

SUDBURY SELECT BOARD
TUESDAY, JULY 14, 2026
7:00 PM
VIRTUAL

AGENDA

Zoom info or Meeting location

Click the link to join the Select Board meeting via Zoom: <https://us02web.zoom.us/j/360217080>

For audio only, call the number below and enter the meeting ID on your telephone keypad.

Dial-in number: 978-639-3366 or 470-250-9358

Meeting ID: 360 217 080

Call to Order

Opening Remarks by Chair

Reports from Town Manager

Reports from Select Board

Public Comments

A. Consent Calendar

1. Vote to grant a Special Permit to Save a Dog, to hold the Miles for Mutts 5K on Saturday, October 3, 2026, from 8:00 AM through approximately 12:00 PM, subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the parade's conclusion
Votes May Be Taken
2. Vote to grant a one-day Wine & Malt license to Sudbury Meetinghouse, to accommodate their Annual Fundraiser on Saturday, September 26, 2026 from 5:00 PM to 10:00 PM at Sudbury Meetinghouse, 327 Concord Road, subject to the use of a TIPS-trained bartender and a receipt of Certified of Liability insurance
Votes May Be Taken
3. Vote to sign the State Primary election warrant which must be posted by August 25, 2026
Votes May Be Taken
4. Elevate Ian Henchy, 437 Cold Brook Drive, from an Associate Member to a Full Member of the Zoning Board of Appeals with a term to expire 5/31/2029
Votes May Be Taken

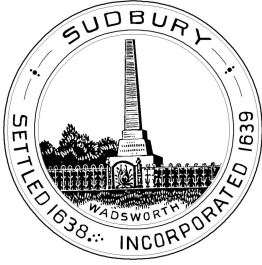
B. Public Hearing

1. 7:15 PM - Pursuant to General Bylaws, Article 1 Town Meetings, for the purpose of determining whether a Fall Town Meeting should occur during the months of September, October, and November.
Votes May Be Taken

These agenda items are those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law. Some items may be taken out of order or not be taken up at all. The Chair will strive to honor timed items as best as possible. The Chair reserves the right to accept public comment on any item and may establish time limits.

C. Miscellaneous

1. Review and vote to execute documents for a Bond Anticipation Note (BAN) sale.
Votes May Be Taken
2. Update from Liberty Ledge / Sewataro Advisory Committee
Votes May Be Taken
3. Discussion and review of existing Select Board goals, an Economic Development goal, and the goal setting process
Votes May Be Taken
4. Town Manager Performance Evaluation. Discussion of 360 evaluations and self-evaluation.
Votes May Be Taken
5. Review and adopt revised Select Board policies as recommended by the Policies & Procedures Review Subcommittee: Citations and Proclamations, Citizen Comments, and Collective Bargaining
Votes May Be Taken
6. Summer 2026 Select Board Newsletter Topic Discussion
Votes May Be Taken
7. Approve meeting minutes: May 20, 2026
Votes May Be Taken
8. Upcoming items



SELECT BOARD
Tuesday, July 14, 2026

CONSENT CALENDAR

A.1: Vote to grant a Special Permit to Save a Dog, to hold the Miles for Mutts 5K on Saturday, October 3, 2026, from 8:00 AM through approximately 12:00 PM, subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the parade's conclusion

Requested by: Donna Roessler

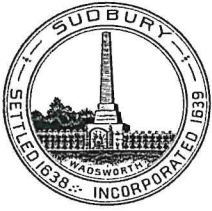
Formal Title: Vote to grant a Special Permit to Save a Dog, to hold the Miles for Mutts 5K on Saturday, October 3, 2026, from 8:00 AM through approximately 12:00 PM, subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the parade's conclusion

Votes May Be Taken:

Attachment(s):

[Walk Run Amended Application - Save a Dog - 10.3.26 - Redacted.pdf](#)

[Walk Run - Save a Dog - Departmental Approvals - 10.3.2026.pdf](#)



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756

Email: SBadmin@sudbury.ma.us

APPLICATION FOR A CHARITABLE WALK/RELAY PERMIT ON A PUBLIC WAY

Written permission to conduct a fundraising walk or relay race in any public street, public sidewalk or public way within the Town must be obtained from the Select Board prior to the event. The Chief of Police will determine the appropriate public safety requirements for this event and the cost of such special duty officers, if any required, will be borne by the applicant. The Town of Sudbury requires a Certificate of Insurance of no less than \$1,000,000, naming the Town as an additional insured. All cleanup from the event will be completed by the applicant within 8 hours after the stated ending time or applicant will be billed for the Town's cost to clean up. Application processing can take up to four weeks as approval from the Police, Building and Park & Recreation departments may be required prior to Select Board approval. Processing begins after all required materials are received, so please plan accordingly.

Organization Name Save A Dog

Event Name Miles For Mutts 5K

Organization Address 604 Boston Post Road, Sudbury

Name of contact person in charge Donna Roessler

Telephone Number(s) of contact _____ (cell) _____

Email address _____

Date of event October 3, 2026 Rain Date _____

Starting time 8:00am Ending time 12:00 noon

Route of the race/relay and portion of the road requested to be used (please indicate on map and attach to this application) Curtis Middle School, Pratts Mill Road, other side roads indicated on map.

Anticipated number of participants 150-200

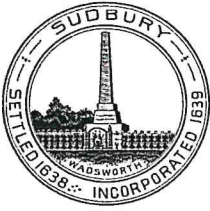
Assembly area (enclose written permission of owner if private property to be used for assembly) _____

Organization that proceeds will go to Save A Dog, Inc.

Any other important information _____

The undersigned applicant agrees that the applicant and event participants will conform to applicable laws, by-laws and regulations as well as any special requirement that may be made as a condition of the granting of permission pursuant to this application. I/we agree to hold the Town of Sudbury harmless from any and all liability and will defend the Town of Sudbury in connection therewith.

Signature of Applicant Donna Roessler Date 6/24/26



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756

Email: SBadmin@sudbury.ma.us

CONTINUED: APPLICATION FOR A CHARITABLE WALK/RELAY PERMIT...

Application Checklist:

- ☒ Application Form
- ☒ Map of Route
- ☒ Evidence of Certificate of Insurance (please see details above)

Please submit completed application and materials to:

Office of Select Board
278 Old Sudbury Rd.
Sudbury, MA 01776
Fax: 978-443-0756
Email: SBadmin@sudbury.ma.us



SAVEADO-01

HOUN11

CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 2/10/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Gallant Insurance Agency, Inc. 199 Great Road Acton, MA 01720	CONTACT NAME: PHONE (A/C, No, Ext): (978) 263-3500 FAX (A/C, No): E-MAIL ADDRESS: <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> <tr> <td>INSURER A : All America Insurance Co</td> <td>20222</td> </tr> <tr> <td>INSURER B : Safety Indemnity Co.</td> <td>33618</td> </tr> <tr> <td>INSURER C : Norfolk & Dedham Mutual Fire Ins Co</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : All America Insurance Co	20222	INSURER B : Safety Indemnity Co.	33618	INSURER C : Norfolk & Dedham Mutual Fire Ins Co		INSURER D :		INSURER E :		INSURER F :	
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INSURER F :															
INSURED Save A Dog Inc Shirley Moore 604 Boston Post Road Sudbury, MA 01776															

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS														
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER: General Aggregate			CLP 9929980	12/19/2025	12/19/2026	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>EACH OCCURRENCE</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>DAMAGE TO RENTED PREMISES (Ea occurrence)</td><td style="text-align: right;">\$ 300,000</td></tr> <tr><td>MED EXP (Any one person)</td><td style="text-align: right;">\$ 5,000</td></tr> <tr><td>PERSONAL & ADV INJURY</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>GENERAL AGGREGATE</td><td style="text-align: right;">\$ 2,000,000</td></tr> <tr><td>PRODUCTS - COMP/OP AGG</td><td style="text-align: right;">\$ 2,000,000</td></tr> <tr><td></td><td style="text-align: right;">\$</td></tr> </table>	EACH OCCURRENCE	\$ 1,000,000	DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000	MED EXP (Any one person)	\$ 5,000	PERSONAL & ADV INJURY	\$ 1,000,000	GENERAL AGGREGATE	\$ 2,000,000	PRODUCTS - COMP/OP AGG	\$ 2,000,000		\$
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	\$																				
B	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☒ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			1704994	4/14/2025	4/14/2026	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>COMBINED SINGLE LIMIT (Ea accident)</td><td style="text-align: right;">\$ 1,000,000</td></tr> <tr><td>BODILY INJURY (Per person)</td><td style="text-align: right;">\$</td></tr> <tr><td>BODILY INJURY (Per accident)</td><td style="text-align: right;">\$</td></tr> <tr><td>PROPERTY DAMAGE (Per accident)</td><td style="text-align: right;">\$</td></tr> <tr><td></td><td style="text-align: right;">\$</td></tr> </table>	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000	BODILY INJURY (Per person)	\$	BODILY INJURY (Per accident)	\$	PROPERTY DAMAGE (Per accident)	\$		\$				
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C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WE076716A	4/12/2025	4/12/2026	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>☒ PER STATUTE</td> <td>☐ OTH-ER</td> <td></td> </tr> <tr><td>E.L. EACH ACCIDENT</td><td style="text-align: right;">\$</td><td style="text-align: right;">100,000</td></tr> <tr><td>E.L. DISEASE - EA EMPLOYEE</td><td style="text-align: right;">\$</td><td style="text-align: right;">100,000</td></tr> <tr><td>E.L. DISEASE - POLICY LIMIT</td><td style="text-align: right;">\$</td><td style="text-align: right;">500,000</td></tr> </table>	☒ PER STATUTE	☐ OTH-ER		E.L. EACH ACCIDENT	\$	100,000	E.L. DISEASE - EA EMPLOYEE	\$	100,000	E.L. DISEASE - POLICY LIMIT	\$	500,000		
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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Miles for Mutts 5K on 10-3-26.

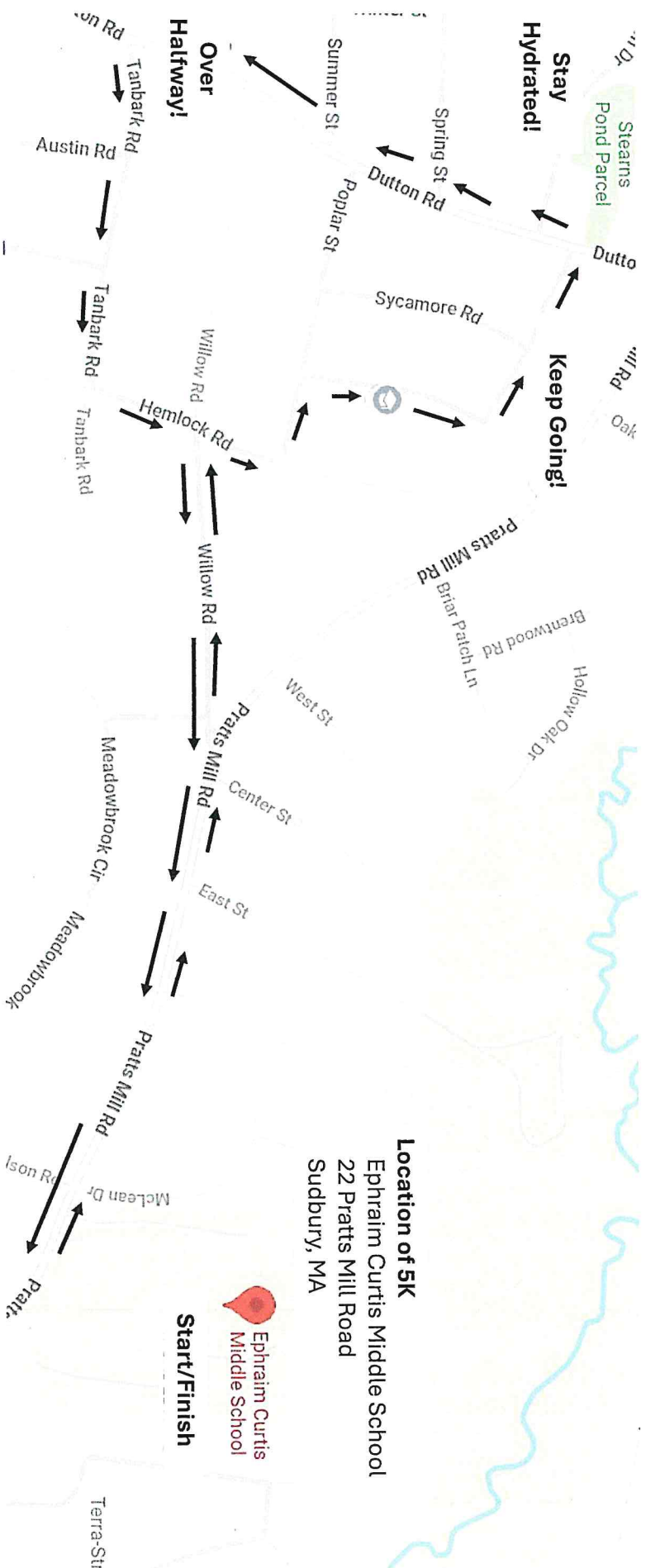
CERTIFICATE HOLDER

CANCELLATION

Town of Sudbury Office of the Select Board 278 Old Sudbury Road Sudbury, MA 01776	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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Save A Dog 5K Fundraiser – Course Map

Save a Dog Logo

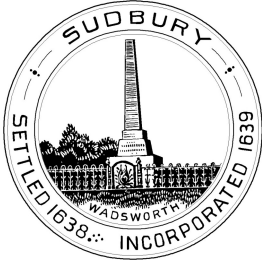


Walk/Run License Application Departmental Approval

Organization: Save a Dog

Event Date: 10/3/2026

Department	Staff	Date	Comments
Department of Public Works	Tina Rivard	6/29/2026	The Department of Public Works has approved this application.
Fire Department	Chief Choate	6/29/2026	The Fire Department has approved this application.
Police Department	Chief Nix	6/29/2026	The Police Department has approved this application.



