity spaces, and the planned phase in of greater universal access to the site pursuant to ADA regulations.

6. Plan for community use of and access to the buildings and grounds

As described above, while preparation for the Camp season will require constant activity at the site throughout the non-camp months, the Proposer understands that significant site access by the citizens of Sudbury is essential to the success of this partnership and is in the interests of the citizens of Sudbury.

In general, we propose to offer reasonable access to the site's trails and natural landscape at all times of the year when the camp is not in operation for pedestrian walking, hiking and for cross-country skiing, snowshoeing and other passive recreation. We will work with the Town to designate reasonable parking areas and facilities to accommodate the public, visitor capacities, and the like. We will also work with the Town to develop a security plan for the site, and to determine staffing requirements associated with such access and use, associated maintenance and staffing costs, how such costs are allocated between and among the town, user groups, the public and the Proposer, and other considerations that will influence the scope and scale of site access.

Site access during the summer camp operating hours by members of the public could place campers at risk, as well as provide unmanageable challenges to maintaining security of camper and staff belongings and camp equipment. For that reason, access to the site must be restricted from mid-June to late August.

In lieu of public access during this time, the Proposer will offer weekend programming at various times throughout the summer on certain portions of the site for the benefit of the citizens of Sudbury including music festivals, family picnics, a 4th of July fireworks and family celebration, a fishing derby (catch & release), concerts for families and seniors, and other family events. The scope of these events and the extent of site and facility access would be subject to discussion and mutual agreement. It would be our intention to continue to offer such events periodically during the school year, with a Fall/Halloween Festival, Christmas Light event, holiday events and other seasonal offerings.

As stated above, we intend to hire a Community Relations Manager to work in close partnership and collaboration with the Board of Selectmen, any advisory committee that may be formed to provide oversight regarding public access and future use of the site, the Recreation Department, Council on Aging, Sudbury Public Schools and other town affiliated organizations seeking to offer programs on the site for the benefit of the citizens of Sudbury.

It is our hope that such partnerships and collaboration will result in the creation of year-round enrichment programming for area youth, providing one-stop shopping for parents seeking to enhance their children's traditional learning through participation in art classes, academic programs, athletic programs, and other events for area families. It is also the Proposer's hope to facilitate programming for Sudbury's senior citizens, including nature and art-based programming on site.

We recognize that as collaborative programming is developed, it will require shared use of the site during the school year. The only buildings that we believe must remain in our exclusive use year-round are those spaces currently utilized by the Camp Sewataro team as "winter office" space, spaces dedicated to storage of items utilized in the summer camp program, and the four dwellings on the property, which we plan to use for staff housing, are more fully described above. Otherwise, it is our intention to offer flexible use of any remaining buildings or structures to accommodate school-year programming and reasonable public access, as described

above. We are eager to enter into discussion with the Town and its agencies and organizations to develop a more detailed plan of shared site use and access.

In terms of our use of the site during the school year, Camp related maintenance and site development activities will continue throughout the non-camp season by staff members and independent contractors, in accordance with 30B with Town input and consent to necessary improvements. Tours will be conducted on a year-round basis, and regular open houses will be hosted for prospective and current camp families, as well as staff applicants throughout the year. The Camp's administrative team will continue to be headquartered onsite on a year-round basis. In addition, "Vacation Camps" will probably be held throughout the year at appropriate times for area children to attend.

7. Description of site preservation and conservation intent

The Sewataro site has been home to a thriving Camp program for many years under the dedicated stewardship of the Taylor family. It is our intention to preserve the natural beauty of the site and to open it up to significantly greater public use as more fully described above. Given the natural beauty of the site, the preservation of the natural surroundings and habitat are critical to the success of the Camp program and to the enjoyment of the site by the citizens of Sudbury, and we intend to enhance access to the property by following good stewardship practices in maintaining and expanding the existing trail network, creating study areas for local flora and fauna, and protecting local species.

8. Maintenance and custodial plan for buildings and grounds

It is our intention to maintain the buildings and grounds in good repair in the same manner of care that they have received under the current camp operator, using the same maintenance and custodial plan. Here is an outline of our typical maintenance care schedule, which is subject to change and revision as we learn more about the procedures now in place at Sewataro:

- Camp Season
 - 6:30 AM- Two Maintenance Staff arrive to unlock buildings and equipment and prepare program areas for the Extended Day Campers who will be arriving at 7:30am.
 - 7-8 AM- Additional Staff arrive to begin daily list of items to complete, and weekly list of areas to maintain.
 - 8:30 AM- Final Staff arrive.
 - 4-4:15 PM- The early crew departs; end of day housekeeping underway.
 - 7 PM the final maintenance staff depart.

- Items on the Daily list include:
 - Filling of water jugs
 - Set up of equipment (and putting away in afternoon)
 - Minor repairs (e.g., broken doors and windows, light plumbing, lighting)
 - Preparing for Special Events on Fridays
- Items on Weekly list include:
 - Mowing of lawns and trimming/pulling weeds, etc.
 - Tending to other landscaping
 - Raking the beach, cleaning the docks
 - Preparing for the next week
 - Fixing boats
 - Painting
 - Rubbish removal; recycling; inspect buildings and grounds for trash
- Off Season
 - Opening & Closing access to the site and parking areas pursuant to use and access schedule.
 - Grounds work- grass, bushes, weeds, etc.
 - Rubbish removal
 - Charging and draining/disconnecting all systems as needed and reconnecting as needed
 - Any necessary snow removal (plow and hand work to maintain access to buildings that will be accessed during the winter)
 - Maintaining all buildings
 - Maintaining current systems in utilized buildings
 - Building new activity areas, structures as planned
 - Field Maintenance
 - Maintaining nature trails
 - Ropes course maintenance and development
 - Working with Community Groups & public pursuant to plan.

8. Additional information describing the benefits available to the Town of Sudbury and its citizens as a result of our tenancy.

- Facility will be available for public use and access as more fully described above.
- Nature Trails will be maintained throughout the year, utilized by local citizens when Camp is not in session.
- Ropes course will be one of the greatest in the area and will become a leadership and team-building destination for local schools, community and youth groups, and town organizations.
- Camp will provide vital childcare for working families during school vacation time each summer and throughout the year.

- Site will host enriching new experiences to hundreds of local children each summer through camp program and through on-site school-year programming as more fully described above, with world class experiential educational opportunities for children, youth and adults.
- Camp can provide professional development to Sudbury teachers, youth workers, and early childhood professionals
- Camp will provide significant part-time and full-time jobs for local residents- especially students and teachers on school break. Economic impact will be immediate and substantial.
- Camp will provide business to local bus companies, food vendors and many other local merchants.
- Sudbury will have a high-quality day camp led by the National Board Chair of the American Camp Association.
- A scholarship program to be created in which "Camperships" are awarded to qualified applicants from the Town of Sudbury, to be jointly administered by Proposer and the Town as more fully described above. If allowed by Special Permit, up to 200 additional Sudbury children will be able to participate in this high-quality day camp program for two weeks each summer, substantially expanding access by area youth.

B

EXHIBIT B: STATEMENT OF QUALIFICATIONS

Applicant Background Statement:

Firm Name: K&E CAMP CORPORATION

Contact Info:

September to May: 239 Moose Hill Street

Sharon, MA 02067

Phone: 781-793-0091

Fax: 781-793-0606

June to August: 114 Eagle Pond Road

Wilmot, NH 03287

Phone: 603-735-5189

Fax: 603-735-5780

Year Round Cell #: 617-571-6743

Email Address: scott@kenwood-evergreen.com

Structure of Firm: K&E CAMP CORPORATION is a NH corporation that was organized in 1996 and is solely owned by Scott Brody.

Size of Firm: Full time employees: 12 Seasonal Employees: 180+

Years in Business: K&E Camp Corporation was incorporated in 1996 and owns and manages a children's residential summer camp in New Hampshire known as Camp Kenwood & Evergreen. This Camp was founded in 1930 and has been in continuous operation since that time. It currently has annual revenues in excess of \$3.9 million and is able to meet all of its financial obligations.

Financial information:

See 2018 Financial Statement & Balance Sheet of K&E Camp Corporation attached as Exhibit L.

See also Letter from Gary Beilman, President of Dime Bank, attached as Exhibit I.

Information about the experience of the applicant:

The President of K&E Camp Corporation is Scott Brody. Scott will also be the Executive Director of the proposed Day Camp and the CEO of the new company that is formed to operate the camp pursuant to this proposal, as more fully discussed above.

Scott Brody, the principal owner and manager of the proposing Contractor, has been a full-time camp professional for 23 years. He owns and operates Everwood Day Camp and Camps Kenwood & Evergreen, and is a partner of IDEAS Education, which owns and operates 12+ camp programs in China. Scott is the current National Board Chair of the American Camp Association (ACA), the leading professional camp organization in the world, which accredits US camps and provides professional development opportunities for camp counselors, managers, directors and owners. Scott has served on the ACA National Board for many years and is the former Government Affairs Chair for ACA and the current Government Affairs Chair for the Massachusetts Camp Association.

Scott also serves on the Board of Directors of the ACA New York/New Jersey affiliate, the Foundation for Jewish Camp, the Massachusetts Camp Association, and served as an Executive Board Member of the Partnership for 21st Century Learning in Washington DC until its recent merger with Battelle for Kids. In that capacity, he led P21's work in "Out of School Time". Scott has won numerous camp industry awards, including the ACA National Service Award, the ACA National Honor Award, and in March, he received the ACA Special Recognition Award for Outstanding Service to Organized Camping for his advocacy work in Washington DC, where he represents the Camp industry on Capitol Hill and at the White House. He is author of the award-winning article "Teaching the Skills that Children Need to Succeed" in Camping Magazine and has testified on behalf of the camp field on Capitol Hill many times.

Scott will be the senior team manager and will be available to the management team throughout the year. He is a mentor, problem-solver, parent-facing communicator, and expert in child development,

workforce development, college and career readiness, program design and staff management. He has created a staff management system called "E21" (www.e21.org) that is in use at more than a dozen camps, and is currently "the buzz" of the camp world, with more prospective clients than they can currently serve. It aligns staff management with camper outcomes and provides independent staff certification and credentialing in critical workforce development areas. Scott intends to implement the E21 program at Sewataro next summer, should the Proposer be selected in this process, so that current and future Sewataro staff can benefit from this unique approach to management and credentialing and to maximize camper learning and developmental outcomes. Staff recruitment and retention at participating camps have increased by more than 20%. This is a critical achievement in an economy in which low unemployment, reduced teen participation in employment, and the desire for high value internships among high school and college aged staff has resulted in critical staffing shortages at many camps across the country.

Scott is a resident of Sharon, Massachusetts. Most importantly, Scott is the father of A.J., who is 13 years old.

Names of Principals:

The only principal of K&E Camp Corporation is **Scott Brody**. [Should the Applicant's proposal be selected, and a new operating company formed, the group of principals would be expanded to include **Nathan Latta**, the current Director of Camp Sewataro, **Emmy Niinimaki**, the current Assistant Director of Camp Sewataro, **Cheryl Percuoco**, the current Business Office Manager of Camp Sewataro, and **Amy Podolsky**, the current Community Engagement & Event Manager at Sewataro.

Background of Principals:

Scott Brody—BA with honors, UC Berkeley; JD, Boston College Law School. Years spent as a camp staff member: 35. Years spent as a camp director: 23. Grew enrollment at Camp Kenwood & Evergreen from 200 to 330 campers and increased sales by 400%.

Qualifications for operation of proposed use:

(See information provided above)

Similar activities managed or operated by Applicant:

Camp Kenwood & Evergreen—a 330 camper resident summer camp for boys and girls located in Wilmot, NH.

Everwood Day Camp—a 900 camper traditional day camp program based on a site leased by the Town of Sharon to Everwood Camp Partners, LLC.

IDEAS Education Camps—based in Beijing, China, this cutting-edge education company owns and operates 12+ day, resident, school-based and travel camp programs in China, Japan and in an ever-growing list of overseas locations. Scott is a strategic partner in this venture.

Listing of any actions (within the last 10 years) taken by any regulatory agency involving the firm or its agents or employees with respect to any work performed:

K&E Camp Corporation is a NH corporation in good standing with the New Hampshire Secretary of State that operates Camp Kenwood & Evergreen. At all times during the last twenty three years, K&E Camp Corporation has been subject to only positive regulatory action by the State of New Hampshire, including the granting of 23 consecutive Camp licenses by the NH agency that regulates Camps, and 23 "excellent" inspection reports based upon annual site visits by the NH state inspector. Camp Kenwood & Evergreen has always received state and local regulatory approvals when sought for septic systems, water supply improvements, and construction within the protected shoreline area of its site. To the extent that the American Camp Association is considered a regulatory agency as an accrediting body, Camp Kenwood & Evergreen has maintained continuous accreditation by ACA since its initial accreditation many decades ago, and always receives the highest of marks during ACA site visits every three years.

Listing of any litigation (within the last 10 years) involving the firm or its agents or employees with respect to any work performed:

NONE

Name of persons who can be contacted as references:

Henry Skier, President, AM Skier Insurance (see letter from Henry, Jeffrey and Aimee Skier attached as Exhibit I)

Gary Beilman, CEO, Dime Bank (see letter attached as Exhibit I)

William Heitin, Sharon Board of Selectmen (see letter attached as Exhibit I)

Demonstration of ability to obtain all appropriate casualty/liability insurance coverage applicable to the proposal:

See letter from Henry, Jeffrey & Aimee Skier, attached hereto as Exhibit I)

List of Board of Health contacts and list of town/organizations contractor has worked with:

Board of Health/Camp Regulator Contacts:

New Hampshire Department of Environmental Services

Barbara Davis

Drinking Water and Groundwater Bureau

Youth Camp Program

29 Hazen Drive, Concord NH 03302

Phone 271-2542 Fax 271-3490

Email: Barbara.davis@des.nh.gov

Town of Sharon, Massachusetts

Board of Health

Sheila Miller, RN Public Health Nurse

(781) 784-1500 x1141

Board of Health

Sheila Miller, RN Public Health Nurse

(781) 784-1500 x1141

Massachusetts Department of Public Health

Community Sanitation Program

Steven Hughes, Director

Steven.Hughes@state.ma.us

(617) 624-5757

Towns that Camps Kenwood & Evergreen and Everwood Day Camp have worked with:

Wilmot, NH; Sharon, MA; Foxborough, MA;

Stoughton, MA; Millis, MA; Norwood, MA.

