

**TOWN OF SUDBURY**  
**Select Board 2025 Priority Goals**  
**Approved September 24, 2024**

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

**DELIVERABLES**  
**Approved December 3, 2024**

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

**Deliverables:**

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

1. Regularly explore all revenue sources
2. Take advantage of State-provided options that are or may become available, such as but not limited to those under statutes like the Municipal Modernization Act and Municipal Empowerment Act
3. Regularly explore opportunities to outsource, privatize, or regionalize functions or otherwise gain efficiencies
4. Regularly explore opportunities to automate or restructure programs and tasks
5. Establish new enterprise funds where appropriate and transition subsidized enterprise funds to self-supporting

6. Request the Division of Local Services undertake a Financial Management Review
7. At the 2025 Annual Town Meeting, present a warrant article creating a pension stabilization fund and begin funding with Free Cash or other available funds
8. Continue to level fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded
9. Promote economic development initiatives
10. Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives
11. Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated

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

### **Deliverables:**

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

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

## **GOAL 3: RAIL TRAILS**

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

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

1. Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail
  - A. Work with designer to complete Phase 3A 25% design
  - B. Secure a contract with design consultant to complete design, plans, and specifications
  - C. Pursue construction funding through the State's Transportation Improvement Program (TIP)

2. Clarification of Mass Central Rail Trail responsibilities (DCR, utilities)
3. Communicate project status to residents and public, including discussions with the Rail Trail Advisory Committee and DCR for updates

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

##### **Deliverables:**

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

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

##### **Deliverables:**

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

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

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

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

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

### **Deliverables:**

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