SELECT BOARD
Tuesday, July 14, 2026

CONSENT CALENDAR

A.2: Vote to grant a one-day Wine & Malt license to Sudbury Meetinghouse, to accommodate their Annual Fundraiser on Saturday, September 26, 2026 from 5:00 PM to 10:00 PM at Sudbury Meetinghouse, 327 Concord Road, subject to the use of a TIPS-trained bartender and a receipt of Certified of Liability insurance

Requested by: Thomas Krushal

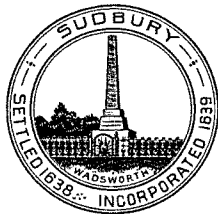
Formal Title: Vote to grant a one-day Wine & Malt license to Sudbury Meetinghouse, to accommodate their Annual Fundraiser on Saturday, September 26, 2026 from 5:00 PM to 10:00 PM at Sudbury Meetinghouse, 327 Concord Road, subject to the use of a TIPS-trained bartender and a receipt of Certified of Liability insurance

Votes May Be Taken:

Attachment(s):

[One Day Application - Sudbury Meetinghouse - 9.26.26 - Redacted.pdf](#)

[One-Day - Sudbury Valley Trustees - Departmental Approvals - 9.25.26.pdf](#)



Town of Sudbury

Office of Selectmen
www.sudbury.ma.us

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756
Email: BOSadmin@sudbury.ma.us

APPLICATION FOR ONE-DAY LIQUOR LICENSE (NON-PROFIT)

Non-profit organizations hosting an event in Sudbury are eligible to apply for a one-day liquor license. All licensees must purchase their alcoholic beverages from a licensed Massachusetts wholesaler, manufacturer, winery shipment licensee, farmer brewery, farmer distillery or holder of a Special Permit issued by the ABCC.*

Application processing can take up to four weeks as approval from the Fire, Police, Building and Board of Health departments are required prior to Board of Selectmen approval. Processing begins after all required materials are received, so please plan accordingly.

Name of Responsible Manager: Thomas Kruskal

Address of Responsible Manager: [REDACTED] Sudbury

Phone [REDACTED] Email [REDACTED]

Non-Profit Organization Name: Sudbury Meetinghouse, Inc.

Name & Purpose of Event: Annual Fundraiser

Name(s) of Brewery/ Distillery/Winery/Wholesaler/Manufacturer to provide alcohol:
Atlas Distributing, LLC; United Liguors, LLC; American Craft Brewery, LLC; Jack's Abbey Brewery, LLC

License Type Requested: ☐ \$75 Wine & Malt – OR – ☐ \$75 All Alcohol

Event Date: September 26, 2026 Event Time: 5 pm to 10 pm

Event Venue: Sudbury Meetinghouse

Event Address: 327 Concord Rd.

Documents Enclosed:

- ☒ Certificate of Liquor Liability
 - a. \$1,000,000 minimum amount
 - b. "Town of Sudbury" listed as additional insured
- ☒ Proof of bartender(s) training/certification. (For example, a TIPS certificate.)
- ☒ Application fee: \$75 check payable to Town of Sudbury.

REC'D TOWN OF SUDBURY
JUL 2 2026 PM 1:28

Please submit completed application and materials to:
Board of Selectmen's Office, 278 Old Sudbury Rd., Sudbury, MA 01776

7/2/2026
Date

[Signature]
Applicant Signature

*For a complete list of Authorized Alcohol Providers for 1-Day licenses, please visit
<https://elicensing.state.ma.us/CitizenAccess/GeneralProperty/PropertyLookup.aspx?isLicensee=Y>. Under
Licensing Entity select "Alcoholic Beverages Control Commission" and under *License Type* select either
Wholesaler, Manufacturer, Direct Wine Shipper, Farmer Brewer, Farmer Distiller and/or Farmer Winery.



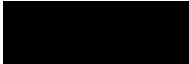
CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/01/2026

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PRODUCER		CONTACT NAME: Event Helper Customer Service	
	Gaslamp Insurance Services	PHONE (A/C, No, Ext): (855) 493-8368	FAX (A/C, No):
	DBA Event Helper Insurance Services	E-MAIL ADDRESS: info@theeventhelper.com	
	PO Box 1549		
	Grass Valley CA 95945	INSURER(S) AFFORDING COVERAGE	
INSURED		INSURER A: Lloyds Syndicate 2623 82%	NAIC # AA-1128623
		INSURER B: Lloyds Syndicate 623 18%	AA-1126623
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	
Sudbury Meetinghouse INC c/o Thomas Kruskal 		MA 01776	

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY	Y	N	EH-771326-L4503650	09/26/2026 12:01 AM	09/27/2026 12:01 AM	EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES \$ 100,000
	☐ Host Liquor Liability						MED EXP (Any one person) \$ 5,000
	☒ Retail Liquor Liability						PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
☒ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG \$ 2,000,000	
	OTHER:						Deductible \$ 1,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	☐ ANY AUTO						BODILY INJURY (Per person) \$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE \$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE \$
	DED ☐ RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ☐ N/A						PER STATUTE ☐ OTH-ER ☐
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate holder listed below is named as additional insured per attached CG 20 26 04 13. Coverage Date(s): 09/26/2026 Attendance: 80, Event Type: Concert - Jazz and Jam - Indoor/Outdoor. Damage to Premises Rented (Other than Fire) included in the Each Occurrence Limit shown above.

CERTIFICATE HOLDER**CANCELLATION**

First Parish of Sudbury UU 327 Concord Rd Sudbury MA 01776	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

© 1988-2015 ACORD CORPORATION. All rights reserved.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED - DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

Schedule

Name of Additional Insured Person(s) or Organization(s):
First Parish of Sudbury UU 327 COncord Rd Sudbury, MA 01776
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. **SECTION II - WHO IS AN INSURED** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury," "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. in the performance of your ongoing operations; or
2. in connection with your premises owned by or rented to you.

However:

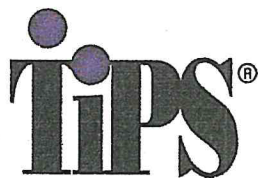
1. the insurance afforded to such additional insured only applies to the extent permitted by law; and
2. if coverage provided to the Additional Insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these Additional Insureds, the following is added to **SECTION III - LIMITS OF INSURANCE**:

If coverage provided to the Additional Insured is required by a contract or agreement, the most we will pay on behalf of the Additional Insured is the amount of insurance:

1. required by the contract or agreement; or
2. available under the applicable Limits of Insurance shown in the Declarations; whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.



A 360TRAINING COMPANY

CERTIFICATE OF COMPLETION

This certifies that

Thomas Kruskal

is awarded this certificate for

TIPS Concessions Alcohol Training



Hours
3.00



Completion Date
07/22/2025



Expiration Date
07/21/2028



Certificate #
000038923888

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

6504 Bridge Point Parkway, Suite 100 | Austin, TX 78730 | www.360training.com

(CUT HERE)

(CUT HERE)



Issued: 07/22/2025
Certificate #: 000038923888

Thomas Kruskal

CERTIFIED

Expires: 07/21/2028



Phone: 800-438-8477
www.gettips.com

This card was issued for successful completion of the TIPS program.

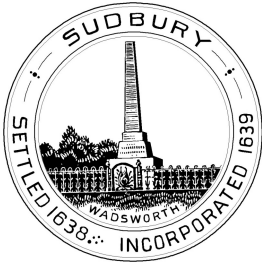
Signature _____

One-Day Liquor License Application Departmental Approval

Organization: Sudbury Meetinghouse

Event Date: 9/26/26

Department	Staff	Date	Comments
Building Department	Andrew Lewis	7/7/26	The Building Department has approved this application.
Fire Department	Assistant Chief Gordon	7/6/26	The Fire Department has approved this application.
Health Department	Vivian Zeng	7/6/26	The Health Department has approved this application.
Police Department	Chief Nix	7/6/26	The Police Department has approved this application.



SELECT BOARD
Tuesday, July 14, 2026

CONSENT CALENDAR

**A.3: Vote to sign the State Primary election warrant which must be posted
by August 25, 2026**

Requested by: Lisa Davis

Formal Title: Vote to sign the State Primary election warrant which must be posted by August 25, 2026

Votes May Be Taken:

Attachment(s):

[State Primary Warrant 2026.pdf](#)

COMMONWEALTH OF MASSACHUSETTS
WILLIAM FRANCIS GALVIN
SECRETARY OF THE COMMONWEALTH

WARRANT FOR 2026 STATE PRIMARY

Middlesex SS.

To the Constables of the Town of Sudbury

GREETINGS:

In the name of the Commonwealth, you are hereby required to notify and warn the inhabitants of said city or town who are qualified to vote in Primaries to vote at:

Precincts 1,2,3,4,5, & 6 – **Fairbank Community Center**
40 Fairbank Road

On **TUESDAY, THE FIRST DAY OF SEPTEMBER, 2026**, from 7:00 A.M. to 8:00 P.M. for the following purpose:

To cast their votes in the State Primaries for the candidates of political parties for the following offices:

SENATOR IN CONGRESS	FOR THIS COMMONWEALTH
GOVERNOR	FOR THIS COMMONWEALTH
LIEUTENANT GOVERNOR	FOR THIS COMMONWEALTH
ATTORNEY GENERAL	FOR THIS COMMONWEALTH
SECRETARY OF STATE	FOR THIS COMMONWEALTH
TREASURER	FOR THIS COMMONWEALTH
AUDITOR	FOR THIS COMMONWEALTH
REPRESENTATIVE IN CONGRESS	FIFTH DISTRICT
COUNCILLOR	THIRD DISTRICT
SENATOR IN GENERAL COURT	MIDDLESEX & WORCESTER DISTRICT
REPRESENTATIVE IN GENERAL COURT	THIRTEENTH MIDDLESEX DISTRICT
DISTRICT ATTORNEY	NORTH DISTRICT
REGISTER OF PROBATE	MIDDLESEX COUNTY

Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

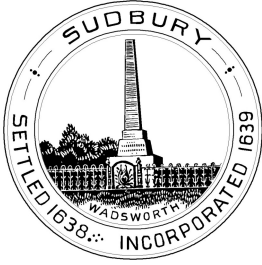
Given under our hands this _____ day of _____, 2026.
 (month)

Select Board of: _____
 (City or Town)

 (Indicate method of service of warrant)

_____, 2026.
 Constable (month and day)

Warrant must be posted by **August 25, 2026** (at least *seven days prior* to the **September 1, 2026** State Primary).