Sharon Town Departments We Have Worked With:

<u>Building Division</u>	217R South Main Street Box 517 Sharon, MA 02067	(781) 784-1525 ext. 2310
<u>Conservation Commission</u>	Sharon Community Center 1 Community Center Drive Mailing Address: 219 Massapoag Ave. Sharon, MA 02067	(781) 784-1511
<u>Department of Public Works</u>	217R South Main Street Box 517 Sharon, MA 02067	(781) 784-1525
<u>Fire Department</u>	211 South Main Street Sharon, MA 02067	(781) 784-1522
<u>Health Department</u>	Town Office Building 90 South Main Street Sharon, MA 02067	(781) 784-1500 ext. 1206
<u>Police Department</u>	213 South Main Street Sharon, MA 02067	(781) 784-1587
<u>Recreation Department</u>	Sharon Community Center	(781) 784-1530

Exhibit B Optional:

More detailed descriptions, such as photographs or project brochures of specific activities referenced as relevant experiences, may also be included.

Extensive program descriptions and other essential information can be found at www.kenwood-evergreen.com and www.everwooddaycamp.com

Here is a sample:



[Future Families](#) [Enrolled Families](#) [Staff](#) [Alumni](#)



Camp Kenwood

The Kenwood and Evergreen Experience

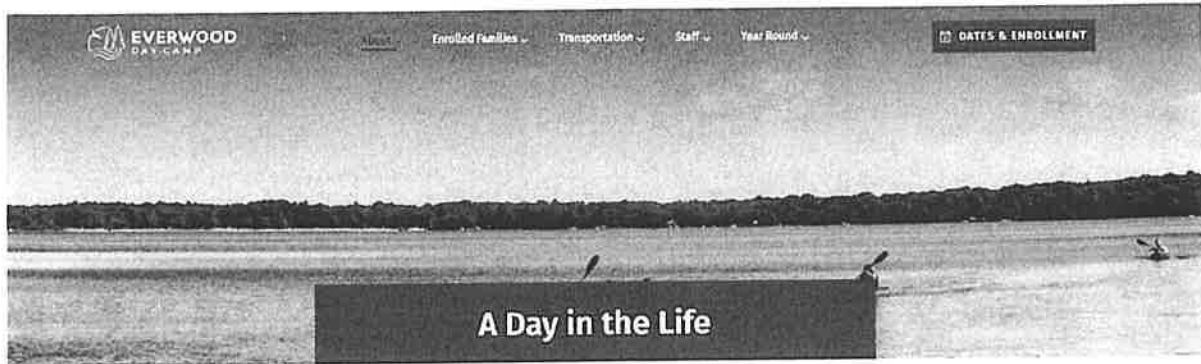
A values-driven community where campers experience being their best selves, turn summer relationships into lifelong friendships, and experience fun and laughter while creating everlasting memories.

Kenwood & Evergreen is a place to become a better athlete, artist, performer and person.

[the camp concierge experience](#) →

[take our virtual tour](#) →





Our incredible 70 acre site, on a stunning 350-acre lake, facilitates our dynamic program like no other day camp. It allows for a range of activities that ensure our 4-year-olds are just as engaged, stimulated and challenged as our 15-year-olds (and everyone in between)! All program offerings are adapted for each age group to ensure full and enthusiastic participation. As campers grow, the program grows with them, with more choices (electives) as they return year after year. Teenagers at Everwood are offered continued development in their programming, including leadership opportunities with our L.E.A.D. (Leadership, Exploration, And Development) and C.I.T. (Counselor in Training) programs for campers entering a 9th and 10th grade. With over 60 different activities in categories such as Adventure, Nature, and Science, Creative and Performing Arts, Sports, and Aquatics, every day at Everwood are different and sure to keep your child engaged and growing.



Lower Campus
Pre-K - 2nd Grade



Middle Campus
3rd - 4th Grade



Upper Campus
5th - 8th Grade



LEADers
9th Grade



Counselors in Training
10th Grade



Supported Counselor Position
11th - 12th Grade



Situated along the glistening shores of Lake Massapoag in Sharon, MA, Everwood Day Camp offers campers ages 4 to 15 a summer of sports, arts, and outdoor activities, in an environment that's uniquely suited to encourage their growth. Our dynamic camp program grows with our campers and includes a wide variety of activities to keep every child engaged. Our nurturing staff encourages social and emotional skill development throughout each moment of the day. Our 70-acre, dedicated camp facility includes over 40 cabin spaces, lodges, fields, courts and two incredible waterfronts. At Everwood Day Camp, campers experience all the fun and friendship of camp life, plus the support of a community that's committed to providing *skills for life*.

The Everwood Five Star Points

The Five Star Points are the foundation of our camp culture. These points embody 5 characteristics that reflect the social and emotional goals we have for our campers and staff each summer and we've integrated them into everything we do. From staff training and evaluations, daily activities, special events, even our bus rides to and from camp, our campers and staff members know that our 5 Star Points are what is valued most. By letting the Five Star Point be their guide all summer long, our campers and staff turn actions into skills they'll use to contribute to the world beyond campus.

★ Independence

Independence at Everwood comes in a variety of forms. For younger campers it starts with learning to take care of their belongings, and by being away from Mom and Dad during the camp day. It also happens through physical skill development, like down at the lake, where our instructors and lifeguards support them as they learn to swim. As our kids get a bit older, independence becomes more nuanced, because we loosen the reins and allow them to focus on their individual passions and interests through our elective program.

★ Integrity

At Everwood we acknowledge when our campers do the right thing, big or small; from playing a game by the rules, to picking up trash even if it wasn't theirs. When we recognize kids performing these simple acts, we help to reinforce a pattern of integrity that'll manifest itself over and over again.

★ Friendship

Everwood is a place that's unlike any our campers will encounter elsewhere, and the adventures they share—on the ropes course, in our performing arts center, out on Lake Massapoag—and the memories they make are the very fabric of tight-knit friendships. Whether or not our campers know someone else before stepping on the bus for the first time, our counselors are experts at acclimating campers to life at camp making connections with others.

★ Teamwork

From canoe races to our playing fields to our Ropes Course—there are endless occasions for teamwork here at Everwood. Our kids also come together to paint murals, run relay races, produce plays, and create original camp songs. Through these activities campers appreciate just how much more they can do (and how much more fun they'll have) by collaborating as a team, and what's more, they learn to compromise to make it happen.

★ Inspiration

You'll find inspiration everywhere you look at Everwood, and that's because our campers are always trying—and thriving—at activities they haven't before. Kayaking, pottery, yoga, the infamous Jello Tug-of-War, and our Zipline that sends kids cruising between hundred foot pine trees—these are but a few of the unforgettable moments that campers will have while they're here with us.



C

EXHIBIT C: CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the pains and penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



Signature:

Print Name: Scott Brody

Organization: K&E Camp Corporation

Date: July 26, 2019

D

EXHIBIT D: Tax Compliance Certification

Pursuant to M.G.L. ch. 62C, § 49A, the undersigned certifies under the pains and penalties of perjury that, to the best of their knowledge and belief, the Applicant, , is in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

A handwritten signature in black ink, appearing to read "Scott Brody". The signature is stylized with large, flowing loops and a prominent "S" at the beginning.

Signature:

Print Name: Scott Brody

Organization: K&E Camp Corporation

Date: July 26, 2019

E

EXHIBIT E: Certificate by Corporate Authority to Sign Contract

At a duly authorized meeting of the Board of Directors of K&E Camp Corporation held on July 26, 2019 at which all Directors were present or waived notice, it was voted that,

Scott D. Brody, President

of this Company, be and hereby is authorized to execute contracts and bonds in the name and behalf of said company, and affix its Corporate Seal thereto, and such execution of any such Contract or obligation in this Company's name on its behalf by such President under seal of this company, shall be valid and binding upon this Company.

A TRUE COPY

ATTEST:  President & Clerk

PLACE OF BUSINESS: Wilmot, NH

DATE OF THIS CONTRACT: July 26, 2019

I hereby certify that I am the President & Clerk of K&E Camp Corporation and that Scott Brody is the duly elected President of said company, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Contract.

Name:  Scott Brody, President & Clerk

F

EXHIBIT F: RFP Addenda Receipt Page

The undersigned acknowledges receipt of the following amendments to the RFP for the Sewataro Site, Sudbury, MA, dated July 24, 2019:

(Give number and date of each):

Addendum No. 1 – Date 7/11/2019

Addendum No. 2 - Date 7/18/19

Addendum No. 3A - Date 7/18/19

Addendum No. 3B - Date 7/18/19

Addendum No. 4 - Date 7/22/19

Addendum No. 5A - Date 7/24/19

Addendum No. 5B - Date 7/24/19

Addendum No. 6 – Date 7/29/19

No. 7 - Date 7/30/19
No. 8 - Date 8/01/19

Failure to acknowledge receipt of all amendments may cause the submitted proposal to be considered non-responsive to the RFP, which will require rejection of the proposal.

Signature: 

Title: President

Print Name: Scott Brody

Organization: K&E Camp Corporation

G

EXHIBIT G: Corp Records of K&E Camp Corp and Everwood Camp Partners LLC

Corporations Division

Business Entity Summary

ID Number: 264667041

[Request certificate](#) [New search](#)

Summary for: EVERWOOD CAMP PARTNERS LLC

The exact name of the Domestic Limited Liability Company (LLC): EVERWOOD CAMP PARTNERS LLC		
Entity type: Domestic Limited Liability Company (LLC)		
Identification Number: 264667041	Old ID Number: 000999541	
Date of Organization in Massachusetts: 04-14-2009		
Last date certain:		
The location or address where the records are maintained (A PO box is not a valid location or address):		
Address: 125 LAKEVIEW STREET		
City or town, State, Zip code, Country: SHARON, MA 02067 USA		
The name and address of the Resident Agent:		
Name: SCOTT BRODY		
Address: 239 MOOSE HILL ST.		
City or town, State, Zip code, Country: SHARON, MA 02067 USA		
The name and business address of each Manager:		
Title	Individual name	Address
MANAGER	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
In addition to the manager(s), the name and business address of the person(s) authorized to execute documents to be filed with the Corporations Division:		
Title	Individual name	Address
SOC SIGNATORY	JOSEPH C. MARROW	1601 TRAPELO RD., SUITE 205 WALTHAM, MA 02451 USA
SOC SIGNATORY	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
The name and business address of the person(s) authorized to execute, acknowledge, deliver, and record any recordable instrument purporting to affect an interest in real property:		
Title	Individual name	Address
REAL PROPERTY	SCOTT BRODY	239 MOOSE HILL ST. SHARON, MA 02067 USA
Consent	Confidential Data	Merger Allowed Manufacturing
View filings for this business entity:		



Business Information

Business Details

Business Name: K & E CAMP CORPORATION	Business ID: 251029
Business Type: Domestic Profit Corporation	Business Status: Good Standing
Business Creation Date: 05/07/1996	Name in State of Incorporation: Not Available
Date of Formation in Jurisdiction: 05/07/1996	Mailing Address: 239 Moose Hill Street, Sharon, MA, 02067, USA
Principal Office Address: 114 EAGLE POND ROAD, WILMOT, NH, 03287, USA	
Citizenship / State of Incorporation: Domestic/New Hampshire	Last Annual Report Year: 2019
	Next Report Year: 2020
Duration: Perpetual	Phone #: NONE
Business Email: catherine@kenwood-evergreen.com	Fiscal Year End Date: NONE
Notification Email: catherine@kenwood-evergreen.com	

Principal Purpose

S.No	NAICS Code	NAICS Subcode
1	OTHER / CHILDRENS' RESIDENTIAL CAMP & RELATED ACTIVITIES	

Page 1 of 1, records 1 to 1 of 1

Principals Information

Name/Title	Business Address
Scott David Brody / President	239 Moose Hill Street, Sharon, MA, 02067, USA
Scott D Brody / Director	239 Moose Hill Street, Sharon, MA, 02067, USA

Page 1 of 1, records 1 to 2 of 2

H

EXHIBIT H: RECENT EVERWOOD PROGRAM REFERENCES



Scott Brody <scott@kenwood-evergreen.com>

reference

Rabbi Joseph Meszler <jmeszler@temple-sinai.com>
To: Scott Brody <scott@kenwood-evergreen.com>

Fri, Jul 26, 2019 at 2:13 PM

To the Town of Sudbury, Sewatero RFP Review Group,

It is my pleasure to affirm the collaborative partnership between Scott Brody and Temple Sinai, a synagogue in Sharon. Under his direction, Mr. Brody has generously given us use Everwood Day Camp for our youth programs on the High Holy Days (which we call "Camp Hi Ho"), taking place on Rosh Hashanah and Yom Kippur. We have used indoor and outdoor facilities with his staff's support. In addition, the Jewish youth groups of our region have also been given use of the camp's facilities when they have had a regional event. Mr. Brody is a very generous host, a good neighbor, and a great partner.

Please feel free to contact me at jmeszler@temple-sinai.com for any elaboration. Thank you.

Rabbi Joseph B. Meszler
Temple Sinai, 25 Canton St Sharon MA 02067
781-784-6081

Mr. Pickles and the Everwood Staff,

The QMS staff would like to thank you for an AMAZING day. The staff was so organized, participatory, knowledgeable, and clearly comfortable with middle school students from the moment we stepped off of the busses. Our students had a great day participating (or not) in all of the activities that you provided for them. The variety of activities managed to capture each child somewhere, from the indoor arts and crafts, to the large group, small group, and individual sports.

Our staff and students had a wonderful day (thank you New England weather for cooperating) and look forward to returning.

Thank you again for providing our students with such a great experience.

Jennifer MacMurray
Qualters Middle School
Mansfield, MA

Hi Dane,

We had a wonderful time at the camp today. The kids had so many choices of activities and the weather was perfect. In fact it started to pour just after the buses pulled out. We had 181 students participate today so I am submitting a check request for \$4,072.50 to our school Treasurer. If it's okay with you she will make it to the camp address.

It was unanimous that we want to book it again for next year at the same time. Please let me know when this can be scheduled.

Again, thanks for your effort in pulling this together. A great way to end our school year.