SELECT BOARD
Tuesday, July 14, 2026

CONSENT CALENDAR

A.4: Elevate Ian Henchy, 437 Cold Brook Drive, from an Associate Member to a Full Member of the Zoning Board of Appeals with a term to expire 5/31/2029

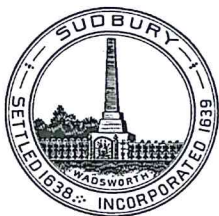
Requested by: Adam Burney

Formal Title: Elevate Ian Henchy, 437 Cold Brook Drive, from an Associate Member to a Full Member of the Zoning Board of Appeals with a term to expire 5/31/2029

Votes May Be Taken:

Attachment(s):

[SB Recommendation Letter - Henchy 260708.pdf](#)



Town of Sudbury

Zoning Board of Appeals

appeals@sudbury.ma.us

Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776
978-639-3387
Fax: 978-639-3314
www.sudbury.ma.us/boardofappeals

July 7, 2026

Ms. Janie Dretler, Chair
Select Board
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

Re: Appointment of Ian Henchy to the Zoning Board of Appeals

Dear Chair Dretler,

At their meeting on May 11, 2026, the Zoning Board of Appeals voted unanimously, 5-0, to recommend the Select Board appoint Ian Henchy as a Full Member of the Zoning Board of Appeals.

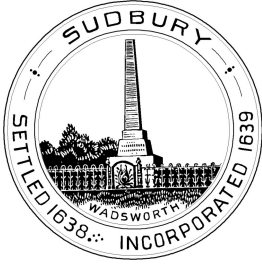
Therefore, I am writing to recommend the Select Board appoint Mr. Henchy to the Zoning Board of Appeals, and to request the Select Board consider this recommendation at an upcoming meeting.

Please do not hesitate to contact me if you have any questions about this candidate. Please advise if you think an interview with the candidate will be necessary. Thank you.

On behalf of the Zoning Board of Appeals,

Adam R. Burney, MPA
Director of Planning & Community Development

cc: Zoning Board of Appeals



SELECT BOARD
Tuesday, July 14, 2026

PUBLIC HEARING

B.1: 7:15 PM - Pursuant to General Bylaws, Article 1 Town Meetings, for the purpose of determining whether a Fall Town Meeting should occur during the months of September, October, and November.

Formal Title: 7:15 PM - Pursuant to General Bylaws, Article 1 Town Meetings, for the purpose of determining whether a Fall Town Meeting should occur during the months of September, October, and November.

Votes May Be Taken:

Attachment(s):

[TM Bylaw FallSTM.docx](#)

[7.9.26 Resident FSTM Input__.pdf](#)

ARTICLE I
Dates; Times; Notice
[Adopted as Art. I of the General Bylaws]

§ 68-1. Annual Town Election. [Amended 4-8-2008 ATM by Art. 21]

The Annual Town Election shall be held on the last Monday in March at such place and time as the Select Board may determine. Those elected at the Annual Town Election, with the exception of the Moderator, shall take office at the close of the Annual Town Meeting. The Moderator shall take office on the day after election, or as soon thereafter qualified for a term of three years.

§ 68-2. Annual Business Meeting. [Amended 4-6-2010 ATM by Art. 6; 5-5-2025 ATM by Art. 25]

The Annual Business Meeting shall begin on the first Monday in May at such place as the Select Board shall determine. The Select Board, after a public hearing, may delay the start of the Annual Town Meeting for up to seven days, provided that it acts no later than the last day in February preceding. All sessions of the meeting shall begin at 7:00 p.m. and, unless otherwise voted by 2/3 of those present and voting, shall be adjourned to 7:00 p.m. of the next Monday, Tuesday, or Wednesday, whichever comes first (legal holidays excluded), upon completion of the article under discussion at 10:30 p.m.; except that any such meeting shall be adjourned before that time if a quorum shall be declared to have been lost, or at 8:00 p.m. if a quorum has not been assembled by then.

§ 68-3. Fall Town Meeting. [Added 5-4-2016 ATM by Art. 31; amended 5-7-2018 ATM by Art. 17]

A Town Meeting shall be held during the months of September, October or November at such date, time and place as the Select Board shall determine, unless the following applies. By the end of July, the Select Board shall discuss in public session, hold a public hearing and vote to determine whether a fall Town Meeting should occur. The public hearing shall be posted in accordance with the Open Meeting Law.¹ The Select Board shall also solicit input from the Town via email or mail for a period of one week before the public hearing.

§ 68-4. Warrant report. [Amended 5-4-2016 ATM by Art. 31]

The Select Board shall cause a Warrant Report to be printed and distributed to the citizens of the Town at least seven days prior to commencement of the Annual Town Meeting and 14 days prior to commencement of a Special Town Meeting. The Warrant Report will contain a copy of the articles as set forth in the official Warrant, a summary of the intent and scope of each article prepared by the submitter, the report and recommendations of the Finance Committee, reports by other Town officials, boards or committees having an interest in a specific article, and supporting data such as maps and charts. The individual or group submitting information shall meet requirements for timing, format and brevity established by the Select Board.

1. Editor's Note: See MGL c. 30A, §§ 18 through 25.

§ 68-5. Notice of Town Meeting. [Amended 5-4-2016 ATM by Art. 31]

Notice of every Town Meeting shall be given by posting a printed attested copy of the Warrant therefor at the Town Hall at least seven days before the Annual Town Meeting and at least 14 days before any Special Town Meeting.

Cataloni, Maria

From: Stephen G [REDACTED]
Sent: Friday, June 5, 2026 8:11 AM
To: Select Board's Office
Subject: Special fall town meeting

First. You have not explained why you feel the need for a fall town meeting.
Are there special issues to deal with?
Is there some crisis that must be dealt with?
Do you just like poorly attended meetings that decide nothing like the last special meeting?

12877 registered voters and less than 1000 show up to vote on nonbinding matters.
That has got to be a bad joke.

And now you want to have another meeting with no explanation.

A regular town meeting only draws between 200 and 450 residents.

Tell me what you plan on discussing that would actually be binding on the town or state.

I'd recommend an article freezing RE taxing on homes of anyone over 75 the year in which one of the residents turns 75.
As a senior making just above the circuit breaker amount, but on a fixed income, all I ever see is sneaky ways to avoid prop 2.5 and my taxes going up by over 3% every year.
Yet the roads and sidewalks are getting worse, salaries are jump up faster than inflation, and there are enough employees to support a town of 25000.

Maybe it's time for a complete reset across the board.

Thanks for asking, but I would say having another special town meeting would be a complete waste of time.

Thanks for listening to a disgruntled unhappy jaded senior.

Stephen Garanin
39 griscom road

Cataloni, Maria

From: Jessica McCready <jessica_mccready@sudbury.k12.ma.us>
Sent: Tuesday, June 16, 2026 11:01 AM
To: Select Board's Office; Crozier, Brad; Annette Doyle
Subject: Fall 2026 Special Town Meeting

Good morning,

The Sudbury School Committee does not have any items to add to a Special Town Meeting.

Regards,
Jessica

--

Jessica McCready, Ph.D.
Chair, Sudbury School Committee

This email is intended for educational use only and must comply with the Sudbury Public Schools policies and state/federal laws. Please be advised that under Massachusetts Law, any email created or received by an employee of Sudbury is considered a public record. All email correspondence is subject to the requirements of M.G.L. Chapter 66. This email may contain confidential and privileged material for the sole use of the intended recipient. Any review or distribution by others is strictly prohibited. If you are not the intended recipient please contact the sender and delete all copies.

Cataloni, Maria

From: Josh Herting [REDACTED]
Sent: Monday, June 29, 2026 10:51 AM
To: Select Board's Office
Subject: Fall 2026 Special Town Meeting

To the Selectboard:

I am writing to share my opposition to holding a Fall Special Town Meeting. There is simply no pressing need to hold another STM after having two meetings already this year.

I, along with many friends and neighbors, share a real concern that the true intent of a Fall STM would be to undermine the will of the voters as expressed at our Spring STM.

If a town meeting is to be held, it should not be in order to undo the will of the voters' and delay, stop, or in ANY WAY impact Article 3 or other items decided on May 20th. These were supported by the majority of STM voters, and their vote deserves to be respected and upheld – not circumvented at the will of the Selectboard.

STMs are costly and time-consuming, for the town and for each voter who takes the time to be part of our town legislative process. Please be judicious with our resources and do not host a Fall STM, absent a tangible, time sensitive need – unrelated to the votes already cast, and matters decided, at our Spring STM.

I further request that this email be included in the agenda packet and read aloud at the scheduled public hearing July 14, 2026 to determine if Fall STM will be held, if I am unable to attend the hearing.

Sincerely,

Josh Herting

125 Pelham Island Rd

Tom Wooters
12 Kay St.
Sudbury, MA 01776

June 29, 2026

Sudbury Select Board

Members,

I am writing to express my opposition to holding a Fall Special Town Meeting. There is no pressing need for an additional STM after the two meetings already held this year.

As I outlined in my June 3, 2026 letter to the Board (attached), I, and others in town, are concerned that the true purpose of a Fall STM would be to undermine the will of the voters as expressed at the May 20 Special Town Meeting. The Select Board has already taken the actions mentioned in the attached letter indicating that they may work to obstruct implementation of the approved recall (Article 2 at STM).

If a Town Meeting is to be held, it should not be used to revisit or attempt to undo decisions already made. In particular, it must not be used to delay, reverse, or otherwise impact Article 3 or any other items approved on May 20. These measures were supported by a majority of voters, and those outcomes deserve to be respected and upheld, not circumvented at the discretion of the Select Board.

Special Town Meetings are both costly and time-consuming, for the town as a whole and for residents who participate in our legislative process. I urge the Board to be judicious with these resources and not schedule a Fall STM absent a clear, tangible, and time-sensitive need that is unrelated to matters already decided at the Spring STM.

Finally, I request that this email be included in the agenda packet and read aloud at the scheduled public hearing on July 14, 2026, regarding whether to hold a Fall STM, should I be unable to attend.

Sincerely,

Tom Wooters

Cataloni, Maria

From: Ian Halbert [REDACTED]
Sent: Monday, June 29, 2026 11:35 AM
To: Select Board's Office
Subject: STM Recall Vote

Follow Up Flag: Follow up
Flag Status: Flagged

To the Selectboard:

I am writing to share my opposition to holding a Fall Special Town Meeting. There is simply no pressing need to hold another STM after having two meetings already this year.

I, along with many friends and neighbors, share a real concern that the true intent of a Fall STM would be to undermine the will of the voters as expressed at our Spring STM.

If a town meeting is to be held, it should not be in order to undo the will of the voters' and delay, stop, or in ANY WAY impact Article 3 or other items decided on May 20th. These were supported by the majority of STM voters, and their vote deserves to be respected and upheld – not circumvented at the will of the Selectboard.

STMs are costly and time-consuming, for the town and for each voter who takes the time to be part of our town legislative process. Please be judicious with our resources and do not host a Fall STM, absent a tangible, time sensitive need – unrelated to the votes already cast, and matters decided, at our Spring STM.

I further request that this email be included in the agenda packet and read aloud at the scheduled public hearing July 14, 2026 to determine if Fall STM will be held, if I am unable to attend the hearing.

Sincerely,
Ian Halbert
285 Concord Road

--

Ian Thomas Halbert
[REDACTED]

From: Dan Velonis [REDACTED]
Sent: Tuesday, June 30, 2026 1:00 PM
To: Select Board's Office
Subject: Respecting the Will of Town Meeting

Follow Up Flag: Follow up
Flag Status: Completed

Dear Members of the Select Board,

I am writing to express my opposition to holding a Fall Special Town Meeting for the purpose of revisiting or affecting Article 3, which was debated, amended, and approved at the May Special Town Meeting.

This issue is larger than whether someone supports or opposes a recall provision.

Town Meeting is the legislative body of our town. Residents invest significant time researching issues, attending meetings, participating in debate, and ultimately voting on matters that shape our community. The legitimacy of that process depends on the expectation that, once Town Meeting has spoken, its decisions will be respected and implemented in good faith.

I understand that individual members of the Select Board may have opposed Article 3. They had every right to express those views before and during the Town Meeting process. However, once the article was approved, I believe the Board's responsibility changed. At that point, the focus should have shifted from advocating personal positions to faithfully carrying out the decision of Town Meeting whenever legally possible.

I also recognize that seeking legal advice from Town Counsel is entirely appropriate. What concerns me is the appearance that legal guidance is being used to identify ways to delay, revisit, or weaken a decision that Town Meeting has already made. Even if legally permissible, doing so risks undermining public confidence in our local government and the Town Meeting process itself.

I also question whether there is any pressing need for a Fall Special Town Meeting. These meetings require substantial staff time, taxpayer resources, and the participation of residents who volunteer their time to engage in local government. Convening another Special Town Meeting should be reserved for matters of genuine urgency—not to reconsider a decision that was reached through a full and fair legislative process only weeks ago.

As someone who attended the Special Town Meeting, I witnessed thoughtful debate from residents with differing viewpoints. Amendments were considered, opinions were heard,

and ultimately the article was approved unanimously. That outcome deserves respect, regardless of whether individual elected officials agreed with it.

I respectfully urge the Select Board not to schedule a Fall Special Town Meeting for the purpose of revisiting Article 3 or otherwise delaying or undermining its implementation. Doing so would send the unfortunate message that Town Meeting decisions are only respected when they align with the preferences of elected officials.

I also respectfully request that this email be included in the agenda packet and read into the record during the public hearing regarding any proposed Fall Special Town Meeting, should I be unable to attend.

Thank you for your time and your consideration.

Respectfully,

Dan Velonis

34 Blueberry Hill Ln

Cataloni, Maria

From: LL [REDACTED]
Sent: Tuesday, June 30, 2026 2:40 PM
To: Select Board's Office
Subject: Special Town Meeting

Follow Up Flag: Follow up
Flag Status: Completed

To the Selectboard:

I am writing to express my opposition to holding a Fall Special Town Meeting (STM). There is simply no pressing need to hold another STM after having two meetings already this year.

I, along with many friends and neighbors, share a real concern that the true intent of a Fall STM would be to undermine the will of the voters as expressed at our Spring STM.

If a town meeting is to be held, it should not be in order to undo the will of the voters' and delay, stop, or in ANY WAY impact Article 3 or other items decided on May 20th. These were supported by the majority of STM voters, and their vote deserves to be respected and upheld – not circumvented at the will of the Selectboard.

STMs are costly and time-consuming, for the town and for each voter who takes the time to be part of our town legislative process. Please be judicious with our resources and do not host a Fall STM, absent a tangible, time sensitive need – unrelated to the votes already cast, and matters decided, at our Spring STM.

I further request that this email be included in the agenda packet and read aloud at the scheduled public hearing on July 14, 2026 to determine if Fall STM will be held as I will be unable to attend the hearing.

Respectfully,

Lily Lee

103 Warren Road

Cataloni, Maria

From: Ngan/Lee Family [REDACTED]
Sent: Tuesday, June 30, 2026 2:48 PM
To: Select Board's Office
Subject: Fall Special Town Meeting

Follow Up Flag: Follow up
Flag Status: Completed

To the Selectboard:

I am writing to express my opposition to holding a Fall Special Town Meeting (STM). There is simply no pressing need to hold another STM after having two meetings already this year.

I, along with many friends and neighbors, share a real concern that the true intent of a Fall STM would be to undermine the will of the voters as expressed at our Spring STM.

If a town meeting is to be held, it should not be in order to undo the will of the voters' and delay, stop, or in ANY WAY impact Article 3 or other items decided on May 20th. These were supported by the majority of STM voters, and their vote deserves to be respected and upheld – not circumvented at the will of the Selectboard.

STMs are costly and time-consuming, for the town and for each voter who takes the time to be part of our town legislative process. Please be judicious with our resources and do not host a Fall STM, absent a tangible, time sensitive need – unrelated to the votes already cast, and matters decided, at our Spring STM.

I further request that this email be included in the agenda packet and read aloud at the scheduled public hearing on July 14, 2026 to determine if Fall STM will be held as I will be unable to attend the hearing.

Respectfully,

Felix Ngan

103 Warren Road

Cataloni, Maria

From: Ian Halbert [REDACTED]
Sent: Wednesday, July 1, 2026 9:03 AM
To: Select Board's Office
Subject: Fall 2026 Special Town Meeting

Follow Up Flag: Follow up
Flag Status: Flagged

Good morning,

I am writing to oppose a fall special town meeting, especially if the warrant will include or is invoked for the purpose of rehashing the matter regarding recall elections. As far as I am concerned, the town already weighed in on this matter and considered the most pressing arguments of the question's opponents - namely the percentage of signatures necessary to trigger an election.

Lastly, given that the opposition to this bill argued aggressively against the spring STM on the basis of cost, it is outrageous that the town is considering another such meeting.

Sincerely,
Ian Halbert
285 Concord Road

Sent from my iPhone

Cataloni, Maria

From: Sue Stine [REDACTED]
Sent: Wednesday, July 1, 2026 10:31 AM
To: Select Board's Office
Cc: Sue Stine
Subject: Fall 2026 Special Town Meeting

Follow Up Flag: Follow up
Flag Status: Completed

Requestor name: Sue Ellen Stine
Requestor address: 53 Stone Rd. Sudbury, MA 01776
Requestor email: [REDACTED]

Input for Special Fall Town Meeting

My first request is that I receive a link to the Select Board zoom meeting on July 14, 2026.

My second request is that regardless of whether or not there is a special fall town meeting, or the Annual Town Meeting in May, I would like to see the Moderator's words to the Hall regarding tone, respect and civility written in the Official Town Warrant. Currently, there is much written about procedure, but not a word about respect and civility.

Despite the moderator's repeated assertions during recent Town Meetings to "avoid calling out, interrupting, and speaking over others", to keep a "respectful tone", to be "civil, patient and respectful", many in the hall were interrupting, booing, shouting out. She asserted that she has the power "to have anyone who disrupts the meeting removed", and yet disrespect and lack of civility persisted.

I think it has become necessary to include all the moderator's words regarding tone, respect and consequences in the Official Town Warrant. What would that take? Can the Select Board, Town Manager, Town Moderator, and/or a decision by Town Meeting make this happen? I would be happy to discuss this further with any and all persons and bodies to put the Moderator's words in writing in the Official Warrant for Annual or Special Town Meetings.

Please feel free to contact me if you have any questions. Thank you,
Sincerely, Sue Ellen Stine

Cataloni, Maria

From: [REDACTED]
Sent: Tuesday, June 30, 2026 12:26 PM
To: Select Board's Office
Subject: We the People..... Expect Democracy

Follow Up Flag: Follow up
Flag Status: Flagged

To the Selectboard:

I am writing to express my strong opposition to holding a Fall Special Town Meeting. After two town meetings already this year, there is simply no compelling or time-sensitive reason to convene another STM.

I, along with many friends and neighbors, am deeply concerned that the purpose of a Fall STM would be to revisit and potentially undermine the clear will of the voters as expressed at the Spring Special Town Meeting on May 20.

The citizens of Sudbury debated the issues, participated in the democratic process, and cast their votes. Article 3 and the other matters approved on May 20 were supported by a majority of voters. Those decisions deserve to be respected and implemented—not delayed, weakened, or circumvented through procedural maneuvers designed to achieve a different outcome than the one the voters chose.

As you know, the theme of this year's Fourth of July celebration, commemorating the 250th anniversary of our nation, is "We the People." Those words are not merely a slogan; they are the foundation of our democracy. On May 20, "We the People" spoke clearly and decisively through the town meeting process. "We the People" directed our elected officials to carry out the will of the majority, not to search for ways to thwart, override, or dilute the democratic decisions made by the voters.

The suggestion that a Fall STM could be used to revisit matters already decided should concern every resident who values representative government and the integrity of Town Meeting. Equally troubling are reports that legal guidance may have been sought regarding methods by which the voters' decisions could be undone or circumvented. Whether or not such actions are ultimately pursued, even the appearance of an effort to override the expressed will of the voters undermines public confidence in our local government.

Special Town Meetings are not without cost. They require significant expenditures of taxpayer resources and demand substantial time and effort from the many residents who participate in our legislative process. These meetings should be called only when there is a genuine and urgent need facing the Town—not as a vehicle to revisit or undo decisions that some may find politically inconvenient.

Accordingly, I respectfully urge the Selectboard not to schedule a Fall Special Town Meeting unless there is a clear, legitimate, and time-sensitive matter that is entirely unrelated to the votes already taken and the issues already decided at the Spring Special Town Meeting.

I further request that this letter be included in the agenda packet and read aloud at the public hearing scheduled for July 14, 2026, regarding whether a Fall Special Town Meeting will be held, should I be unable to attend in person.

Respectfully,

Raymond Phillips

40 Whispering Pine Road
Sudbury, MA 01776

Cataloni, Maria

From: Siobhan Hullinger [REDACTED]
Sent: Monday, July 6, 2026 11:48 AM
To: Select Board's Office
Cc: Select Board
Subject: Fall Special Town Meeting Input

Dear Select Board Members,

I am writing regarding the request for input to hold a Fall Special Town Meeting this year, 2026. I have yet to find any pressing need to expend funds for such a meeting. In fact, if there were items that didn't make the annual Town Meeting, they could have been put on the Special Town Meeting Warrant we recently held. In addition, I have never noticed such a request for input in prior years and neither have so many I have had conversations with who follow the happenings of the town. I realize it is a By-Law however, the push for input is extraordinary.

I can't help but question the motives and the intent to hold a Fall Special Town Meeting after careful review and consideration of the actions of leadership regarding the Recall effort and the requests for Town Council pontification. It appears to many there is an intent to undo the will of the people warranted or not, it is the sentiment of most. It needs to be said that you are elected to represent the people, not your party affiliations, special interests or personal agendas. You were elected to represent the people. Working against the will of the people, as it appears in quite a few instances in town, is unconscionable at the very least. Votes at Town Meeting should be respected, upheld and supported by leadership whether you personally agree or not.

We have heard the most staunch supporters of several of you comment on the expense and time to hold a Special Town Meeting. To hold such a meeting to circumvent the will of the people would be an incredible waste and will most certainly cause further division within Sudbury.

I respectfully do not support a Fall Special Town Meeting. Thank you for your consideration.

Regards,

Siobhan Hullinger

55 Washington Drive

Sudbury, MA 01776

[REDACTED]
[REDACTED]

Cataloni, Maria

From: Leslie Egan [REDACTED]
Sent: Monday, July 6, 2026 5:12 PM
To: Select Board's Office
Subject: Fall 2026 Special Town Meeting

Dear Select Board Members:

I am writing to you as a 25 year old resident of Sudbury. Your actions have become deeply concerning to a growing proportion of the residents of this town, who you were elected to serve and to represent. Please put your personal agendas aside and respect the democratic process and results of our Special Town Meeting. We have spent far too much time and money on TM and STM. If we truly face a fiscal cliff as was reported at TM, there is absolutely no reason to host a Fall Town Meeting.

Sincerely,

Leslie J. Egan
67 Winsor Rd
Sudbury, MA 01776

NO: Fall 2026 Town Meeting

Cataloni, Maria

From: Rachel Beck [REDACTED]
Sent: Monday, July 6, 2026 8:19 PM
To: Select Board's Office
Cc: Wes Beck
Subject: Fall 2026 Special Town Meeting Input

Dear Sudbury Select Board,

We're writing to express our opposition to you hosting a Fall Special Town Meeting.

This is a waste of town dollars and time. Please kindly respect what the majority voted on during Special Town Meeting on May 20, 2026 (especially since we participated until after midnight), or wait until Annual Town Meeting next May 2027.

For what it's worth, we're deeply disappointed in this leadership team with the exception of Carty. We moved here 5 years ago to plant roots and raise a family, and we are now watching power hungry individuals drive political agendas in this beautiful town and destroy the reputation of town management, including schools. Hope you're able to right the way and make productive strides forward to restore confidence and accountability in Sudbury.

Sincerely,
Rachel Beck [REDACTED]
Wesley Beck [REDACTED]
30 Cranberry Cir, Sudbury, MA 01776

Cataloni, Maria

From: Wes Beck [REDACTED]
Sent: Monday, July 6, 2026 8:24 PM
To: Rachel Beck
Cc: Select Board's Office
Subject: Re: Fall 2026 Special Town Meeting Input

Want to reiterate. I also oppose.

Wesley Beck, [REDACTED], 30 cranberry Circle, Sudbury, MA

On Mon, Jul 6, 2026 at 8:19 PM Rachel Beck [REDACTED] wrote:
Dear Sudbury Select Board,

We're writing to express our opposition to you hosting a Fall Special Town Meeting.