Mrs. Laurie Norris
7 Gold Math Teacher
Coakley Middle School
Norwood

Dear Scott Brody, Dane Pickles, and Everwood Staff,

We are grateful for your undying commitment to our Sharon Public Schools, most specifically for your dedication to our Middle School PTO's Knowledge Empowers You (KEY) Program which supports the social and emotional well-being of our teachers, students, and their guardians. Offering Camp Everwood as a setting for team-building exercises at the beginning of the school year helps smooth the transition for classmates getting to know one another and staff to grow together. Additionally, the speaker series at your site throughout the school year provides excellent resources and opens the lines of communication on topics relevant to parents today. Sharon Middle School also benefited from your generosity when you donated funds to support the interactive anti-bullying program for our 275+ 7th graders in February. Students valued greatly from this initiative and staff were given educational tools to deal with the serious topic. We feel blessed to have your support, guidance and expertise in our backyard and look forward to sharing in many programs in the years ahead!

With sincere appreciation,

Shari Kalmowitz

Sharon Middle School PTO Programming Chair

[ATTACHED]

I

EXHIBIT I: LETTERS OF REFERENCE



William A. Heitin, Chair
Emily E. Smith-Lee, Clerk
Walter B. Roach, Jr.
selectmen@townofsharon.org

SELECT BOARD
90 SOUTH MAIN STREET
SHARON, MASSACHUSETTS 02067

Frederic E. Turkington, Jr.,
Town Administrator
(781) 784-1500 x1208
Fax: (781) 784-1502
fturkington@townofsharon.org

July 22, 2019

Camp Sewataro RFP Evaluation Committee
Town of Sudbury
Town Manager's Office
278 Old Sudbury Road
Sudbury, MA 01776

Re: Scott Brody, Founder, Everwood Day Camp

Dear Evaluation Committee,

I am writing in my capacity as Chair of the Select Board in the Town of Sharon.

I have known Scott Brody for more than twenty (20) years and he has been an outstanding citizen of Sharon who has been actively involved throughout our community. A few years ago, Mr. Brody was chosen as a Sharon "Ordinary Hero" award recipient and I have personally had the pleasure of working with him on several Town boards and committees. He has been a member of the Sharon Public Schools Strategic Planning Committee, School Climate Committee, new High School planning group and was asked to be on the Town of Sharon Recreation Director screening committee. As a camp professional he serves as the National Board Chair of the American Camp Association, is on the National Board of the Foundation for Jewish Camp, serves as the Government Affairs Chair for the Massachusetts Camping Association, and regularly represents the camp profession in Washington, D.C. in meetings with Congress and other federal departments.

Mr. Brody and his team of professionals were instrumental in converting an old and dilapidated camp site located on the shores of Lake Massapoag into one of the Town's greatest assets. Since taking control of the Town owned site, Everwood Day Camp went from a true start up needing huge financial investment to become the largest camp program in New England all in just a few years. Everwood Day Camp is a multi-year winner of Boston Parents Magazine's Best Day Camp awards and is the only day camp in the US to be designated as an "Exemplary Learning Community" by the Partnership for 21st Century Learning in Washington, D.C.

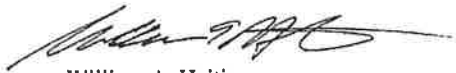
Every promise Mr. Brody made has been fulfilled and more. His performance as a partner and lessee has been great. He has a history of cooperation and collaboration with the Town, including running programs for the benefit of the Town, such as a Child Development Speaker Series, an annual Halloween Family Festival and coordinating nature hikes throughout the property, just to name a few. He has allowed residents access to the property during the non-camp season and provided the Town

Camp Sewataro RFP Evaluation Committee
July 22, 2019
Page 2

additional programming options for both children and adults. Finally, the camp has given both scholarships to dozens of Sharon families and has been a sponsor for virtually town- related need involving kids and families. We are currently working with him and his team on a potential swimming pool site location to help solve a problem obtaining pool time for the many swimmers in Town.

I only wish that all the Town's relationships were as strong as they are with Mr. Brody and the Everwood Day Camp team. If you need any additional information or have any questions, please feel free to contact me directly at 781-784-1500 x1208.

Sincerely,



William A. Heitin
Chair

cc: Mr. Scott Brody

Henry M. Skier President
Jeffrey M. Skier Vice President
Aimee M. Skier Vice President
570.226.4571 fax: 570.226.1105
amskier@amskier.com

Thursday, July 25th, 2019

To whom it may concern:

AMSkier Agency was founded in 1920 as an independent insurance agency. Since 1920, we've worked to serve the summer camp industry all over the country and the world. Presently, we are the largest direct insurer of camps in the country.

AMSkier has had an insurance relationship with Scott Brody and his camps for almost twenty-five years. During that time, we have developed an incredibly close and trusting business relationship and extremely valued friendship with Scott.

Scott has always been thoughtful and intentional as a consumer of insurance, both in terms of asking for and purchasing the most comprehensive coverage and wanting to understand ways to be safer and better as a camp operator.

We've come to know that Scott takes his job as a camp director in the most professional way, always demonstrating integrity and responsibility for the businesses he operates.

We've also had the opportunity to get to know Scott as a leader in the summer camp industry. Scott is one of the most respected camp professionals in the country. We currently serve on two boards of directors with Scott and he is a valued member and leader of those boards. Scott has become one of the great visionaries the camp industry has ever known taking the lead on so many important initiatives to ensure that the summer camp industry continues to thrive and grow in the future.

It is truly a privilege for our family to work with Scott and his camps.
We are so grateful for the special friendship we have developed together.
We look forward to continuing that work with him in future opportunities.

Please feel free to contact us if you want to discuss this in more detail.

Sincerely,

Henry, Jeffrey, Aimee



AMSkier 209 Main Avenue Hawley, PA 18428 800.245.2666 fax: 570.226.1105 email: amskier@amskier.com www.amskier.com



660 CHURCH STREET, PO BOX 909
CHILSDALE PA 18847 • 570-253-3004

July 17, 2019

To Whom It May Concern
The Town of Sudbury, MA

RE: LETTER OF REFERENCE FOR SCOTT BRODY

It is with great pleasure and confidence that I write this recommendation of Scott Brody.

Scott, a resident of Sharon, MA., and The Dime Bank, headquartered in Honesdale, PA., have enjoyed a meaningful and mutually-beneficial commercial banking relationship for over twenty years. During that time Scott has always maintained a most professional relationship with us regarding all aspects of his resident children's camp in New Hampshire, and with his day camp in Massachusetts, as well as additional undertakings. Because of his high ethical standards and his entrepreneurial talents, Scott is a highly regarded professional in the children's camp industry.

In addition to our direct association with Scott and his camp businesses, I have witnessed Scott ascend through various levels of leadership in numerous industry associations, including the Tri State Camp Association and the American Camp Association. Scott's passion to do the right thing for kids and to provide them with invaluable life-building experiences, has even led him to testify on Capitol Hill in Washington. In all of his pursuits, Scott has proven to be a caring and effective leader and in doing so, he has garnered the admiration and respect of colleagues across our nation.

On an individual level, what began many years ago as purely a banking transaction, has evolved over time into a true friendship; a unique experience in the world of finance!

Because of our excellent, time-tested relationship, I am confident in any future undertaking that Scott may pursue, and it is with the utmost confidence that I make this positive reference of and for him.

Sincerely,

Gary C. Beltman
President and
Chief Executive Officer




TOLL FREE 888-4MY-DIME FAX 570-253-5845 EMAIL honesdale@thedimebank.com www.thedimebank.com




J

EXHIBIT J: YOUTH CAMP LICENSES



State of New Hampshire
Department of Environmental Services
Drinking Water and Groundwater Bureau



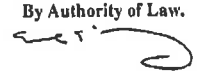
Camp License No. 80

This certifies that **SCOTT BRODY** under New Hampshire RSA 485-A:23-26 and Env-Wq 900, is hereby licensed to maintain and operate for vacation or recreational purposes:

2019

CAMP: **KENWOOD & EVERGREEN**
Location: **114 EAGLE POND RD., WILMOT, NH**
Issued: **APRIL 25, 2019**

Valid from **JUNE 29, 2019** to **AUGUST 17, 2019.**
 By Authority of Law.


Sarah Pillsbury, Administrator, DWGB
 Department of Environmental Services
(This license must be posted at the camp in a visible location)

THIS PERMIT MUST BE PROMINENTLY POSTED IN ESTABLISHMENT

COMMONWEALTH OF MASSACHUSETTS

TOWN OF SHARON
BOARD OF HEALTH

This is to certify that the Board of Health has this day granted a permit to

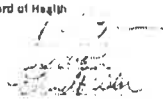
EVERWOOD DAY CAMP
125 Lakeview Street
Sharon, MA 02007

PERMIT TO OPERATE
RECREATIONAL CAMPS, OR OVERNIGHT CAMPS OR CABINS
June 24, 2019 - August 23, 2019

This License is issued in accordance with the authority granted to the Board of Health by Chapter 141B, Section 22A, 22B, 22C, 22D and 22E of the Massachusetts General Laws. Subject to the provisions of the laws of the Commonwealth of Massachusetts relating to these and other laws and regulations and to the rules and regulations in regard to such Camps or Cabins as licensed as adopted by the Board of Health, this License expires August 23, 2019, and may be suspended or revoked.

Copy Issued: 6/24/19
*** # Camp 2019-01

Sharon Board of Health



K

EXHIBIT K: W-9 FORM

Form W-9 (Rev. October 2018) Department of the Treasury Internal Revenue Service	Request for Taxpayer Identification Number and Certification ▶ Go to www.irs.gov/FormW9 for instructions and the latest information.	Give Form to the requester. Do not send to the IRS.																				
1. Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. K & E Camp Corporation																						
2. Business name/d disregarded entity name, if different from above Camps Kenwood & Evergreen																						
Print or type See Specific instructions on page 3.	3. Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.																					
	<input type="checkbox"/> Individual sole proprietor or single-member LLC																					
	<input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate																					
	<input type="checkbox"/> Limited liability company. Enter the tax classification (C= C corporation, S= S corporation, P= Partnership) ▶ _____ <small>Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</small>																					
4. Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3) Exempt payee code (if any) _____ Exemption from FATCA reporting code (if any) _____ <small>(System to be used to match with the U.S. system)</small>																						
5. Address number, street, and apt. or suite no. (See instructions) 239 Moore Hill Street																						
6. City, state, and ZIP code Sharon, MA 02067																						
7. List account number(s) here (optional): _____																						
Part I Taxpayer Identification Number (TIN) Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see <i>How to get a TIN</i> , later. <small>Note: If the account is in more than one name, see the instructions for line 1. Also see <i>What Name and Number To Give the Requester</i> for guidelines on whose number to enter.</small>																						
Social security number <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> <td style="width: 10%;"> </td> </tr> </table>												OR Employer identification number <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">0</td> <td style="width: 10%;">2</td> <td style="width: 10%;">-</td> <td style="width: 10%;">0</td> <td style="width: 10%;">4</td> <td style="width: 10%;">8</td> <td style="width: 10%;">9</td> <td style="width: 10%;">0</td> <td style="width: 10%;">1</td> <td style="width: 10%;">5</td> </tr> </table>	0	2	-	0	4	8	9	0	1	5
0	2	-	0	4	8	9	0	1	5													
Part II Certification Under penalties of perjury, I certify that: 1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and 2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and 3. I am a U.S. citizen or other U.S. person (defined below); and 4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct. Certification instructions: You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and divic sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.																						
Sign Here Signature of U.S. person ▶		Date ▶ _____																				
General Instru Section references are to the Internal Revenue Code unless otherwise noted. Future developments: For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9 . Purpose of Form An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN); to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following: • Form 1099-INT (interest earned or paid) • Form 1099-DIV (dividends, including those from stocks or mutual funds) • Form 1099-MISC (various types of income, prizes, awards, or gross proceeds) • Form 1099-B (stock or mutual fund sales and certain other transactions by brokers) • Form 1099-S (proceeds from real estate transactions) • Form 1099-K (merchant card and third party network transactions) • Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition) • Form 1099-C (canceled debt) • Form 1099-A (acquisition or abandonment of secured property) Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN. If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See <i>What is backup withholding</i> , later.																						

Cat. No. 10231X

Form W-9 (Rev. 10-2018)

L

EXHIBIT L: K&E CAMP CORP FINANCIAL INFORMATION

Note: While K&E Camp Corporation is the operating entity of Camps Kenwood & Evergreen, there is a companion land holding company that owns the real estate called Eagle Pond, LLC. They are both owned by Scott Brody, and their combined FS is below.

Eagle Pond LLC and K & E Camp Corporation Combined Balance Sheet December 31, 2018

	<u>2018</u>
ASSETS	
Current Assets	
Cash	152,179
Fixed Assets	
Property and equipment, net of accumulated depreciation	3,177,557
Other Assets	
Other assets	1,345,918
	<u>\$ 4,675,654</u>
LIABILITIES AND EQUITY	
Current Liabilities	
Accounts payable	\$ 19,545
Camper deposits	1,805,373
Loan payable	47,788
Current portion of long term debt	270,000
Line of credit	150,459
Taxes payable	11,492
Total current liabilities	2,404,657
Noncurrent Liabilities	
Long term debt	4,079,791
Total Liabilities	6,484,448
Stockholder's Deficit	
Common stock, no par value	
10,000 shares authorized, 125 shares issued and outstanding	50,100
Additional paid-in-capital	50,900
Accumulated deficit	(1,809,794)
Total deficit	(1,808,794)
	<u>\$ 4,675,654</u>