This is a waste of town dollars and time. Please kindly respect what the majority voted on during Special Town Meeting on May 20, 2026 (especially since we participated until after midnight), or wait until Annual Town Meeting next May 2027.

For what it's worth, we're deeply disappointed in this leadership team with the exception of Carty. We moved here 5 years ago to plant roots and raise a family, and we are now watching power hungry individuals drive political agendas in this beautiful town and destroy the reputation of town management, including schools. Hope you're able to right the way and make productive strides forward to restore confidence and accountability in Sudbury.

Sincerely,
Rachel Beck [REDACTED]
Wesley Beck [REDACTED]
[30 Cranberry Cir, Sudbury, MA 01776](#)

Cataloni, Maria

From: Bill Schineller [REDACTED]
Sent: Friday, July 10, 2026 11:23 AM
To: Select Board's Office
Cc: Select Board
Subject: Skip Fall Special Town Meeting

Follow Up Flag: Follow up
Flag Status: Flagged

Dear Select Board,

PLEASE READ THIS EMAIL IN ITS ENTIRETY AT THE HEARING CONCERNING WHETHER OR NOT TO HOLD A FALL 2026 SPECIAL TOWN MEETING.

I am unaware of any time-sensitive need for a Fall Special Town Meeting this year 2026.

Last year (2025) citizens came out to a Special Town Meeting at the behest of Town officials to vote to fund school roofs. As a result of that STM vote, the state held up their end of the bargain and admitted Nixon and Haynes schools into Massachusetts School Buildings Accelerated Repair Program and our town will be reimbursed.

Imagine the uproar if the state had not respected the Special Town Meeting vote, and if the state had failed to follow through!

This year 2026 citizens called a Special Town Meeting and voted in favor of an Act Providing for Recall Elections in the Town of Sudbury. An overwhelming number of citizens participated, the article was passed by a clear majority, and the Local Approval for this special Act was received by the Legislature.

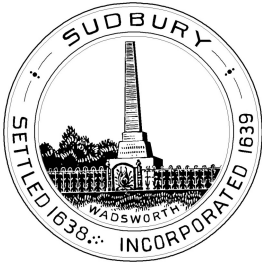
Now, members of the Select Board, the League of Women Voters of Sudbury (LWV), and our State Representative Carmine Gentile are actively working to deny the vote of the well represented May 20 Special Town Meeting.

Hypocritically, the LWV whose stated role is to increase civic participation, is working to undermine the STM vote by lobbying the Legislature and our lame duck State Representative to kill the bill STM voted for. While one would expect the Select Board and the LWV to be overjoyed at the surge in participation at Town Meeting, instead the Select Board and LWV are thumbing their noses at the citizens.

I suggest we skip Fall 2026 Special Town Meeting, and the Select Board, the Town, and the LWV do some introspection on their hypocrisy before printing and sending Town Meeting Warrants to every household asking voters to turn out again.

A more appropriate move by the Select Board and the LWV would be to formally drop their opposition to Article 3 of May 2026 Special Town Meeting as voted. Communicate to the Joint Committee on Election Laws that you respect Town Meeting and support H.5521. Then focus on conducting Town business in such a way that the possibility of being Recalled is not a concern.

Bill Schineller
37 Jarman Rd



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.1: Review and vote to execute documents for a Bond Anticipation Note (BAN) sale.

Requested by: Victor Garofalo

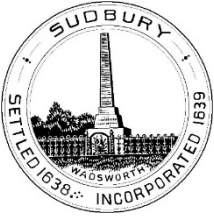
Formal Title: Review and vote to execute documents for a Bond Anticipation Note (BAN) sale.

Votes May Be Taken:

Attachment(s):

[BAN - Select Board Memo & Info.pdf](#)

[Garofalo email BAN sale.pdf](#)



Victor Garofalo
Assistant Town Manager/Finance Director
garofalov@sudbury.ma.us

July 9, 2026

To: Select Board
Cc: Andrew J. Sheehan, Town Manager
From: Victor Garofalo, Assistant Town Manager/Finance Director
Re: Approval and Execution of \$7,700,000 Bond Anticipation Notes

I am requesting that the Select Board approve and authorize the execution of \$7,700,000 in Bond Anticipation Notes (BANs) dated July 28, 2026, which will mature on January 28, 2027. The Town received a competitive bid from Cede & Co. for these short-term notes at an interest rate of 3.75%.

Project	BAN Amount
Atkinson Pool Renovations	\$2,200,000
Haynes Elementary School Roof Repair	\$3,300,000
Nixon Elementary School Roof Repair	\$2,200,000
Total	\$7,700,000

These borrowings will provide the necessary funding to allow the school roof replacement projects to proceed on schedule while continuing to fund payments for the Atkinson Pool Renovation Project.

It is anticipated that the Town will undertake a permanent bond sale in January 2027, prior to the maturity of these Bond Anticipation Notes. At that time, the permanent borrowing amount will be finalized. While this BAN totals \$7,700,000, the permanent bond issue is expected to differ, as final borrowing requirements will be determined following the completion of the school roof projects and once final construction bid amounts are received for the DPW Garage Concrete Floor Replacement Project.

Recommended Vote

I move that the Select Board approve the sale of \$7,700,000 Bond Anticipation Notes of the Town of Sudbury, Massachusetts dated July 28, 2026 and payable January 28, 2027 to Piper Sandler & Co. with a coupon interest rate of 3.75 percent at par plus accrued interest, if any, plus a premium of \$21,868.00.

I further move that each member of the Select Board, the Town Clerk, the Town Treasurer, and the Assistant Town Manager/Finance Director be and hereby are, authorized to take any and all actions, and execute and deliver such certificates, receipts, or other documents as may be determined by them, or any of them, to be necessary or convenient to carry into effect the provisions of the foregoing vote.

Each member will need to sign the attached documents at the Flynn Building by Thursday, July 16th.

Town of Sudbury
Massachusetts

\$7,700,000.00
Bond Anticipation Note
Municipal Purpose

Dated: July 28, 2026

Due: January 28, 2027

Certificate and Covenant as to Tax-exempt Status of Notes / Non-arbitrage Certificate

We, the Treasurer and Select Board of the Town of Sudbury, Massachusetts (the "Issuer"), certify and covenant on behalf of the Issuer as follows in connection with the issuance of its Notes (the "Notes") described above and the exclusion of interest thereon from gross income for federal income tax purposes under the Internal Revenue Code of 1986 as amended (the "Code"):

1. The Issuer will take all lawful action necessary to comply with requirements of the Code that must be satisfied subsequent to the issuance of the Notes in order that interest on the Notes be or continue to be excluded from gross income for federal income tax purposes.

2. The Notes were sold to Piper Sandler & Co. on July 7, 2026 (the "Sale Date"). No other governmental obligations which are expected to be paid out of substantially the same source of funds as the Notes have been or will be sold within the 31-day period beginning 15 days before the Sale Date pursuant to the same plan of financing as the Notes.

3. On the closing date, the Note proceeds, \$7,721,868.00 will be deposited to the Issuer's account and applied as follows:

New money projects costs	\$7,700,000.00
Premium	\$ 21,868.00
Total	<u>\$7,721,868.00</u>

4. New money Note proceeds, if any, will be used for the purpose of paying costs of the projects being funded by the Notes. The Issuer reasonably expects that at least 85% of the Note proceeds will be spent to pay costs of the projects within three years from the dated date. The Issuer has already incurred or within six months after the dated date will incur a binding obligation to one or more unrelated parties involving an expenditure of not less than 5% of new money Note proceeds. Completion of the projects and allocations of Note proceeds and investment proceeds to costs of the projects will proceed with due diligence. New Money Note proceeds allocable to paying costs of the projects held in the Issuer's account, and investment proceeds earned thereon, will be invested without regard to yield during the period ending on the third anniversary of the dated date.

5. By private placement, or by competitive bids meeting the requirements of Treasury Regulations 1.148-1(f)(2)(iii), as applicable, the issue price of the Notes is \$7,747,509.00, which represents the price at which the Notes were sold to the purchaser. The yield on the Notes has been calculated by UniBank Fiscal Advisory Services, Inc. to be 2.5005715% and is reported on the IRS Form 8038-G to be filed for the Notes, a copy of which is attached.

6. Investment proceeds earned on the amounts in the Issuer's account will be commingled with substantial tax and other revenues of the Issuer and are expected to be expended for operating or other expenses of the Issuer within six months after deposit of the investment proceeds therein. All such investment proceeds will be treated as expended when so commingled.

7. The Issuer will not loan more than 5% of the Note proceeds to one or more nongovernmental persons. The Issuer has not allowed and will not allow more than 10% of the Note proceeds and investment proceeds of the Notes or the projects funded by the Notes to be used directly or indirectly by any nongovernmental person in any trade or business, other than as a member of the general public, and has not allowed and will not allow more than 5% of the Note proceeds and investment proceeds or more than 5% of the projects to be so used to the extent such use is unrelated or disproportionate to the governmental uses thereof. A nongovernmental person will be treated as "using" the Note

proceeds or the projects to the extent the nongovernmental person the nongovernmental person borrows the Note proceeds; uses any portion of the projects as owner, lessee, service provider, operator or manager; acquires the output of the projects; or enters into any other arrangement that provides a special legal entitlement or special economic benefit to a nongovernmental person.

As of the dated date, the Issuer certifies that there are no contracts or other arrangements for the use, operation or management of any component of any one or more of the projects funded by the Notes by any party other than a governmental unit. The Issuer will not enter into any contract or other arrangement after the dated date for the use, operation or management of any component of the projects by any party other than a governmental unit.

8. As of the dated date, to the extent applicable, the Issuer reasonably expects that the aggregate issue price of tax-exempt bonds (other than (i) current refunding bonds to the extent the amount thereof does not exceed the outstanding amount of the obligations to be refunded thereby and (ii) qualified private activity bonds) issued and to be issued by or on behalf of the Issuer during the current calendar year will not exceed \$5,000,000 except by the lesser of (i) \$10,000,000 or (ii) the aggregate face amount of bonds, in either case attributable to financing the construction of public school facilities, as provided in Section 148(f)(4)(D)(vii) of the Code. In addition, the Issuer certifies that it has the power to impose or to cause the imposition of taxes of general applicability which, when collected, may be used for the general purposes of the Issuer. The Issuer’s power to impose or cause the imposition of such taxes is not contingent on approval by any other governmental unit. No entity has been or will be formed or availed of by the Issuer for the purpose of avoiding the volume limitation described above.

9. To the extent applicable, the Issuer hereby covenants to comply with the requirements of the Code pertaining to the rebate requirement and yield restriction. The Issuer covenants to, and will, pay any rebate requirement or yield reduction payment due with respect to the Notes within sixty days of the maturity date of the Notes.

10. The Issuer hereby covenants for the benefit of the owners of the Notes to file with the Municipal Securities Rulemaking Board notices of the occurrence of events described in paragraph (b)(5)(i)(C) of S.E.C. Rule 15c2-12 with respect to the Notes, if deemed material by the Issuer.

11. The Notes are hereby designated as "qualified tax-exempt obligations" for the purposes of Section 265(b) of the Code. We certify that the reasonably anticipated amount of tax-exempt obligations, including the Notes, that will be issued by the Issuer and all subordinate entities during the current calendar year will not exceed \$10,000,000.

Dated: July 28, 2026
I, the undersigned Treasurer
hereby certify that, as required
by the Code, I have this day
filed Form 8038G, a copy of
which is attached, with the
Internal Revenue Service.

Treasurer

Select Board

Municipal Purpose Loan

Town of Sudbury

This attachement must be included with all Municipal Purpose Loans issued through the State House Note Program.

(A municipal purpose loan is one which combines two or more authorizations for different purposes in one loan.)

Date	Date 2	Article #	Purpose	Amount Authorized	Previous New Issues	Paydowns This Issue	This Issue New	This Issue Renewal	Unissued Balance
5/7/2024		23	Atkinson Pool Renovations	\$2,350,000.00	\$0.00	\$0.00	\$2,200,000.00	\$0.00	\$150,000.00
12/1/2025	12/16/2025	1	Haynes Elementary School Repair	\$7,821,563.00	\$0.00	\$0.00	\$3,300,000.00	\$0.00	\$4,521,563.00
12/1/2025	12/16/2025	2	Nixon Elementary School Roof	\$4,064,845.00	\$0.00	\$0.00	\$2,200,000.00	\$0.00	\$1,864,845.00

Totals				\$14,236,408.00	\$0.00	\$0.00	\$7,700,000.00	\$0.00	\$6,536,408.00
Carry these figures over to the Clerk/Secretary's Certificate				Must Equal Line 3	Must Equal Line 4	Must Equal Line 5	Total of these columns must equal line 6		Must equal Line 7

Note: Amount Authorized minus Previous New Issues minus This Issue New will equal Unissued Balance.

(Revised: May 1997)

COMMONWEALTH OF MASSACHUSETTS
TOWN OF SUDBURY
ANTICIPATION SERIAL LOAN
Municipal Purpose

No. 1074-1
CUSIP: 864643 YK1

\$7,700,000.00
Date of Issue: July 28, 2026

For Value Received, the inhabitants of the Town of Sudbury by their Treasurer hereto duly authorized by votes of said Town passed on May 7, 2024, December 1, 2025, and December 16, 2025 and Chapter 44, Section 7(1) and Chapter 70B of the General Laws promise to pay to Cede & Co. or order upon presentation and surrender thereof at U.S. Bank Trust Company, National Association, One Federal Street, 3rd Floor, Boston, MA 02110, the sum of

SEVEN MILLION SEVEN HUNDRED THOUSAND DOLLARS (\$7,700,000.00)

on January 28, 2027, with interest at the rate of 3.750 percent per annum, payable at maturity calculated on the basis of a numerator using 30 days and a denominator using a 360 day year (30/360).

Countersigned and Approved

Signed

Majority of

Treasurer

the

Town of _____

Select Board

Town Seal
To be affixed here

I certify that this note was countersigned and approved by the Select Board in my presence.

Date

Town Clerk

The Commonwealth of Massachusetts
Department of Revenue, Boston

I hereby certify that this note appears to have been duly issued in accordance with the provisions of Chapter 44 of the Massachusetts General Laws per the attached Director of Accounts Approval Letter.

The Commonwealth of Massachusetts

Certificate of Town Clerk

Note Number(s): 1074-1

Town Treasurer's Record

Town of Sudbury

1. Date of Town Meeting Authorizing Loan May 7, 2024, December 1, 2025, and December 16, 2025
2. Purpose of Loan BAN - Municipal Purpose
***Note:** Attach a Municipal Purpose Loan Form for lines 1 to 7 for all multiple purpose loans.*
3. Total Amount of Loan Authorized \$14,236,408.00
4. Amount of Previous New Issues of this Loan \$0.00
5. Paydowns on this Issue (if required) \$0.00
6. Amount of this Issue \$7,700,000.00
7. Balance of this Loan Unissued \$6,536,408.00
***Note:** Amount Authorized minus Previous New Issues minus This Issue (New Money) equals Unissued Balance.*
8. Issue Date July 28, 2026 Date Due January 28, 2027
9. Payable to Cede & Co.
10. Payable at U.S. Bank Trust Company, National Association
11. Rate of Interest 3.750% Payable At Maturity (Annually, semi-annually or at maturity)
12. Signed by _____, Town Treasurer

TO THE DIRECTOR OF ACCOUNTS: THIS CONSTITUTES OUR AUTHORIZATION TO DELIVER THE NOTE(S), WHEN CERTIFIED, TO THE PURCHASER(S) SPECIFIED ON LINE 9 ABOVE.

COUNTERSIGNED AND APPROVED BY:

Select Board
and a
majority
thereof

In the presence of: _____, Town Clerk



(complete right side)

(Revised: December 2003)

The Commonwealth of Massachusetts

Certificate of Town Clerk

Only one Certificate is needed to cover all notes issued on the same date for the same purpose. The Town Clerk will furnish below an exact copy of the vote authorizing the loan, as appearing in the Clerk's records, showing how the vote was passed including a copy of the article in the warrant upon which the vote was based. The completed certificate is to be signed by the Clerk and given to the Treasurer, who must transmit the same, with the note or notes, to the Director of Accounts, Department of Revenue, Boston. General Laws Chapter 44, Sections 23-27.

Copy of Vote Authorizing Loan

*(Attach a certified copy of the vote and warrant article
for each authorization included in this borrowing.)*

Please upload copies of the votes for the Municipal Purpose Loan to Gateway



I CERTIFY that this is a true copy of the Town Treasurer's Record of the issue of notes and a true copy of the vote passed at a meeting of the voters of the Town of Sudbury, duly warned as required by law, which authorized borrowing as stated, as appears on the records of the town; that said vote is in full force and effect and has not been repealed or modified in any way by subsequent vote of the town. I FURTHER CERTIFY that the person whose signature appears on the note as treasurer of the Town of Sudbury was the duly authorized treasurer on the date when said signature was made; and that the persons whose signatures appear upon the note as those of a majority of the select board were duly qualified officials on the date when such signatures were made. I ALSO CERTIFY that the copy of the warrant article is a true copy of the same; that it was duly served and certified by the constable as required by the General Laws and by-laws or vote of the town or both.

Date _____, Town Clerk

(Revised: December 2003)

Cataloni, Maria

From: Garofalo, Victor
Sent: Tuesday, July 14, 2026 10:45 AM
To: Select Board
Subject: FW: Updated Packet
Attachments: 2026 07 28 Sudbury 8038-G.pdf

Good Morning,

Below is an email that was sent to Radha today regarding his questions on the BAN sale.

Victor

*Victor Garofalo
Assistant Town Manager/Finance Director
Town of Sudbury
278 Old Sudbury Road
Sudbury MA 01776
Phone: (978) 639-3377*

From: Garofalo, Victor
Sent: Tuesday, July 14, 2026 9:19 AM
To: Gargeya, Radha <GargeyaR@sudbury.ma.us>
Cc: Sheehan, Andy <SheehanA@sudbury.ma.us>
Subject: RE: Updated Packet

Hi Radha,

Thank you for reaching out on these questions. Below is an explanation of your questions. I can certainly discuss these tonight. Let me know if you have any additional questions on this.

What is the duration of the interest rate of 3.75%? Annual rate or for 6 months as the BAN is for 6 months from 7/28/2026 to 1/28/2027? The 3.75% rate is mentioned in the cover document and also on page 45 of the packet (Note number 1074-1, Town Treasurer's Record). Adding duration there could help.

Bond Sale Results

Item	Amount
Principal Amount	\$7,700,000
Issue Date	07/28/2026
Maturity Date	01/28/2027
Interest Rate (Coupon)	3.75%
Term	6 Months
Gross Interest Expense (payable 1/28/27)	\$144,375.00

Less: Bid Premium Received	(\$21,868.00)
Net Interest Cost	\$122,507.00
Net Effective Interest Rate	3.18%

Calculation

Gross Interest Expense

$$\$7,700,000 \times 3.75\% \times (6/12) = \$144,375$$

Net Interest Cost

$$\$144,375 - \$21,868 = \$122,507$$

Net Effective Interest Rate

$$(\$122,507 \div \$7,700,000) \times (12/6) = 3.18\%$$

The Town issued \$7,700,000 in Bond Anticipation Notes (BANs) with a stated interest rate of 3.75% for a six-month term. Through the competitive bidding process, the successful bidder offered a premium of \$21,868 above the principal amount. The Town will receive \$7,721,868 on July 28, 2026, but will only need to repay the \$7,700,000, plus gross interest of \$144,375 on January 28, 2027.

For municipal bonds and Bond Anticipation Notes (BANs), interest is calculated using the 30/360 day-count convention. This method assumes that each month has 30 days and each year has 360 days, regardless of the actual number of days in the month. Using this standardized approach simplifies interest calculations and provides consistency across the municipal bond market.

How is the premium of \$21,868 calculated? It appears to be 0.284% of the total \$7.7 M. So, the Town is paid \$7,721,868 now, and any additional proceeds will be paid to the Town on or before the bond matures on 1/28/2027?

When the Town sells Bond Anticipation Notes (BANs), financial institutions submit competitive bids. Each bidder offers both an interest rate (coupon rate) and, in some cases, a premium above the principal amount of the notes. The premium is determined by market conditions at the time of the sale, and not the Town. Investors evaluate the stated interest rate on the notes and compare it to current market interest rates for similar investments. If the coupon rate on the notes is attractive relative to prevailing market rates, investors may be willing to pay more than the principal amount in order to purchase the securities. The additional amount paid above par is referred to as the bid premium.

The Town awards the notes to the bidder that results in the lowest net interest cost (NIC), which takes into account both the stated interest rate and any premium offered. A higher premium reduces the issuer's overall borrowing cost because the Town receives additional proceeds at closing while paying the same contractual interest on the notes. The Town receives the \$21,868 premium at the time the notes are issued. The Town intends to use a portion of these proceeds to pay the costs associated with issuing the notes, including financial advisor, and other issuance expenses. Any remaining premium will be applied to the authorized capital project, reducing the amount that may need to be borrowed in the future.

While the contractual interest payment at maturity remains \$144,375, the premium reduces the Town's overall cost of financing by providing additional funds upfront. This is why the Town evaluates bids based on Net Interest Cost (NIC) rather than the stated interest rate alone.

In item 5 of the BAN, IRS Form 8038-G is attached. I do not see it in the packet. Is it to be included in the BAN to be delivered to Cede & Co?

IRS Form 8038-G is the Information Return for Tax-Exempt Governmental Obligations. It is a federal tax reporting form that we must file with the IRS following the issuance of tax-exempt bonds or notes. The form notifies the IRS that the Town has issued tax-exempt debt and provides the information necessary for the IRS to monitor compliance with federal tax laws governing tax-exempt financing.

This form is prepared by either Bond Counsel or our Financial Advisory and is provided with the final closing documents, and filed with the IRS as part of the post-closing process. The only action required by the Town is for the Treasurer to sign the form before it is returned to our Financial Advisor or Bond Counsel for filing. In the past, I have not included this form as part of the packet for Bond or BAN sales. That said, I have attached a copy for your review.

Also, in item 5, there are two numbers \$7,747,509 and a yield of 2.5005715%. Can you please place them in the context of \$7.7M and 3.75%?

The bond or arbitrage yield is the rate that discounts the debt service on a given security to the issue price on a present value basis. The issue price which is the price at which, at least initially the underwriter reoffers the security to the market. The bond yield is usually quite close to , but not exactly the same as the reoffering yield, which was 2.50% in this case.

Additionally, if you could give a brief tutorial on BANs or point to resources for further reading I would appreciate it. I read about it online, but you may have special insights for municipal BANs.

I could certainly meet with you at anytime to discuss borrowing, but I have outline below a brief tutorial on the Massachusetts Municipal Borrowing.

Municipalities in Massachusetts use several different financing tools depending on the purpose of the borrowing and how long the funds are needed. The three most common financing methods are general obligation bond sales (BOND), Bond Anticipation Notes (BANs), and State House Notes. For this sale, the Town used a State House Note to conduct this borrowing.

Bond Anticipation Notes (BANs)

A Bond Anticipation Note (BAN) is short-term borrowing issued to finance capital projects that have already been authorized by Town Meeting and approved for borrowing. A BAN provides immediate funding so a project can begin while postponing the issuance of long-term bonds until construction is underway or complete. BAN are usually 6 months to 1 year in term, only the interest is paid during the term of the note, Principal is repaid or refinanced when the note matures, Refinancing usually is with long term bonds.

Bonds (Long Term Bond Sale)

A bond sale is the permanent financing for a capital project. Instead of repaying the entire principal at maturity, the Town repays both principal and interest over many years according to an amortization schedule.

Typical terms:

- 5–30 years
- Annual principal payments
- Semiannual interest payments

Long-term bonds are generally issued:

- After construction is substantially complete
- When the Town knows the final project costs
- To permanently finance outstanding BANs

State House Notes

The Massachusetts State House Note Program is administered by the Division of Local Services (DLS), Bureau of Accounts. Instead of selling notes through the public municipal market, municipalities may borrow through this state-administered program. The Director of Accounts certifies the borrowing. The program was established to simplify borrowing for municipalities, particularly smaller communities. It offers lower administrative costs and generally does not require an official statement or the extensive disclosure associated with a public note sale.

Additional Resources

The following Massachusetts resources provide detailed guidance on municipal borrowing:

- [Understanding Municipal Debt \(Massachusetts DLS\)](#)
- [State House Note Program and Borrowing Guidelines](#)
- [Municipal Debt and Borrowing Training and Resources](#)
- [Division of Local Services \(DLS\) Municipal Finance Resources](#)

Please let me know if you have any additional questions.