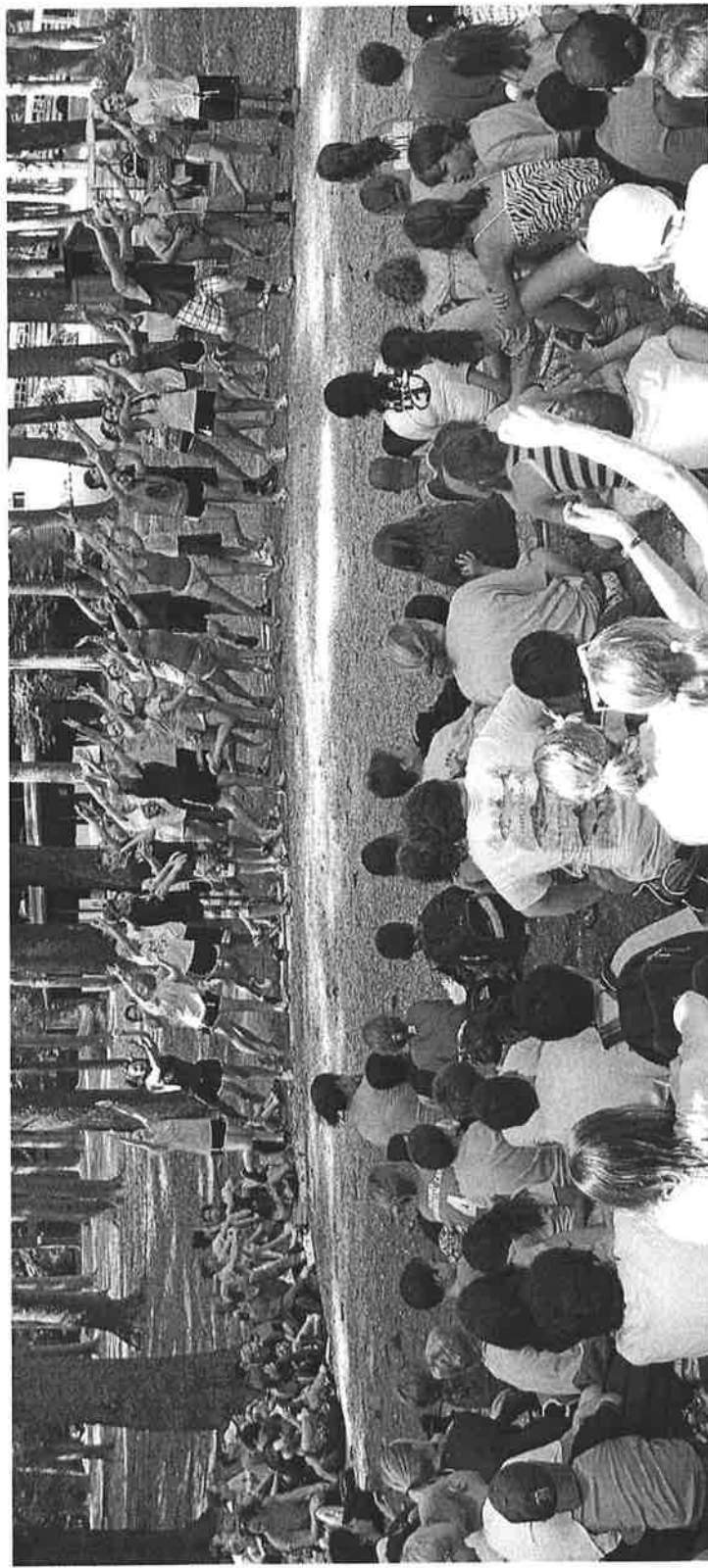
Eagle Pond LLC and K & E Camp Corporation
Combined Statement of Income
For The Year Ended December 31, 2018

	<u>2018</u>
Revenue	\$ 3,872,514
Operating Expenses	
Payroll expenses, including owner's compensation	1,597,698
Summer program	674,412
Sales and marketing	210,318
Repairs	158,847
Travel & transportation	156,040
Bank and credit card fees	114,839
Insurance	107,398
Other expenses	106,250
Real estate taxes	94,175
Utilities	94,029
Employee benefits	75,036
Rent	72,500
Total Operating Expenses	<u>3,481,542</u>
Income From Operations	410,972
Other Income (Expense)	
Depreciation and amortization	(178,378)
Interest, net	<u>(230,112)</u>
Total Other Income (Expense)	<u>(408,490)</u>
INCOME (LOSS)	<u>\$ 2,482</u>


K&E Camp Corp RPF Response: Camp Sewataro



Opportunity:



Opportunity:

 To preserve Camp Sewataro as a high quality youth development experience for the children of Sudbury and beyond while facilitating site access for Sudbury town residents, building strong partnerships with Town organizations and providing a stream of income for the town to offset acquisition costs and mitigate carrying costs.

Opportunity:

To create a strong private/public partnership that will benefit the Town of Sudbury and its citizens.

To create strong links between Camp Sewataro, the Sudbury Park & Recreation Department, the Council on Aging, Sudbury Public Schools and other Town programs to leverage strength & growth for all youth and adult service providers.

Who are We?



Scott Brody is the National Board Chair of the American Camp Association and owns and operates two of America's most successful and respected summer camp programs. He is an expert on summer camp, child development, workforce development and college and career readiness and speaks at conferences all over the world. He also represents America's summer camps on in Congress and at the White House.

Who are We?



EVERWOOD
DAY CAMP



Who are We?



We are an experienced Town partner:

- We have worked with the Town of Sharon, MA to develop and operate a high quality summer camp program for Sharon's families.
- We have partnered with many Sharon organizations to provide public access, by hosting joint activities and programs, supporting families and the school system through program sponsorship, and sponsoring educational programming for parents.

Who are We?

Everwood Day Camp

- Founded in 2009, in ten short years, Everwood has grown to be the largest single-site day camp program in New England.
- Winner of many awards, including 2019 Boston Parent's Paper's "Best Day Camp in MA" recognition, as well as P21's "Exemplar" award for out of school time program excellence.

Who are We?



Camps Kenwood & Evergreen is one of the country's most highly regarded resident summer camps, with exemplary benchmarked youth and staff outcomes and a client retention rate of over 93%.

Why Now?

 The Sewataro acquisition has proven somewhat divisive in Sudbury.

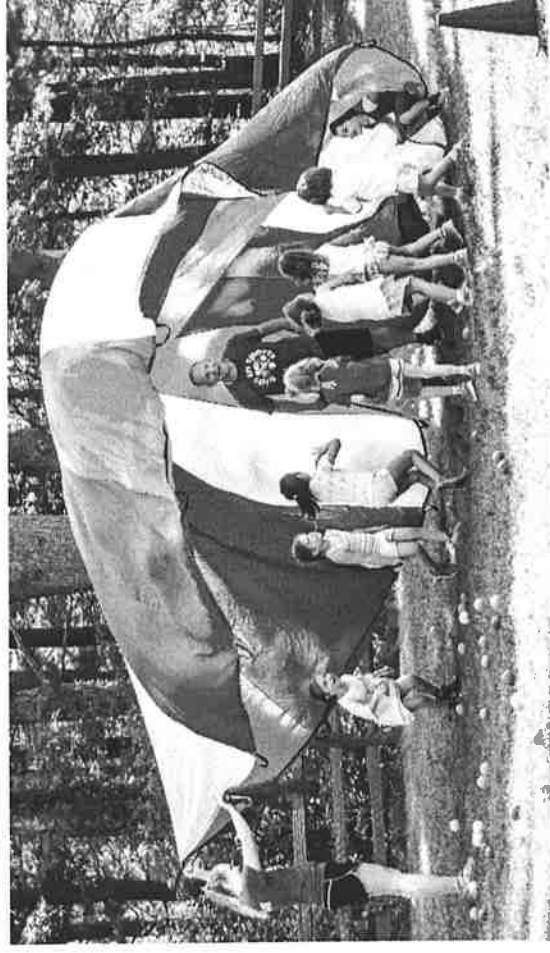
- A strong partner is needed to operate the current program at a high level in line with the expectations of current clientele. These parents did not chose other worthy summer camp programs in the area. They chose Sewataro, and want its culture and traditions to continue. The Town's revenue share is dependent on customer retention.
- At the same time, the new operator must build strong relationships with the rest of the Town's citizens, creating a win/win scenario that provides for reasonable site access, strong collaboration with Town departments and parent groups, and other value add opportunities for all Sudbury residents.

Our Likelihood of Success is Great:

With the economy likely to slow down in the coming months, the Town of Sudbury must choose the operator that has the greatest likelihood of success in retaining current clients and acquiring new business, while increasing affordable access by Sudbury residents needing assistance.

This is not an easy road to navigate, and an expert in camp operations who is deeply familiar with the expectations of parents in this market segment are critical elements. We have the greatest likelihood of success, as both Everwood and Kenwood & Evergreen share the Sewataro customer base.

Our Likelihood of Success is Great:



This proposal could address the Town's short and medium term site-related financial needs, and could create additional upside for all residents through public access and partnerships. Our goal is to become an indispensable partner to the Town and its citizens for many years to come.

Equitable Access:

We have proposed setting aside up to 50 camper spaces per session for use by residents of the Town who are unable to pay the regular tuition charged by Sewataro, subject to Special Permit approval.

These spaces will be provided at a reduced cost for qualified families. The Town Social Worker or other agent would assist us in identifying and vetting eligible campers, who would still need to meet other enrollment and participation criteria.

This could almost double the number of Sudbury children who could join the Sewataro program each summer.



Melissa Murphy-Rodrigues, Esq.
Town Manager

TOWN OF SUDBURY

Office of the Town Manager
www.sudbury.ma.us

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

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

To: Honorable Board of Selectmen

From: Melissa Rodriguez, Esq., Town Manager

RE: RFP for Management of Camp Sewataro

Date: August 8, 2019

The Town received three proposals for management of Camp Sewataro. Each proposal was determined to be in compliance with the requirements for submittal.

Process

The evaluation committee was comprised of Dennis Keohane, Finance Director, William Barletta, Facilities Director, Adam Duchesneau, Director of Planning and Community Development, Frank Livera, Acting Director of Park and Recreation and William Murphy, Director of the Board of Health.

The evaluation committee reviewed and evaluated each of the proposals based on the criteria spelled out in the RFP as well as the interviews that were completed with each camp operator on August 8, 2019. As Chief Procurement Officer, I opened and reviewed the price proposals and reviewed the evaluations by the evaluation committee and based on those two documents I am making a recommendation to the Board of Selectmen on award of the contract.

On August 20, the Board of Selectmen will vote whether or not to authorize the Town Manager to negotiate and sign a contract with the camp operator.

Recommendation

Based on my review of the five evaluation forms, as well as review of the price proposals, my recommendation would be to authorize the Town Manager to enter into negotiations with and sign a contract with Scott Brody of K&E Camp Corporation. The proposal by Scott Brody maintains the camp in its current form, and introduces the least amount of financial risk to the community. The Contract would include and incorporate the request for proposals as well as the response. Further it would flush out some areas of the proposals that highlight a few concerns for the team.

This was a difficult decision. All three proponents are capable, and we had the positive problem of choosing from three strong operators. In the end, it is my determination that Scott Brody is the most advantageous proposal.

Proposals

Marcus Lewis Enterprises Inc.

- Currently runs a camp in Westford and tennis clubs in Acton
- Plan is to completely replicate what Sewataro does now, including staff and procedures
- Will utilize all buildings except 2 of the 3 rental properties. One property would be housing for groundskeeper
- Public access
 - Public access from 7:30AM- sunset seven days a week from April 1 until 2 weeks prior to start of summer camp
 - Public access from 5PM-sunset M-F during camp season and 7:30AM-sunset on weekend. July 4th treated as a weekend
 - Monday after camp ends-November 15 public access from 7:30AM- sunset seven days a week
 - November 16-March 31- closed to public
 - Public resources would include: fishing pond, swimming pond, open spaces, sport courts, open shelters, 2 port-a-potties
 - Not to be used by public: buildings, cabins, permanent bathrooms, climbing tower, boats, tents, ropes course, archery, zip line, paintball, kiddie pools
- Fee Proposal: \$0 a month and 33% of net revenue
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Advantageous (5)
 - Overall ranking: Highly Advantageous (4), Advantageous (1)

Metrowest YMCA

- Service area covers Framlingham, Sudbury, Wayland, Natick, Hopkinton, Ashland, Holliston and Sherborn
- Committed to making this a Sudbury camp
- Currently serves 1200 children per day, including one at Nobscot Reservation, and has operated camps for in this area for over 50 years
- Sliding scale programming made possible through financial assistance programming.
- Experienced camp staff and leadership team
- Plan for public access
 - Camp Sewataro Family Swim Club and Swim Lessons through memberships and programming
 - Family Swim Club
 - M-F 4:30-7PM and weekend 10AM-6PM.
 - Includes use of pools and pond for family swim time and lessons
 - Includes boating on Saturdays from 11AM-4PM
 - Swim lessons
 - Family recreation

- Camps courts and trails would be open and available the same hours as Family Swim Club, as well as from April-October
 - Will collaborate with town for access for programming during non-camp hours
- Plans to utilize all camp buildings
 - Residences could serve as housing for caretaker and perhaps an international camp counsel program, also open to shared uses or town uses
- Vast building maintenance experience
- Price Proposal
 - \$12,500 per month AND 20% new revenue at 1.9 million annual revenue, 30% net revenue share to town at \$2.2 million annual revenue and 40% net revenue share to town at \$2.5 million annual revenue
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Highly Advantageous (3) Advantageous (2)
 - Overall ranking: Highly Advantageous (5)

Scott Brody/ K&E Camp Corporation

- Owns and operates Camp Kenwood and Evergreen in Wilmot, NH and Everwood Day Camp in Sharon, MA, with 23 years of experience
- Everwood serves up to 900 children per week with a staff of 200
- Plans to operate a day camp from June to Labor Day that is virtually identical to Camp Sewataro
 - Secured agreement of current leadership team including Director, Assistant Director, Business Office Manager and Community and Event's Manager to join new organization, and to provide them with uninterrupted salary and benefits
- Public Access
 - No public access while camp is in session
 - Proposes offering reasonable access to the property's trails and natural landscaping for hiking, walking, cross country skiing, snowshoeing and the like at all times of the year when the camp is not in operation.
 - Will work with town on parking as well as security plan, staffing requirements associated with such access and associated maintenance and staffing costs, and to determine how those costs will be allocated among the town, user group, public and proposer
 - Will offer weekend programming at various times through the summer on certain portions of the site for the residents of Sudbury including music festivals, family picnics, 4th of July fireworks and family celebration, a fishing derby, concerts and other events. Other events will be held throughout the year
 - Partnership to create year-round enrichment programming for whole town, in buildings not used by camp year round
- Will be seeking permit for 650 campers, and would make those 50 spots available for Sudbury residents who qualify for scholarship assistance.
 - If Planning Board denies then back to 10 scholarships.