Thank you
Victor

*Victor Garofalo
Assistant Town Manager/Finance Director
Town of Sudbury
278 Old Sudbury Road
Sudbury MA 01776
Phone: (978) 639-3377*

From: Gargeya, Radha <GargeyaR@sudbury.ma.us>
Sent: Monday, July 13, 2026 9:41 PM
To: Garofalo, Victor <GarofaloV@sudbury.ma.us>

Cc: Sheehan, Andy <SheehanA@sudbury.ma.us>

Subject: Re: Updated Packet

Hi Victor:

I have a few questions about Item C1, the Bond Anticipation Note.

- What is the duration of the interest rate of 3.75%? Annual rate or for 6 months as the BAN is for 6 months from 7/28/2026 to 1/28/2027? The 3.75% rate is mentioned in the cover document and also on page 45 of the packet (Note number 1074-1, Town Treasurer's Record). Adding duration there could help.

- How is the premium of \$21,868 calculated? It appears to be 0.284% of the total \$7.7 M. So, the Town is paid \$7,721,868 now, and any additional proceeds will be paid to the Town on or before the bond matures on 1/28/2027?

- In item 5 of the BAN, IRS Form 8038-G is attached. I do not see it in the packet. Is it to be included in the BAN to be delivered to Cede & Co?

- Also, in item 5, there are two numbers \$7,747,509 and a yield of 2.5005715%. Can you please place them in the context of \$7.7M and 3.75%?

You may want to share any relevant answers with the Board also at our meeting.

Additionally, if you could give a brief tutorial on BANs or point to resources for further reading I would appreciate it. I read about it online, but you may have special insights for municipal BANs.

Regards.

- Radha

From: Cataloni, Maria

Sent: Monday, July 13, 2026 8:21 AM

To: Carty, Daniel; Dretler, Janie; Gargeya, Radha; Garofalo, Victor; Kouchakdjian, Lisa; Russo, Charlie; Sheehan, Andy

Cc: Frank, Leila; Goudie, James; Hobin, Carol; Takacs, Debra

Subject: Updated Packet

Good Morning,

There was an incomplete file in the last packet for Upcoming Items. The updated version is attached here.

Thank you,

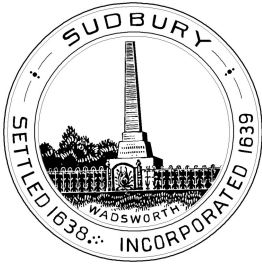
Maria Cataloni

Executive Assistant

978-639-3382

278 Old Sudbury Road

Sudbury, MA 01776



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.2: Update from Liberty Ledge / Sewataro Advisory Committee

Formal Title: Update from Liberty Ledge / Sewataro Advisory Committee

Votes May Be Taken:

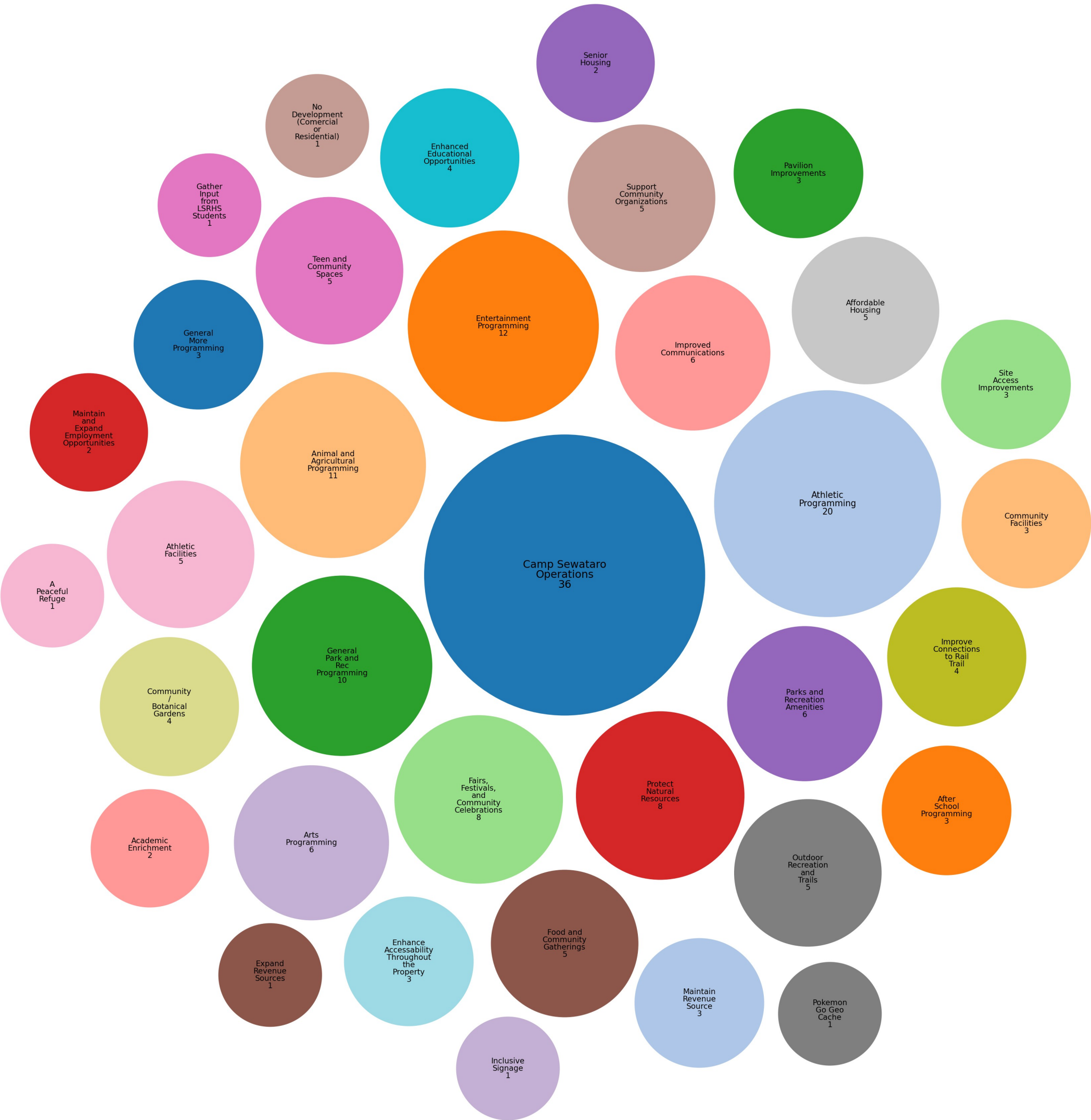
Representative(s) expected to attend meeting: James Goudie

Attachment(s):

[LLSAC Public-Input-Session-Data-07.07.2026.pdf](#)

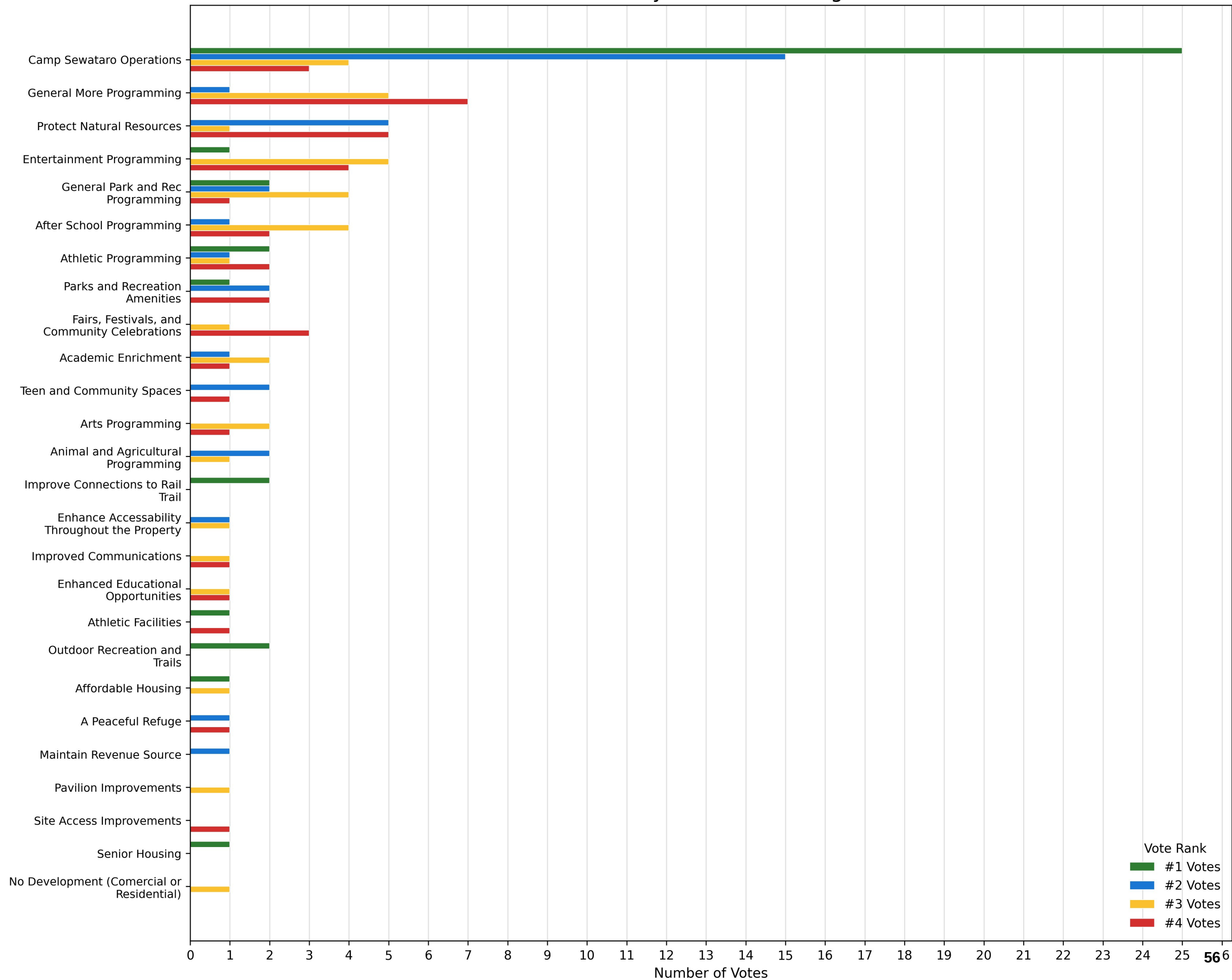
Liberty Ledge Sewataro Advisory Committee - Public Input Session