- Four dwellings to be used for staff
- Price proposal
 - \$10,000 per month payable in two annual installments of \$60,000 each on May 1 and December 1 beginning in 2020 AND;
 - Percentage of first \$500,000 in net revenue per year: 20%
 - Percentage of next \$500,000 in net revenue per year: 25%
 - Percentage of ALL net revenue in excess of \$1,000,000 per year: 33.33%
 - Net revenues shall be revenues minus traditional operating expenses and approved capital expenditures (including compensation for all employees and business owner).
- Evaluation
 - Interview: Highly Advantageous (5)
 - Experience: Highly Advantageous (5)
 - Management Experience: Highly Advantageous (5)
 - Experience working with community: Highly Advantageous (5)
 - Overall ranking: Highly Advantageous (5)

Camp Sewataro Price Proposal

The undersigned proposes to pay to the Town:

Monthly fee: **\$10,000 (TEN THOUSAND DOLLARS) PER MONTH, PAYABLE IN TWO ANNUAL INSTALLMENTS OF \$60,000 EACH, ON MAY 1ST AND DECEMBER 1ST BEGINNING IN 2020.**

and

Percentage of net revenue monthly:

- **PERCENTAGE OF FIRST \$500,000 IN NET REVENUE PER YEAR: 20%**
- **PERCENTAGE OF NEXT \$500,000 IN NET REVENUE PER YEAR: 25%**
- **PERCENTAGE OF ALL NET REVENUE IN EXCESS OF \$1,000,000 PER YEAR: 33.33%**

Net revenues shall be revenues minus traditional operating expenses associated with day camp operations (Year Round and Seasonal Staff Payroll, summer program, sales and marketing, food expenses, maintenance and repairs, travel and transportation, bank and credit card fees, insurance, utilities, employee benefits, interest and principle payments on associated debt service and the like) and approved capital expenditures.

Operating Expenses will not include business owner's taxable profit but will include compensation for all employees of the business for work performed, including by business owner. The monthly fee paid to the Town shall be deducted from revenues before calculation of distributions.

By way of example, if annual revenues are \$1,300,000, the monthly fees payable to the Town totaling \$120,000 annually would first be deducted, leaving \$1,180,000. 20% of the first \$500,000 would yield a share of \$100,000 for the Town, with the addition of 25% of the next \$500,000 in net revenue yielding \$125,000 for the Town. The final amount in excess of \$1,000,000 would be \$180,000, of which the Town would be entitled to \$60,000. In this example, total revenue to the Town would be \$120,000 + \$100,000 + \$125,000 + \$60,000 for a total net revenue distribution to the Town of \$405,000.

The undersigned agrees that, if selected, s/he will within five days (Saturdays, Sundays and legal holidays excluded) after presentation thereof by the Town, execute a contract in accordance with the terms of this bid. The undersigned further certifies under the penalties of perjury that this bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this section the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Date: July 26, 2019

K&E Camp Corporation, a NH Corporation

BY 

Scott D. Brody, President (Printed Name and Title of Signatory)

239 Moose Hill Street (Business Address)

Sharon, MA 02067 (City, State Zip)

Cell: 617-571-6743

scott@kenwood-evergreen.com (E-mail Address)

Management of Camp Sewataro RFP
PROPOSAL EVALUATION

William Bonetto 8/8/19
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	HA	HA

INTERVIEW: The Evaluation Committee will schedule Interviews with all proposers who have met the Minimum Criteria and are responsive to this RFP. At the start of the interview, the proposer will have up to fifteen (15) minutes to present a company background and presentation. The Evaluation Committee will prepare five (5) questions, which will be asked of all proposers after the presentation. The Evaluation Committee may also ask additional questions.

Interview HA	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to all five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview A	Proposer representative(s) were present, communicated a comprehensive plan of action, and successfully responded to a minimum of four (4) of the five (5) questions from the Evaluation Committee and sufficiently answered any additional questions posed by the Evaluation Committee.
Interview NA	Proposer representative(s) were present but did not communicate a comprehensive plan of action or successfully responded to fewer than four (4) of the five (5) questions from the Evaluation Committee and did not sufficiently answer any additional questions posed by the Evaluation Committee.

EXPERIENCE – SUMMER CAMP: Specify programming plan for Camp. Proposer must have run each of these programs in other municipalities or facilities for a minimum of five (5) years. Plan must include which programs have been offered and for how many years.

Exp - Camp HA	Specify a minimum of seven (7) various summer camp programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp A	Specify four (4) to six (6) programs proposer has offered other municipalities/organizations for a minimum of five (5) years.
Exp - Camp NA	Fewer than four (4) programs and/or proposer has fewer than five (5) years of experience managing each.

MANAGEMENT EXPERTISE: Provides detailed background, experience, and roles of Proposer Owner and Camp Director.	
Management Exp HA	Camp Director has more than five (5) years of experience directing a summer camp as a full-time employee. Proposer has a detailed immediate response backup staff plan and offers qualified candidate(s) to back-up Director & other staff.
Management Exp A	Director has three (3) to five (5) years of experience summer camp programs as a full-time employee. Proposer has a detailed immediate response back-up staff plan and offers qualified candidate(s) to back-up Director and other staff.
Management Exp NA	Camp Director has less than three (3) years of experience managing camp programs and/or has not provided a detailed immediate response back-up staff plan.

EXPERIENCE WORKING WITH COMMUNITY or other stakeholders developing and executing a plan for public access	
Community Exp HA	Proposer has successfully worked with other entities for public access and lays out a practical plan for facilitating or restricting public access to managed property during different seasons and times in proposal.
Community Exp A	Proposer has not worked with other entities for facilitating, but lays out a practical plan for public access in proposal.
Community Exp NA	Proposer has not laid out a practical plan for public access in proposal.

NOTES:

Everwood - Strengths - similar operation currently & maintain Sewataro staff.
Weakness - public access
Strengths - good understanding of Town interests in Camp & partnerships & developed similar operation.

Marcus Lewis - Strengths - a similar town type operation currently
Strength - understanding of Town/Camp relationship
Weakness - small staff to maintain facility
Weakness - public access

MetroWest - Strength - operation for many years
Strength - large organization
Weakness - public access
Weakness - specific on-site operation route

Management of Camp Sewataro RFP PROPOSAL EVALUATION

Frank Livera
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brody)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	HA
MetroWest	HA	HA	HA	HA	HA

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NOTES:

Marcus Lewis - operates multiple camps with several municipalities. He has experience working with towns, specifically the Town of Westford in a similar situation to the purchase of Camp Sewataro. He has assembled an experienced management team to operate the camp.

MetroWest - They are a large organization with great resources. They have multiple large camp operations in the MetroWest area. They outlined a fee based public access plan. Their management structure includes experienced camp directors that will lend support to Sewataro.

Everwood - Scott Brody outlined a plan to continue the operations of Sewataro and he has vast experience operating summer camps. He has worked extensively with the Town of Sharon in a similar dynamic. Scott expressed the desire to retain Sewataro's management team.

**Management of Camp Sewataro RFP
PROPOSAL EVALUATION**

Adam Duchesneau
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
	Interview	Experience - Summer Camps	Management Experience	Experience Working with Community/Stakeholders	
Everwood (Scott Brady)	HA	HA	HA	HA	HA
Marcus Lewis	HA	HA	HA	A	A
MetroWest	HA	HA	HA	HA	HA

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NOTES:

All three candidates could do a good job at running a successful camp at the property. MetroWest YMCA appears to have the most resources to handle unforeseen situations and changes in the market. However, they are also a much larger entity and would appear to not have as much of an organic/home grown feel to running the camp. Marcus Lewis and Scott Brady would likely provide a more small scale/family feeling to the camp, very similar to the current situation at Camp Sewataro. Public access to the property would appear to be fairly equal amongst all the candidates. MetroWest YMCA was very clear about the programming of public access activities and cost. Marcus Lewis is running a successful and very similar camp in Westford, MA, but acquiring insurance for the property could be an issue. Scott Brady started a camp with very similar circumstances in Sharon, MA and this venture appears to be successful. There are some concerns about Marcus Lewis's ability to be able to maintain the property due to his currently smaller operation.

Management of Camp Sewataro RFP PROPOSAL EVALUATION

BILL MURPHY
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
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STRENGTHS

NOTES: Marcus Lewis → Discussed innovation - Get Marcus as operator, Westford town d., Business strengths

YMCA - History of presence in area - School programming, team of professionals

Everwood - similarities to Sharon camp - Scott Brody's leadership in industry
Grassroots development w/ town as a stakeholder - Experiential learning
Institutional knowledge

**Management of Camp Sewatara RFP
PROPOSAL EVALUATION**

Dennis Keohane
Evaluator Name

Responder/Business Name	HA = Highly Advantageous A = Advantageous NA = Not Advantageous				Overall Composite Ranking
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NOTES:

- ★ Concerned about insurance and/or permitting access to the community Year Round.
- ★ Proposal for access to community related to a fee based membership program.

EXHIBIT 3

Camp Season Public Access Area



DENOTES CAMP SEASON PUBLIC ACCESS AREA



EXHIBIT 4

Schedule of Annual Fee to be Paid to the Town

	<u>YEAR</u>	<u>FEE</u>
1	2019	120,000.00
2	2020	120,000.00
3	2021	120,000.00
4	2022	123,600.00
5	2023	127,308.00
6	2024	131,127.24
7	2025	135,061.06
8	2026	139,112.89
9	2027	143,286.28
10	2028	147,584.86
11	2029	152,012.41
12	2030	156,572.78
13	2031	161,269.97

EXHIBIT 5

Personal Property Schedule

Adventure Challenge

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Climbing Wall			
Harnesses:			
Child (full body)	8	10	
Adult (grey & orange)	8	10	
Staff	4	7	
Helmets:			
BD (small)	5	9	
BD (large)	1	4	
Carabiners:			
Auto lock	17	10	
Quick links	6	6	
None-climbing (hold the bells)	6	6	
Belay Devices	6	6	
Bells	6	6	
Benches	2	2	
Blindfolds	3	4	
Clear bins	4	3	
Crates	3	3	
Gloves	15	15	
Manual w/ equipment logs	1	1	
Ropes	6	6- in high ropes bin	
Rugs	4	0	
Tape	1	0	
Thingy rope (green, purple, lime)	2	??	
Tie-up rope w/ biner (orange & black)	1	1	
Trash can	1	1	
Wipes	110 wipes per day x 39 days = 57 containers of 75 wipes	0	
Ropes Course			
Belay devices		7	
BD helmet (large)	2	3	
Black diamond helmet (small)	2	2	
CAMP helmet (large)	3	(blank)	
CAMP helmet (small)	2	0	

Carabiners		13	
Harness (gray)	7	0- all at climbing wall	
Harness (staff)	3	2	
Ladders:			
Extension	1	3-Meeting Hall	
Step	1	1-Meeting Hall	
Nitro Swing	1	1	
Rubber dots	16	0	
Slings w/ carabiners	5	(blank)	
Vertical Playpen ladder	1	1	
Large Plank		2- Meeting Hall	
Small Plank		1- Meeting Hall	
Zipline			
Auto lock carabiners	12	6	
Belay device	1	1	
BD helmet - small	2	4	
BD helmet - large	1	2	
camper harnesses	4	5	
Climbing rope	1	1	
Cones - red	4	8- Brian's Shed	
extension ladder	1	1-Pavillion	
full body harnesses	2	2	
Hula hoops	2	2- Brian's Shed	
Marmot helmet - small	0	(line drawn through)	
Nor climbing carabiner	1	? Lobster Claws	
Retrieval rope - white	1	1	
sling	2	2 (yellow)	
staff harnesses	2	3	
step ladder	1	1-Pavillion	
Tie up rope w/ biner (purple)	1	1	
zipline rope	1	1	
zipline trolley	1	1	

Comments:

Adventure Kingdom

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Yellow kids Gecko helmets	2	2	0
Harness (Grey Backpack)	3	6	0
Harness (colorful)	2	2	0
Adult- Grey/Orange			
Sanitizing wipes	1	1	New ones
Seat holder - silver pulley	1	1	0
Trolley seat w/ carabiner	1	1	0

Comments:

Archery

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Archery pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)	800	0	800
Arm guards - small	22	21	5
Arm guards - med	20	25	
Arm guards - XL	18	6	
Arrows	60	66+	
Arrow quivers - PVC	12	11	1
Arrow rests - left	15	29	
Arrow rests - right	24	25	
Balloons (75/bag)	12 dozen round	0	12 doz
Balloon pump	2	2	
Basket with tolls & extra strings	1	1	
Benches	3	3	
Bow "nocker"	1		
Bows (large) 48	13		3
Bows (smaller) 46	10		
Bows (x-large) 54	9		
Bow strings - 54in	18	12	
Bow strings - 48in	15	2	
Bow strings - 46in	8	7	
Cones 24"	6	7	
Double side tape	2 rolls	0	1
Dust pan/brush	1	1	
Finger tabs	new	1	
Green canvas	1	1	
Masking tape green	1	1	
Nock beads	5	15	
Pair gloves & emergency procedures	1	1	
Plastic pitchers to hold arrows	1	1	
Plywood for water spigot	1	1	
Pliers for "nocks"	1	1	
Push pins	1 box	1	
Safety pins	1 box	1	1
Scissors	2	1	1
Sharpee	4	4	
Spray paint	2 cans	1	1
Supplies for games			

Target faces	20		
Target holders	5	6	
Targets	10	6	
Tarp (silver)	1	1	
Towels	1	0	
Blue/white weighted rope	1	1	

Comments:

Stakes for the tarp to remain in place on windy days, please!

Basketball Court (big)

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	2	2	New Pins
Basketballs (large)	32	41	10 (Sub out for no grip ones)
Basketballs (small)	12	17	10
Gloves - goalie	1	1	2
Goalie sticks	4	4	4
Mini hoop nets - red, white & blue	2	1	
Masks	2	2	2
Pole pads	1		
Rhino ball	6	4	4
Safety goggles	18	30	15-due to scratches
Street hockey balls	26	20	5
Street hockey nets	4	2	0
Street hockey pucks	22	22	8
Street hockey sticks - blue	11	11	1
Street hockey sticks - red	11	10	2

Comments:

- New Goalie Mask(s)
- New Goalie Glove(s)
- New Goalie Glasses
- Poly Spots
- Flag Football Flags/Football

Basketball Court (small)/Softball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Baseballs	1 crate	1	0
Baseball bases	3	3	0
Baseball face mask	1	1	0
Baseball gloves	1 bucket	1	0
Baseball home plate	1	1	0
Baseball tees	2	1	0
Basketballs (big)	12	23	0
Basketballs (small)	12	11	0
Big plastic bats	5	7	0
Bowling pins	4	0	0
Broom & dustpan	1	0	1
Dolly	1	1	0
Dots	15	12	0
Emergency procedures/gloves	1	1	0
Flat bats	2		
Hockey ball	22	14	8
Hockey masks	2	0	0
Hockey pucks	1 crate	1	0
Hockey sticks (goalie)	2	2	0
Hockey sticks (red)	10	13	0
Hockey sticks (yellow)	10	12	0
Metal bats	4	2	0
Plastic cones	15	21	0
Pole pads	2	2	0
Rubber kickball	1	4	0
Softball helmets	1 bucket	1	0
Softballs	1 crate	1	0
Whiffleballs	1 crate	1	0
Safety goggles	20	20	0

Comments:

Boating

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
adult type III PFD		13	
air horns	1	1	
anchors		0	
assorted balls		4	
boating pins (COUNT & LET US KNOW WHAT COLORS YOU NEED)			
Boating posters	1 (rules)	1	
broom & dust pan	1	1	
bucket	6	6	
buoys	5	4	
canoe paddles - counselor	3	4	
canoe paddles (large)	4	4	
canoe paddles (med)	2	2	
canoe paddles (small)	24	24	
canoes	10	10	
clip boards		1	
duct tape		0	
first aid kit	1	1	
fishing net (large)		0	1
fishing nets (small)		0	1
instruction books			
kayak paddles - wooden (large)	0	1	
kayak paddles (med)	20	17	
kayaks	18	21	
markers		2	
megaphone	1 (store in office in off season)	1	
noodles		1	
noodle coupling		?	
paddleboards	12	11	
paddleboard paddles	12	3	So Many!!
paddleboard straps/rudders			
PFD's (large) (adult - universal)		23- orange	
PFD's (medium)		13- yellow	
PFD's (small)		9- red	15
PFD's (universal youth)		19- orange	
poncho		? N/A	

rope		On boats	
scissors		1	
sponge balls		0	
tennis balls			

Comments:

Campcraft

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
3 ft dowels	15	7	8
5 gallon water jugs	2	2	0
16-sided die	1	1	0
Animal track molds	15	0	15
Black rods	130	120	10
Box cutters	6	4	2
Bungee cords	10	4	6
Butterfly nets	5	1	4
Camp chairs	3	0	3
Camp towels	2	1	1
Clipboard	15	15	0
Clothes pins (wooden)	1 bag	1 bag	0
Compasses	45	36	9
Cooking grates	2	2	0
Dry erase boards	3	3	0
Dry erase markers	2	2	0
Fire pits	5	5	0
Fire starters	30	0	30
Flint	22	16	6
Fly	1	0	1
Frisbee	2	2	0
GPS	5	5	0
Hoe	1	1	0
Knot tying guides	30	29	1
Matches	3 boxes	0	3 boxes
Nylon rope pieces	35	19	16
Octagonal sticks w/ holes and pin	45	46	0
Paper	1 roll	0	1 roll
Parchment paper	2 rolls	0	2 rolls
Pencils	1 box	0	1 box
Rake	1	1	0
Scissors	2	2	0
Screen houses	3	0	3
Short spade shovel	1	0	1
Shovel	1	1	0
Spools of yarn	7	2	5
Squirt bottles	2	1	0
Stakes	1 bag	1 bag	0
Steel	7	15	0
Tug of war rope	1	1	0

Comments:

Campcraft needs about 6 more flint and steel sets for 2019.

New fire starters needed for 2019.

New lighters/fire starters needed.

Cooking

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Aluminum foil	1 XL	1 XL	1 XL
Bag cup	4	?	?
Baking Racks	2	2	0
Baking Trays	3	2	0
Basket	1	?	?
Batter mixer	2	2	0
Blender & base	1	1	0
Can opener	1	0	2
Colander	1	1	0
Cook top	1	1	0
Cook top cleaner	1 bottle	0	1 bottle
Cornstarch	4	0	0
Cupcake pan	2	3	0
Cutting board	1	17	0
Dish soap	1 XL bottle	1	1
Drying rack	1	1	0
Food processor	1	1	0
Fridge	1	1	1
Glass jars	72	19	0
Grater - large	3	3	0
Grater - small	2	2	0
Hand sanitizer	?	4 XL	0
Hand soap	?	0	3 XL
Ice cube tray	30	28	0
Ketchup & mustard containers	6	4	0
Knives	8	22	0
Ladles	8	5	0
Large trash can	1	1	0
Measuring cups	5	2	0
Measuring spoons	7	2 sets	0
Mixing bowls	8	8	0
Napkins	3 packages	12 packages	0
Pam spray	4 bottles	1	0
Paper bowls	2 packages	0	1 package
Paper lunch bags	2 cases	0	0
Paper plates	1 package	2 packages	3 packages
Paper towels	?	0	4 rolls
Peeler	1	3	0
Pepper	2	1 container	0
Plastic baggies	2 cases	1 case	0

Plastic cutlery	1 XL box	0	1 XL of each
Popsicle sticks	100	100	0
Portion cups		1000	0
Pot holders	2 - 4	7	0
Pots & lids	4/4	5/4	0
Rubbermaid Food Storage (2 QT)	3	4	0
Salt	2	0	3
Sauce pan	1	1	
Scale	1	0 ?	1
Scissors	1 pair	1	0
Scoop spoons	8	9	0
Skewers (mini)	200	200	0
Skillets	2	3	0
Spatula	5	10	0
Spiralizers	3	2	0
Splitter outlet	1	1	0
Sponge	3	1	4
Spray bottles	2	2	0
Stove	1	1	0
Sushi rollers	5	4	0
Table - large	2	2	0
Table - small	shed	?	?
Tasting cups (4oz)	1000	1000	0
Tasting spoons (mini)	2000	2000	0
Toaster oven	1	1	0
Tongs	8	10	0
Toothpicks	4 boxes	3 boxes	0
Wax paper	1 XL box	4 boxes	0
Whisk	1	0	1
XL slicer	1	?	?
Zester	1	0	1

Comments:

Creative Arts

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boomwackers	1 set	1	0
Bubble wrap	?	0	0
Cardboard	assorted	0	0
Charades game box	2	2	0
Construction paper	1 box	600 sheets	500 sheets (1 block)
Dry erase board w/ stand	1	1	0
Duck tape	8 rolls assorted	25 rolls assorted	8 rolls assorted
Elmer's Glue (7.625 oz bottles)	10	½ gallon	1 gallon
Fabric scraps	1 box assorted	1 box assorted	0
Foam brushes	20	0	0
Glitter	12 jars assorted	0	12 jars assorted
Googly eyes	1 box	1 box	0
Group loop board	1	1	
Hot plates	2 for Crafts	0	0
Markers	10 boxes assorted	1 box 256 colors	1 box assorted
Masking tape	2	1	1
Octaband	1	1	0
Packing Tape	10 rolls	8 rolls	8 rolls
Paper (large roll)	1	¼ brown	1
Paper plates (9")	200	50	0
Picnic blanket	1	0	0
Pipe cleaners	50 assorted	assorted	0
Pom Poms	1 box	1 box	0
Ribbon	3 rolls	3 rolls	3 rolls
Scissors (kids)	10	16	0
Smocks	18	18	0
Telegruv game	1	1	0
Tempura paint (32 oz bottles)	12	11 half-empty	
Tissue paper	1000 sheets assorted	200 sheets	~800 sheets
Toobees Game	1	1	0
Watercolor paint	8 bottles asst colors	0	0
Paper Plates 6"		500	
Clipboards		19	
Mixed Oil Pastels		1 box	
Chalk Pastels		2 boxes	
Assorted Papers Decorative			
Kleenex		4 boxes	
Paper Towels		2 packs	

Watercolor Paper		2 packs	
Laminating Paper		15 sheets	

Comments:

? need laminator

Dance

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Construction paper	10 packs	1	9
Crayons	1 pack	1	0
Dance cards	1	0	1
Dance ribbons (regular)	8	*	
Dance ribbons (small)	3	*	
Duct tape	1	1/2	1
Fabric	3		
Glue	10	3	7
Hula hoops - large	3	3	0
Nature books	7	8	0
Paper plates	1 pack	1	0
Plastic cups	4 bags	1 bag	3 bags
Poly spots	20	20	0
Scarves	20		
Index Cards			
Paint			
Paint Brushes			
Nature Bug Catchers			
Scarves/Ribbon "Silks"		1 bag	

Comments:

Drama

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Bench	3	3	
Cart (white)	1	1	
Costume bin	1	1	
Drama binders	2	2	
Dry erase markers	2	Couldn't find	
Erasers	3	3	
Floor dividers	5	5	
Gymnastics mat	4	4	
Hat Scenes (yellow helmet)	1	1	
Large fan	3	4	
Microphone	2	3	
Microphone stand	1	1	
Prop box	1	1	
Puppet theater	1	1	
Push broom	1	1	
Puppets	1	1	
Sound board	1	1	
Stool	1	2	
Whiteboards	9	9	
Wood box (red)	3	3	

Comments:

I don't use the puppets at all.

The props/costumes are good for rainy day skits.

The whiteboards/ related supplies are in with extended day stuff.

Extended Day Inventory

Longhouse			
EQUIPMENT	Quantity in August 2017	Quantity in August 2018	Order for next year?
Box of Lego's	2	2	0
Box of K'nex	1	1	0
Chapter books	24	24	0
Picture books	46	46	0
Coloring books	1	1	1 + printer paper
Mad Libs	2	2	0
Bingo Boards	420	420	0
Whiteboards		11	0
Assorted board games	9	9	0
Spools of yarn	9	9	0
Rolls of gimp	6	6	4
Bin of markers	1	1	1
Crayons	1	1	0
Card Games	5	5	0
Rhino Ball	1	1	1
Pretend cookware set	1	1	0
Pretend food set	1	1	0
Race car set	1	1	0
Barbies	0	4	0

Comments:

We have an absurd number of pencils if anyone needs some.

We also have a matching game now.

Can we order some kinetic sand/ floam/ orbeez for next summer?

Fishing

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
5 gallon plastic buckets	3	3	0
broom & dust pan	1	1	
end table	1	1	
fish nets	1	1	
fishing pins (COUNT & LET US KNOW WHAT COLORS YOU NEED) Red		0 left	
folding table	1	1	
hooks	400	500	
metal "A" pails	2	0	0
minnow buckets	2	2	0
pair gloves & emergency procedures	1	1	
reels	60	65	5
rods	70	62	10
small worm cooler	1	1	
spare parts	1	1	
split shot	1	1	
swivels	1	1	
tools & lubricant spray	1	1	
Polyspots		38	

Comments:

Gardening

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Clipboards	12	1	0
Composter (small)	1	1	0
Blue Jay game box	1 box of items	?	?
Egg crates (plastic)	5	5	0
Hand shovel	15	11	0
Ice cube trays	3	3	0
Lakeshore scissors	22	20	0
Lime	1 bucket	1 bucket	0
Magnifying glasses	24	22	0
Pie tins (mini)	50	50	0
Plastic bin w/ markers and yarn	1	0	0
Plastic containers, caddy & marker holder	4	3	0
Plastic test tubes	13	13	0
Popsicle sticks	1 box	1 box	0
Potting pots - round	15	15	0
Potting pots - small	75	75	0
Potting pots - XL	5	4	0
Rake (hand)	12	11	0
Rake - large	1	1	0
Rulers	12	8	0
Shovel	4	9	0
Soil	2 bags	1 bag	1 bag
Spray bottles	10	7	0
Watering cans	11	3	0
Weed pullers	1	1	0
Wooden frame w/ wire	1	1	0

Comments:

Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
4 Wood Drivers			
Right (white)	6	3	
Right (white/yellow)	1	1	
Left (green/white)	1	1	
5 Wood Drivers			
Right (no tape)	8	8	
Right (orange)	7	8	
Right (white)	4	3	
Right (red/white)	8	3	
Left (green)	2	2	
Left (orange/green)	2	2	
Left (red/green/white)	1	1	
7 Wood Drivers			
Right (yellow)	3	3	
Right (red/white)	1	5	
Putters			
32.5" (no tape)	6	6	
28.5" (orange)	6	6	
26.5"	6		
Wedges			
Long Right (no tape)	6	5	
Long Left (green)	2	2	
Short Right (orange)	6	6	
Short Left (orange/green)	2	2	
7 Iron Right			
29" (no tape)	6	6	
27" (orange)	6	6	
7 Iron Left			
30" (green)	2	2	
28" (green/orange)	2	2	
6 Iron Left			
33" (green)	2	2	
31" (green/yellow)	2	2	
5 Iron Right			
33" (no tape)	2	2	
31" (yellow)	2	2	
29" (white)	4	4	
27" (orange)	4	4	
5 Iron Left			
29" (green/white)	1	1	

27" (green/orange)	1	1	
Balls:			
Red	11	11	
Blue	14	14	
Orange	9	9	
Yellow	18	16	
Green	54	54	
Purple	59	59	
Driving Range	194	112	
Minnie Putt			
G - hill/hole	1	1	
Gr - Lg disc	1	1	
G - loop	1	1	
G - Swirl up	1	1	
G - U-turn hill	1	1	
PVC Lg curve 4'	1	1	
PVC straight 2'	1	1	
Y - 1/4 turn	2	2	
Y - hill/tunnel	1	1	
Y - Lg. Disc	1	1	
Y - Sm. Disc	4	4	
Ball basket	12	12	
Cones	13	9	
Flags	12	11	
Flag bases	20	19	
Hole covers	4	3	
Hula hoops	11	11	
Noodles - Large	10	8	
Noodles - Small	9	6	
Red Spots	6	5	
SNAG	1		
Balls			
Yellow	30	20	
Orange	30	25	
Blue	32	19	
Purple	30	22	
Red	70	23	
Green	30	16	
Clubs - Wedge			
Long (red)	12	12	
Medium (blue)	12	12	
Short (green)	12	12	
Left			
Long (red)	8	8	
Medium (blue)	8	8	

Short (green)			
Putters			
Long (red)	8		
Medium (blue)	8		
Short (green)	8		
Tee pads	13		
Tees	12		
Whisk brooms			
Whistle replacements	4		
Flagsticky	4		
Flags for flagsticky	4		
Velcro suit			
Pants	1		
Coat	1		
Helmet	1		
Target boards	4		
Target (large, round)	1		
Equipment carry bags	2		

Comments:

Last page incomplete.

Meadows

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Air pump	1	1	
Air pump needles	1	1	
Balls - beach	3	2	
Bucket - rubbermaid	3	3	
Cones (large)	5	5	
Cones (medium and small)	10	10	
Dust pan/brush	1	1	
Emergency procedures/gloves	1	1	
Flat bats	3	3	
Goals (pop up)	4	4	
Hula hoops	18	18	
Misc. Rubber balls	3	2	1
Nerf balls (small)	2 blue?	2	
Nerf bats	3 blue?	4	
Parachute in clothing bag	1	2	
Pillow polo sticks - blue	10	11	
Pillow polo sticks - yellow	10	10	
Rhino "softi" balls	20	26	
Rubber kickball (small)	1	13	
Soccer balls	20	30	
Soft red balls	4	0	4
Tee ball stand	3	4	
Thin 1" bases	18	11	7
Volleyballs	2	2	
Whiffle ball bats	7	7	
Whiffle balls in plastic bucket	20	21	
Puffy bases	4	4	
Rubber spots	10	10	

Comments:

Music Studio

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Instruments			
Yamaha electric drum kit with behringer headphones	1	1	
Fender Jaguar bass	1	1	
Breedlove Acoustic guitar (Closing Exercises)	1	1	
Schecter Electric guitar	1	1	
Yamaha Acoustic guitar	1	1	
Seagull Acoustic guitar	1	1	
Fender Acoustic-Electric Guitar	1	1	
AxiomPro Keyboard with stand (connected to MacBook via USB)	1	1	
Hand Drums	10	10	
Maracas	8	8	
Raven guitar amp with Fender head	1	1	
Marshall guitar amp with head	1		
Fender Acoustasonic amp	2	2	
Standing Tom drums with stand	1 set	1 set	
Guitar case	5	5	
Guitar stand	3	3	
Cables & Connectors			
XLR cable	1 bin	1 bin	
XLR connector	1 bin	1 bin	
¼" Cable	1 bin	1 bin	
¼" connector	1 bin	1 bin	
RCA cable	1 bin	1 bin	
RCA connector	1 bin	1 bin	
⅛" cable	1 bin	1 bin	
⅛" connector	1 bin	1 bin	
Universal Power Cord	1 bin	1 bin	
Power strip	1 bin	1 bin	
Speakon cable	1 bin	1 bin	

Speakon connector	1 bin	1 bin	
Y-shaped cable	1 bin	1 bin	
Y-shaped connector	1 bin	1 bin	
Extension cord - small	2	2	
Extension cord - large, orange	3	3	
Extension cord on spool - orange	2	2	
Extension cord on spool - grey	3	3	
Closet			
Grassy Bowl Basics box	1	1	
OnStage Mic Stands	10	10	
OnStage Speaker Stands	8	8	
Mackie PA speakers	6	6	
Behringer PA speakers	2	2	
Fender PA speakers	4	4	
Fender PA console	1	1	
Misc. guitar accessories	1 bin	1 bin	
Behringer 8-channel mixer	1	1	
Mackie 14-channel mixer	1	1	
Behringer 16-channel mixer		1	
Mic holders	1 bin	1 bin	
Microphones			
AKG Perception 120	1	1	
Shure PG57	1	1	
Shure PG58	2	2	
Shure SM58	2	2	
Fender P51	3	3	
CAD C195	2	2	
Shure Wireless Mic System (SM58, headset mic and receiver)	1	1	
Shure Wireless Headset Mic system	2	2	
Behringer Ultralink Wireless system	1	1	
2GB Tascam DR-05	2	2	

Recorder			
4GB Tascam DR-05 Recorder	2	2	
Ditto Looper X2 Pedal (with power supply)	1		
Bass drum pedal	1		
Clipboards and pencils	1 bin	0	need
MXR Fullbore Metal pedal	1	1	
MXR Micro Amp pedal	1	1	
Vestax Amplifier	1	1	
Drumsticks	1 box	1 box	
Technics speaker (connected to amp via 1/4")	2	2	
JBL speaker	2	2	
M-Audio ProFire Interface (connected to MacBook via Firewire) (to amp via 1/4")	1	1	
Vestax amp (connected to Macbook via headphone out)	1	1	
Powerplay Pro-8 Headphone Distribution amp with 8 1/8" cords plugged in	1	1	
Other			
Headphone rack	1	1	
Headphones	17 pairs	17 pairs	
Boss Loop Station with power supply	1	1	
Desk Area			
iMac w/ charger	1	1	
iLok USB key for ProTools	1	1	
M-Audio Midisport 4x4 MIDI interface	1	1	
Glyph Studio Hard Drive	1	1	
Genelec Speakers	2	2	
Focusrite Scarlett 6i6 Audio Interface	1	1	
AVID and Mac computer keyboards	1 of each	1 of each	

SIIG USB hub	1	1	
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Comments: Need 20 guitar pics

Nature

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Animal tracks	1 set	1 set	
Bird Books	2	2	
Birdhouses			
Birds Nest	1	2	
Birdseed	1 bag	1 bag	
Blindfolds	20	20	
Bungee cord			
Construction paper	1 package	0	1 package
Coyote skull	1	1	
Crayons	1 bin	1 bin	
Critter holders			
Dry erase markers			
Eggs			
Feather collection	1	1	
Feathers (decorative)			
Fishercat	1	1	
Fox	1	1	
Giant pine cones		4	
Hornets nest	1	1	
Hummingbird feeder	1	1	
Kinetic sand	1	1	
Ladder	1	1	
Life Cycle of a Chicken	1	1	
Magnifying glasses	20	20	
Measuring tape			
Microscopes	12	12	
Microscope kit	11	11	
Mirrors	27	27	
National Geographic magazines			
Nature Books			
Nature Items (skull, bones, etc..)			
Nets	20	14	10
Oak collection	1	1	
Owl pellet bag and handouts	1	1	
Paper cups	1 sleeve	0	1 sleeve
Paper plates	1 package	1 package	
Petri dishes	30	30	
Pine cones (large)			

Pine life cycle	1	1	
Plastic Bins	10	10	
Plastic gloves	1 box	1 box	
Poison ivy display	1	1	
Pyramid of Life game	1	1	
Raccoon skull	1	1	
Scat set	1	1	
Scavenger hunts			
Scissors	20	20	
Squirrel skull	1	1	
Straws	1 package	1 package	
Tape Rolls	2	2	
Test tubes	1 set	1 set	
Tree-mendous cards/disks			
White paper	1 package	0	1 package
Wooden trays	3	3	

Comments: Nets that are sturdy. Many broke from constant use over the summer.

Paintball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
GUN EQUIPMENT:			
Co2 Tanks			
New	20	11 full	12
Empty		2 (1 is no longer refillable)	
Used		4	
Co2 Tank rings	40	25	25 (5 packs of 5)
Crate w/Gun paintball hoppers	11 hoppers	10 hoppers No crate	
Gun Tool Box - Yellow/Green Boxes (Hex tools, gun oil, lube)	1	1	1
Guns	11	10	
Other Gun Supply Box	1	1	0
PAINTBALL SUPPLIES:			
Paintballs - cateye (green) (bag = 500)	1 bag	1 3500 (7 bags of 500)	5 cases
plastic paintball container	1	1	0
RANGE SUPPLIES:			
1 gallon bucket - sm grey	1	1	1
12oz empty water bottles - new	12	6	6
3in scrapper	1	1	0
Cowbells w/carbiners	6	6	0
glass cleaner	1	1	0
JT SplatMaster Marksman Target	6	6	0
mats	12	10	0
paper towel rolls	2	½ roll	2 rolls
plastic dish - deep	1	1	0
plastic safety glasses container	11	1	
safety goggles	18	6	12
target bands (2 per board)	6	6	6
Target boards	6	6	0
Target paper (20 kid x 6 periods x 39 days = 5000)	1 box	½ box	1 box

Comments:

Does Mark want to get together and do an “O” ring overhaul on all the guns? I’d be willing to help (the guns haven’t been) thoroughly cleaned and I don’t know what (if anything) is done each year.

For CO2, do we want 12 more tanks?

Raccoon's Nest

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Brown paper bags	an assortment	an assortment	0
chapter books	an assortment	an assortment	0
cones small	20	0	20
crayons	1 box	1 box	0
dustpan	1	1	0
emergency procedures/gloves	1	1	0
flag	1	1	0
game books	an assortment	an assortment	0
hand brush	1	1	0
k-2 books	an assortment	an assortment	0
lego	3 containers	2 **	1
markers/sharpies	1 box	0	1 box
Paper towels	1 roll	0	1 roll
picture books	an assortment	an assortment	0
scissors	1	2	0
stapler	1	1	0
tribe/tent signs	35	37	0
trivia games	an assortment	an assortment	0
White plastic bags	1 box	¼ box	1 box

Comments:

** 3 containers of legos with pine needles and other pieces of earth.

Legos- too many small pieces. Only Lego bricks would be helpful.

- + Nicole's Idea Box
- + 4 rubber cords

Sandbox

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Boat	1	1	0
Hand scoop shovels	18	$8 + 3 = 11$	7
Lg buckets	50	$29 + 14 = 43$	7
Lg hoes	1	1	0
Lg rakes	6	$1 + 3 = 4$	2
Lg shovels	8	$1 + 5 = 6$	2
Lg sifter	1	1	0
Lg trucks	10	$5 + 3 = 8$	2
Med buckets	38	$16 + 9 = 25$	13
Molds	10	$5 + 4 = 9$	1
Regular shovels	62	$28 + 26 = 54$	8
Sifters (sm w/ handle)	4	$2 + 3 = 5$	0
Sm castle buckets	18	$8 + 0 = 8$	10
Sm hoes	4	2	2
Sm rakes	10	$6 + 3 = 9$	1
Sm trucks	5	$3 + 0 = 3$	2
Spade	1	1	0
XL shovels	6	1	5

Comments:

In quantity column: the first # listed is in the first sandbox. The second # after the plus sign is in the second sandbox. For example, there are 8 hand scoop shovels in sanbox one and 3 in sandbox two (11 total).

3 buckets were broken and brought to the shed along with one hoe.

Soccer (Lower)/Lacrosse

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
ball pump w/ air gauge	1	1	
cones (plastic)	10	14 big; 20 small dome	
dust broom & pan	1	1	
emergency procedures/gloves	1	1	
Hula hoops	10	0	
Football		1	
lacrosse balls	45	22	
Lacrosse goalie stick		1	1
lacrosse goal with nets	2	2	
lacrosse stick bags	2	0	2
lacrosse sticks (blue)	12	12	
lacrosse sticks (red)	12	10	
milk crate for balls	1	1	
plastic cones	50	49	
Poly spots	10	16	
Pool noodles	2	0	
pop up goals	4	5	4 (need new)
pump needles	5	14	
soccer balls (size 5)	2	5	
soccer balls (size 4)	8	15	
soccer balls (size 3)	2	10	
soccer goal with net	2	2	
sticks with net	2	1	

Comments:

Need lacrosse goalie stick (there's only 1).

Need band aid in soccer crates.

Another gymnastic yellow bouncy ball would be helpful.

Goalie gloves?

Soccer (Upper)/Disc Golf

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Disc Golf Discs			
Drivers	20		
Putters	20		
Frisbees		3	
Kickball	1	1	
Poly spots	10	10	
Pugg goals	4	5 and 1 small	4 (need new)
Rubber ball - orange	1	1	
Rubber ball - yellow	1	1	1
Soccer balls			
* size 3	8	See previous page for totals	
* size 4	10	See previous page for totals	
* size 5	4	See previous page for totals	
Start line	1	1	
Kickball		1	

Comments:

4 pugg goals thrown out.

Tennis

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
balls - green	100	60 + extra bag	0
balls - regular tennis	100	50	0
balls - red	60	67	0
Balls - Orange	100	77	20-25 more
Bean bags	20	20	0
Bill's racquet	3	3	0
buckets	3	8	0
Caution tape	2 rolls	1 roll	0
cones	50		
dustpan/brush	1	1	0
emergency procedures/gloves	1	1	0
grip tape	4	2	2 and 1 black tape
large push broom	1	1	0
milk crates	5	5	0
net crank	1	2	0
pins (BRING TO THE OFFICE)		4 bags	Brought to office
Racquet - Red Ball	12	13	0
Racquet - Orange Ball	12	14	0
Racquet - Green Ball	20	18	0
Sharpie	1	1	0
squeegees	2	1	0
tape for net	1	1	0
Tennis net - big	2	2	0
Tennis net - red	4	4	New netting
Tennis net - yellow	2	2	0
red rectangular court spots	50	50	0
red corners	9	12	0
hornet spray	1	0	Mark has it
scissors	1	1	0

Comments:

Can someone regrip rackets? I'm not great at it. J.P.

Variety

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
Drums (toca)	7	17	
Band in a box - shakers, bells, tone sticks	3 boxes	4 boxes	
Bean Bags	56	56	
boom box w/CD player/cassette player	1	Does not work very well	
CD (John Fitz)	1	Scratched	
Cymbals	6	6	
Deskbells	3 sets	3	
Drums (w/ handles)	6	6	
Egg shaker	1	6	
Electric piano	1	1	
extension cord	1	1	
Hula hoops	1	6	
microphone	1	1	
Palm pipes	24	24	
paper clips	1200	1200	
Piano stand	1	1	
Piano stool	1	1	
pots and pans	5	5	
rhythm sticks	80	80	
Rhino balls	8	15	
scissors	10	9	
song book	1	1	
Tambourines	8	9	
Triangles	8	9	
Twister Game	3	3	
Water jugs		7	
Buckets		6	
Orange Extension Cord		1	

Comments:

- It would be really cool if the speakers worked.
- Mosquitoes were bad in the Meeting Hall.

Volleyball

Equipment	Quantity you should have	Quantity 8/2018	Order for next year
12" cones	4	1	3
18" cones	4	4	
air pump	1	1	
air pump needles	3	0	3
broom	1	1	
dustpan	1		
emergency procedures/gloves	1	0	1 (threw out old one)
garden hose	1	1	
giant nylites (large)	2	0	2
hammer	1	1	
laundry basket	1	0	1 ?
lawn sprinkler	1	1	
metal stakes (spare)	2 sets	2 sets	
pillow polo balls	3		
pillow polo sticks (blue)	12	10	
pillow polo sticks (yellow)	12	11	1
plastic stake (yellow)	4	1	3
soft v (red, white, blue)	2	3	
Volleyball (tie dye)	1	4	
volleyball (yellow)	6	4	2
volleyballs (purple/pink)	1	0	
volleyballs (red/white/blue)		6	
Beachballs		4	
Giant ball		1	
Rhino balls		2	
Nerf football		1	
Wiffle ball		1	

Comments:

EXHIBIT 6

Intellectual Property License

LICENSE AGREEMENT

This **LICENSE AGREEMENT** (this "Agreement") is made and entered into as of August 20, 2019 (the "Effective Date"), by and between **CAMP SEWATARO, INC.**, a Massachusetts corporation, of One Liberty Ledge, Sudbury, Massachusetts 01776 ("Licensor") and **THE TOWN OF SUDBURY**, acting through its Board of Selectmen, with an address of Flynn Building, 278 Old Sudbury Road, Sudbury, MA 01776 ("Licensee").

RECITALS

A. Licensor owns and operates a day camp for children on property located off the Haynes Road, Greystone Lane, Liberty Ledge and Julian's Way in the Town of Sudbury, which property is owned by Liberty Ledge, LLC (the "LLC").

B. Licensor, Licensee and the LLC are parties to that certain Purchase and Sale Agreement, dated as of the Effective Date (the "P&S"), in which the LLC expects to sell the Premises (as defined in the P&S) to Licensee and the shareholders of Licensor expect to donate all the shares of Licensor to Licensee on or about the Closing Date (as defined in the P&S). Such donation will include all rights to all intellectual property of Camp Sewataro, Inc.

C. Licensee requests the right to use certain intellectual property of Licensor in order to prepare to operate a camp at the Premises during the summer of 2020.

D. As a courtesy to Licensee, Licensor has agreed to allow Licensee to use certain intellectual property, subject to the terms herein.

NOW, THEREFORE, for and in consideration of the terms, covenants, conditions and agreements herein contained, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties hereto, and intending to be legally bound hereby, Licensor and Licensee hereby covenant and agree as follows:

1. Grant of License and Scope. Subject to Licensee's compliance with the terms and conditions of this Agreement, Licensor hereby grants to Licensee a non-exclusive license to use the Licensor's client lists, names, mailing addresses and lists, marketing, advertising, and promotional lists and materials, registrations of its campers, and documents and materials relating to the operation of the camp by Licensor and, subject to the immediately following sentence, the name "Camp Sewataro" and logos and branding images relating thereto (the "IP") for the sole purpose of Licensee's operation of a camp at the Premises during the summer of 2020. At all times during the term of this Agreement, Licensee shall only use the name "Camp Sewataro" if qualified and accompanied by a name identifying the user, such as Town of Sudbury/Camp Sewataro, or [name of designated operator]/Camp Sewataro. No part of such IP may be modified, disclosed, sublicensed (except as provided in Section 4) or resold without the prior written consent of Licensor, which Licensor may withhold in its sole discretion. Notwithstanding the forgoing, Licensee may disclose the IP to a limited number of Licensee's employees or, with the prior written consent of Licensor, and in accordance

with Section 3 below, to Licensee's designated camp operator, if in both such cases, access to such IP is required in order to prepare to operate the camp, provided such employees and operator agree in writing to not disclose such IP and to maintain the confidentiality of such IP. Other than in connection with routine camp business, Licensor agrees not to adversely modify, license, sublicense, sell, donate, gift, or otherwise transfer or disclose in any way any of its intellectual property to any party other than the Licensee. In the event of a violation of the preceding sentence, then Licensee shall have all remedies available at law and in equity including the right to damages and specific performance. No title or other rights or privileges other than those expressly set forth in this Agreement are granted to Licensee; there are no implied rights. The IP shall not include rights to use the website or domain name of Licensor, and any use of the forgoing shall require the prior consent of Licensor. Licensor shall reasonably cooperate with Licensee in providing Licensee with access to such licensed materials in a form and on a timetable mutually acceptable to Licensee and Licensor commencing on September 6, 2019.]

The parties will cooperate with each other in the development and distribution of all press releases and other public announcements or announcements to Licensor's clients relating to the transactions contemplated by the P&S and the Town's operation of a camp in 2020. All such press releases or announcements shall be subject to prior review and approval by both parties, both in terms of text and timing, such approval not to be unreasonably withheld or delayed.

2. Term and Termination. This Agreement shall commence on the Effective Date and shall terminate upon the Closing Date set forth in the P&S (as such Closing Date may be extended by agreement of the parties to the P&S). Licensor may terminate this Agreement upon written notice to Licensee in the event Licensee breaches its obligations under this Agreement and such breach remains uncured for a period of seven (7) days after written notice of such breach is provided to Licensee. Unless the Closing occurs, at which time the Town of Sudbury shall own the IP, at the end of the term or upon termination of this Agreement, Licensee shall, and shall ensure that its employees, promptly return the IP to Licensor, together with all copies and abstracts thereof. If Licensee, or any assignee, or other person to whom Licensee has disclosed the IP, fails to promptly return the IP to Licensor, or uses or discloses the IP in violation of this Agreement, then Licensor shall have all remedies available at law and in equity including the right to damages and specific performance.
3. Assignment. Except as provided herein, Licensee shall not assign the whole or any part of the foregoing license or its interest in this Agreement without Licensor's prior written consent, which may be granted or withheld in the Licensor's sole discretion. Notwithstanding the forgoing, the parties acknowledge that Licensee expects to retain an operator (the "Operator") to run the camp during the summer of 2020. Licensor agrees to consent to an assignment of this Agreement by the Town to the Operator, provided the Operator (i) agrees to be bound by this Agreement and agrees to perform all of the obligations of Licensee under this Agreement, and (ii) agrees to indemnify and save harmless Licensor and the directors, trustees, officers, employees, representatives, and

agents of Licensor (collectively "Licensor's Agents") from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Operator, its officers, employees, agents, successor or assigns under this Agreement. Notwithstanding any consent to an assignment, Licensee shall remain liable to Licensor for the full performance of the covenants and conditions of this Agreement. The provisions of Section 3 shall survive the termination or expiration of the Agreement.

4. Notice. Any notice from one party to the other relating to this Agreement or use of the IP shall be in writing and deemed to have been duly given (i) three business days after mailing if sent by U.S. mail, postage prepaid, certified mail, return receipt requested, (ii) on the date of delivery if delivered by hand, or (iii) on the next business day after mailing if sent by nationally recognized overnight carrier (i.e. UPS, FedEx, USPS), by overnight mail, and in each case addressed to the parties at their respective addresses as set forth in the first paragraph of this Agreement, with copies as follows:

To Seller's attorney: Sheryl A. Howard, Esq.
Krokidas & Bluestein LLP
600 Atlantic Avenue
Boston, MA 02210
Email: showard@kb-law.com

To Buyer's attorney: Lee Smith, Esq.
KP | LAW
101 Arch Street, 12th Floor
Boston, MA 02110
Email: lsmith@k-plaw.com

5. Relationship.

- a. Licensor and Licensee acknowledge that this Agreement shall not create in Licensee any right, title and interest (including copyright) in and to the IP. This Agreement does not grant Licensee any intellectual property rights in the IP and Licensor hereby reserves all intellectual property rights in the IP. Until the Closing occurs, at which time the IP shall become the property of the Town of Sudbury, Licensee's rights with respect to the IP are limited to the license granted in Section 1.
- b. Licensor represents and warrants to Licensee that it has all the rights, title, interest, powers and authority necessary to grant the above license for the IP to Licensee. Neither Licensor nor the IP is subject to any liens or charge, claim, limitation, condition, equitable interest, pledge, security interest, easement, encroachment, right of first refusal, adverse claim or restriction of any kind, including any restriction on or transfer or other assignment, as security or

otherwise, of or relating to use, quiet enjoyment, transfer, receipt of income or exercise of any other attribute of ownership of the IP.

6. Miscellaneous.

- 6.1 Entire Agreement. This Agreement (i) contains the entire agreement of the parties with respect to the subject matter which it covers; (ii) supersedes all prior or other negotiations, representations, understandings, and agreements of, by, or between the parties, which shall be deemed fully merged herein; and (iii) may not be changed or amended except in writing signed by both parties.
- 6.2 Waiver. No delay or failure by either party to exercise any right under this Agreement, and no partial or single exercise of that right, shall constitute a waiver of that or any other right at any time, or from time to time thereafter. The waiver of any breach of any term or condition of this Agreement shall not be deemed to constitute the continuing waiver of the same or any other term or condition.
- 6.3 Governing Law. This Agreement shall be governed by and construed under and in accordance with the laws of The Commonwealth of Massachusetts. By executing this Agreement, each party hereto expressly (i) consents and submits to personal jurisdiction consistent with the previous sentence; (ii) waives to the fullest extent permitted by law any claim or defense that such venue is not proper or convenient; and (iii) consents to service of process in any manner authorized by Massachusetts law. Any final judgment entered in an action brought hereunder shall be conclusive and binding upon the parties hereto.
- 6.4 Counterparts and Electronic Signatures. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original and all of which shall constitute one and the same instrument. A signed copy of this Agreement transmitted by facsimile, email, or other means of electronic transmission shall be deemed to have the same legal effect as delivery of an original executed copy of this Agreement.
- 6.5 Headings. The captions and headings herein are inserted only as a matter of convenience and for reference and in no way define, limit, construe or describe the scope of this Agreement or the meaning or intent of any provision hereof.
- 6.6 Severability. In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions hereof and this Agreement shall be construed as if such invalid, illegal, or unenforceable provisions had never been included herein.
- 6.7 Authority; Joint and Several Liability. Each individual signing below hereby represents that the party for whom he or she signs has duly authorized him or her to execute this Agreement on behalf of that party. If two or more persons are named herein as Licensee or Licensor, their obligations hereunder shall be joint and several.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement as of the date first above written.

LICENSOR:

CAMP SEWATARO, INC.

By: Mark Taylor
Mark Taylor, Chief Executive Officer and
Treasurer

LICENSEE:

TOWN OF SUDBURY

By: M. E. Ryan
Name: M. E. Ryan
Title: Town Manager

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FIRST AMENDMENT TO LICENSE AGREEMENT

This FIRST AMENDMENT TO LICENSE AGREEMENT (this "Amendment") is made this ____ day of September, 2019 by and among CAMP SEWATARO, INC. ("Licensor"), THE TOWN OF SUDBURY, acting by and through its Board of Selectmen ("Licensee") and SCOTT BRODY, the Licensee's designated camp operator.

WHEREAS, Licensor and Licensee are parties to that certain License Agreement dated as of August 20, 2019 (the "Agreement");

WHEREAS, Licensee selected Scott D. Brody ("Brody") as the successful proposer under that certain request for proposals issued by Licensee, which request for proposals concerned the operation of the day camp that is the subject of the Agreement;

WHEREAS, Licensee and Brody have requested that (i) Brody have the right to form a Massachusetts limited liability company with the name "Camp Sewataro LLC" to serve as the operator of the day camp and (ii) Licensee and Brody have the right to use the website and domain name of Licensor, as part of the IP of Licensor to be licensed hereunder; and

WHEREAS, Licensor has agreed to such request, subject to the terms and provisions of this Amendment.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Licensor, Licensee and Brody hereby agree as follows.

1. Limited Liability Company Name. Brody shall have the right to form a Massachusetts limited liability company to be owned and controlled by Brody with the name "Camp Sewataro LLC" (the "LLC"). Notwithstanding the foregoing, in the event the Closing has not occurred by October 17, 2019 (as such date may be extended by Licensor and Licensee), Brody shall promptly rename the LLC so that the word "Sewataro" is no longer part of the name, by filing an amendment to the Certificate of Organization of Camp Sewataro LLC with the Secretary of the Commonwealth, and Brody and the LLC shall cease to have rights to use the name "Camp Sewataro". The parties will cooperate with each other in the development and distribution of all press releases and other public announcements or announcements to Licensor's clients to avoid confusion between the LLC and Licensor.

2. Brody and LLC Join License Agreement. Brody and the LLC (in the case of the LLC upon formation and execution of the Joinder attached hereto as Exhibit A (the "Joinder"), which Joinder is hereby consented to by each of the parties hereto) hereby join the Agreement, as amended, and agree to be bound by all of the provisions thereto and agree to perform all of the obligations of Licensee and/or Operator under the Agreement. Until such time as the LLC is formed and the Joinder is executed, Brody shall, and upon the formation of the LLC and execution of the Joinder, the LLC shall indemnify and save harmless Licensor and the Licensor's Agents and the Town of Sudbury from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Brody,

the LLC, or his or its officers, employees, agents, successor or assigns under the Agreement, as amended.

3. Website and Domain. Provided that Licensee enters into an agreement with the LLC and executes the Joinder, the website and/or domain name of Licensor shall be included in the definition of IP in the Agreement. Brody and Licensor shall cooperate to update the website to remove references to the Taylor family from the website (except in a historical context), in order to prevent confusion.

4. Miscellaneous. All capitalized terms used herein, unless otherwise defined herein, shall have the same meaning as the same capitalized terms used in the Agreement. Except as modified by this Amendment, the Agreement is unmodified and in full force and effect. This Amendment may be executed in one or more counterparts, each of which, when taken together, shall constitute one and the same document. An email, facsimile, or electronic signature on this Amendment shall be equivalent to, and have the same force and effect as, an original signature.

[Signature Pages Follow]

EXECUTED under seal as of the date first written above,

LICENSOR:

CAMP SEWATARO, INC.

By: Mark Taylor
Name: Mark Taylor
Title: Chief Executive Officer

LICENSEE:

TOWN OF SUDBURY

By: _____
Name: _____
Title: _____

[Additional Signature Page Follows]

EXECUTED under seal as of the date first written above.

LICENSOR:

CAMP SEWATARO, INC.

By: _____

Name: Mark Taylor

Title: Chief Executive Officer

LICENSEE:

TOWN OF SUDBURY

By: Maryanne Bilodeau

Name: Maryanne Bilodeau

Title: Interim Town manager

[Additional Signature Page Follows]

EXECUTED under seal as of the date first written above.

OPERATOR

A handwritten signature in black ink, appearing to read "Scott Brody". The signature is stylized with a large, looping "S" and "B".

Scott Brody

EXHIBIT A

JOINDER

Effective as of _____, 2019, the undersigned Camp Sewataro LLC hereby joins that certain License Agreement dated as of August 20, 2019, as amended by that certain First Amendment to License Agreement dated as of _____, 2019 (as amended, the "License Agreement") and agrees to be bound by all of the provisions thereto and agrees to perform all of the obligations of Licensee, Brody and/or Operator under the License Agreement. Camp Sewataro LLC hereby agrees to indemnify and save harmless Licensor and the Licensor's Agents and the Town of Sudbury from and against any and all liability, loss, cost, claims, demands, damages, and expenses (including without limitation reasonable attorneys' fees and expenses related to any of the foregoing), which may arise out of any act or omission of Camp Sewataro LLC, or its officers, employees, agents, successor or assigns under the License Agreement.

This Joinder shall be binding upon and inure to the benefit of Camp Sewataro LLC, Brody, Licensor, and Licensee, and their representative successors and assigns.

Capitalized terms used but not defined herein shall have the meanings ascribed to them in the License Agreement.

EXECUTED under seal as of the date first written above.

CAMP SEWATARO LLC

By: 

Name: Scott D. Brody

Title: Manager

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EXHIBIT 7

Post-Closing Intellectual Property License