Ideas Shared



Liberty Ledge Sewataro Advisory Committee - Public Input Session

Votes by Idea and Ranking



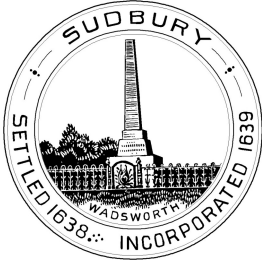
Rank	Idea	Number of Times Shared	Category	Details	#1 Votes	#2 Votes	#3 Votes	#4 Votes	Weighted Score	Total
1	Camp Sewataro Operations	36	Recreation and Camp	Existing Structure, Long Term Lease, Expanded Camp Operations (Weekend, Overnight, Winter)	25	15	4	3	156	47
2	General Park and Rec Programming	10	Recreation and Camp	Concurrent, Year-Round, Multi-Generational	2	2	4	1	23	9
3	Protect Natural Resources	8	Conservation and Natural Resources	Carbon Neutral, Maximize Green Space, Encourage Biodiversity, Health of Ponds, Balance Expansion and Preservation		5	1	5	22	11
4	General More Programming	3	Community Programming	Adult Programming, Community Events		1	5	7	20	13
5	Entertainment Programming	12	Community Programming	Plays, Movie nights, Music Performances, Fireworks	1		5	4	18	10
6	Athletic Programming	20	Recreation and Camp	Public Swimming and Swimming Lessons, Yoga, Tai Chi, Outdoor Hockey League, Winter Sports, Pickleball, Archery, 5K Races, Ice Skating	2	1	1	2	15	6
7	After School Programming	3	Education and Learning	After School Care and Programming, Sudbury Extended Day Programming		1	4	2	13	7
8	Parks and Recreation Amenities	6	Facilities and Infrastructure	Natural Playground with Musical Feature, Splash Pad, Park, Dog Park, Beach Chairs, Community Tree House	1	2		2	12	5
9	Improve Connections to Rail Trail	4	Accessibility and Inclusion		2				8	2
9	Academic Enrichment	2	Education and Learning	School Field Trips, Team Building		1	2	1	8	4
9	Outdoor Recreation and Trails	5	Facilities and Infrastructure	Zip Lining and Tree Top Adventures, Cross Country, Frisbee Golf, Walking Trails	2				8	2
9	Animal and Agricultural Programming	11	Recreation and Camp	Equine Therapy, Horseback Riding, Fishing Competition, Dog Shows, Horse Shows		2	1		8	3
10	Teen and Community Spaces	5	Facilities and Infrastructure	Teen Center, Teen Community Hangout, Teenage Center, Designated Screen Free Space		2		1	7	3
11	Affordable Housing	5	Housing	Convert Existing Properties, Preference for Town Employees, Use of Periphery of Property, Eco-Friendly Modular Houses	1		1		6	2
12	Enhance Accessibility Throughout the Property	3	Accessibility and Inclusion	Pathways, Programming Areas, Changing Facilities		1	1		5	2
12	Fairs, Festivals, and Community Celebrations	8	Community Programming	Annual Fall Fest, Small Business Fairs, Farmers Markets, October Fest			1	3	5	4
12	Athletic Facilities	5	Facilities and Infrastructure	Practice facilities for Town Sports, More Sports Fields, Roller and Ice Rink	1			1	5	2
12	Arts Programming	6	Recreation and Camp	Paint Night, Art Camp, Art Studio and Classes			2	1	5	3
13	Senior Housing	2	Housing	Market Rate, Affordable	1				4	1
13	A Peaceful Refuge	1	Misc.			1		1	4	2
14	Improved Communications	6	Advertising	School Newspapers, Town Newspapers, Misc.			1	1	3	2
14	Maintain Revenue Source	3	Economic Development	Keep Profitable, Long Term Money Generating Asset, Debt Paid Off		1			3	1
14	Enhanced Educational Opportunities	4	Education and Learning	Farm Education, Dark Sky Astronomy, Conservation, Town History Exhibit			1	1	3	2
15	Pavilion Improvements	3	Facilities and Infrastructure	Adapt Existing Pavilion to be Year Round, Solar Panels			1		2	1
15	No Development (Commercial or Residential)	1	Housing				1		2	1
16	Site Access Improvements	3	Facilities and Infrastructure	Re-Route the Entry, Additional Directional Signage, Improved Parking Signs				1	1	1
17	Inclusive Signage	1	Accessibility and Inclusion	Braille Signage					0	0
17	Support Community Organizations	5	Community Programming	4H Club, Girl Scouts, Brownies, Scout Homebase, Space for Year-Round Group Meetings, Club Activity Ground					0	0
17	Community / Botanical Gardens	4	Conservation and Natural Resources	Gardens and Compost					0	0
17	Expand Revenue Sources	1	Economic Development	Corporate Retreats					0	0
17	Maintain and Expand Employment Opportunities	2	Economic Development	Continue Employment Opportunities, Employment Year Round					0	0
17	Community Facilities	3	Facilities and Infrastructure	Community Maker Space, Indoor Facility for Year Round Programs, Food Service					0	0
17	Gather Input from LSRHS Students	1	Misc.						0	0
17	Pokémon Go Geo Cache	1	Misc.						0	0
17	Food and Community Gatherings	5	Community Programming	Food Trucks, Community Picnics, Social Gatherings					0	0
	Total Ideas	198		Total Votes Cast	38	35	36	37		

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Link to Rail Trail	Accessibility and Inclusion				
Inclusion and Braille Signage	Accessibility and Inclusion				
Portable Wheelchair Access	Accessibility and Inclusion				
ADA Access to More Programming Areas	Accessibility and Inclusion		1	1	
More Accessible Rest and Changing Areas	Accessibility and Inclusion				
Connection to the Rail Trail	Accessibility and Inclusion				
Integration with BFRT	Accessibility and Inclusion	2			
Town Newspaper Listing Upcoming Events	Advertising				
Advertising for Sewataro Events Around Town	Advertising				1
Sewataro Events Listed in School Newsletters	Advertising			1	
Sewataro Events in School Newsletters	Advertising				
Improved Communications	Advertising				
More Advertising	Advertising				
Live Music / Plays	Community Programming				
Food Truck Fridays	Community Programming				
Outdoor Movie Nights	Community Programming				
Outdoor Concert Series	Community Programming	1		1	
Community Picnics	Community Programming				
Annual Fall Fest	Community Programming				
Small Business Fairs	Community Programming				
Adult Programming	Community Programming			1	
Farmer's Market	Community Programming			1	3
Expanded Community Programming	Community Programming		1	2	7
Horse Shows and Dog Shows	Community Programming			1	
October Fest	Community Programming				
Regular Rotation of Food Trucks	Community Programming				
More Community Events	Community Programming			2	
Town Days	Community Programming				
Painting Night	Community Programming				
Movie Night	Community Programming				
Equine Therapy (4)	Community Programming		1		
Horseback Riding	Community Programming				
Remain As Is with More Activities Year Round	Community Programming				
Fishing Competition (3)	Community Programming		1		
Archery Lessons	Community Programming				
Movie Nights	Community Programming				
Social Gathering Events	Community Programming				
Music and Live Performances	Community Programming				
4H Club, Girl Scouts, Brownies	Community Programming				
In Person Gatherings No Screens	Community Programming				
Concert Series (3)	Community Programming			4	4
Drive-In Movie	Community Programming				
Equine Therapy	Community Programming				
Community Garden	Conservation and Natural Resources				
Sudbury Community / Botanical Gardens	Conservation and Natural Resources				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Native Plan Area / Botanical Garden	Conservation and Natural Resources				
Carbon Neutral Space	Conservation and Natural Resources				
Maximize Green Space / Keep As Green Space	Conservation and Natural Resources		2		
Open Space	Conservation and Natural Resources				
Area to Encourage Biodiversity	Conservation and Natural Resources			1	
Keep Green Space / Keep As Is	Conservation and Natural Resources		1		4
Compost Site	Conservation and Natural Resources				
Preserved Nature	Conservation and Natural Resources		2		1
Increased Health and Viability of Ponds	Conservation and Natural Resources				
Keep Balance Between Improvements/Expansion and P	Conservation and Natural Resources				
Employment Year Round	Economic Development				
Corporate Retreats	Economic Development				
Long Term Money Generating Asset	Economic Development				
Debt Paid Off	Economic Development				
Continue Employments	Economic Development				
Keep Profitable	Economic Development		1		
After School Care	Education and Learning				
Farm Education	Education and Learning				
Extension of Sudbury Extended Day	Education and Learning				
Town History Exhibit	Education and Learning				
School Field Trips	Education and Learning			1	
After School Care and Programming	Education and Learning		1	4	2
Dark Sky Area (Telescoping and Education)	Education and Learning				
Academic Enrichment, SED, Conservation	Education and Learning			1	1
Team Building for Schools and Community	Education and Learning		1		
Year Round After School Care	Education and Learning				
Teen Center	Facilities and Infrastructure		2		
Scout Homebase	Facilities and Infrastructure				
Designated Screen Free Community Space	Facilities and Infrastructure				
Space for Group Meetings (Scouts and Sports)	Facilities and Infrastructure				
Community Maker Space	Facilities and Infrastructure				
Lease a Building to a Business to provide Food	Facilities and Infrastructure				
Adapt Existing Pavilion to be Year Round	Facilities and Infrastructure				
Practice facilities for Town Sports	Facilities and Infrastructure				
Recreation Area	Facilities and Infrastructure				
Teen Community Hangout	Facilities and Infrastructure				1
Zip Lining and Tree Top Adventures	Facilities and Infrastructure	2			
Regularly Used Public Facilities	Facilities and Infrastructure				
More Sports Fields	Facilities and Infrastructure				
Combo roller and Ice Rink	Facilities and Infrastructure				
Cross Country Trails	Facilities and Infrastructure				
Splash Pad (2)	Facilities and Infrastructure				
Frisbee Golf Course	Facilities and Infrastructure				
Natural Playground with Musical Feature	Facilities and Infrastructure				
Connect to Rail Trail	Facilities and Infrastructure				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Dog Park	Facilities and Infrastructure		1		2
Walking Trails	Facilities and Infrastructure				
Solar Panels on Pavilions	Facilities and Infrastructure			1	
Additional Sports Facilities	Facilities and Infrastructure	1			
Re-Route the Entry	Facilities and Infrastructure				1
Indoor Facility for Year Round Programs	Facilities and Infrastructure				
Off Lease Dog Park	Facilities and Infrastructure				
No Dog Park	Facilities and Infrastructure				
Town Park	Facilities and Infrastructure	1	1		
Teenager Center	Facilities and Infrastructure				
Club Activity Ground	Facilities and Infrastructure				
Make Pavilions Usable Year Round	Facilities and Infrastructure				
Additional Directional Signage	Facilities and Infrastructure				
Improved Parking Signs	Facilities and Infrastructure				
Beach Chairs	Facilities and Infrastructure				
Community Tree House	Facilities and Infrastructure				
Four Season Facility for Use of Community Orgs	Facilities and Infrastructure				
Ice Skating Rink	Facilities and Infrastructure				1
Affordable Senior Housing	Housing				
Age Restricted Market Rate Housing for Seniors	Housing	1			
Eco-Friendly Smaller Modular Houses	Housing				
Use of Single Family Houses for Affordable Housing with Preference Given to Town Employees	Housing			1	
A few houses on the periphery of the property including an affordable unit	Housing	1			
Suitable Building Used for Affordable Housing	Housing				
Not Redeveloped for Housing or Commercial	Housing			1	
No Additional SHA But Better Utilization of Unoccupied	Housing				
Gather Input from LSRHS Students	Misc.				
A Peaceful Refuge	Misc.		1		1
Kid Teen Friendly	Misc.				
Pokémon Go Geo Cache	Misc.				
Multi-Generational Outdoor Connections	Misc.				
Long Term Camp Lease	Recreation and Camp		1	1	1
Weekend Camps	Recreation and Camp				
Walk for Camp Sewataro	Recreation and Camp		1		
Art Camps	Recreation and Camp				
Winter Camps	Recreation and Camp				
More Park and Rec Programming	Recreation and Camp		2	3	1
Ability for Town Activities to Run Concurrently with Can	Recreation and Camp				
Year Round Park and Rec Programming	Recreation and Camp				
Extended/Overnight Camp	Recreation and Camp				
Fireworks	Recreation and Camp				
Expanded Sports through Park and Rec	Recreation and Camp				

Idea	Category	#1 Votes	#2 Votes	#3 Votes	#4 Votes
Parks and Rec Programming (3)	Recreation and Camp			1	
Pickleball	Recreation and Camp				
Winter Sports	Recreation and Camp				
Space Shared by Camp Operations and Residents	Recreation and Camp				
Ice Skating (2)	Recreation and Camp				
Outdoor Hokey League	Recreation and Camp				
More Involvement with Park and Rec	Recreation and Camp				
Town and Recreational Activities for Residents	Recreation and Camp	2			
Camp (24)	Recreation and Camp	22	4	1	
Public Swimming and Swimming Lessons (8)	Recreation and Camp	2			2
Long Term / 100 Year Lease (4)	Recreation and Camp	3	9	2	
5K Races	Recreation and Camp				
Yoga and Tai Chi (3)	Recreation and Camp			1	
Art Studios / Classes (4)	Recreation and Camp			2	1
Houseback Riding / Stables Expanded	Recreation and Camp				
More Rec Events	Recreation and Camp				
Camp (2)	Recreation and Camp				2
Same as Today	Recreation and Camp		1		



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.3: Discussion and review of existing Select Board goals, an Economic Development goal, and the goal setting process

Requested by: Select Board

Formal Title: Discussion and review of existing Select Board goals, an Economic Development goal, and the goal setting process

Votes May Be Taken:

Attachment(s):

[2025 Sudbury Select Board Goals Deliverables FINAL_update 2026-06-30.pdf](#)

[SB-Mission-Statement-and-Values.pdf](#)

[2025 Sudbury Select Board Goals & Deliverables for website.pdf](#)

[Updated 2026_27 Goal 3 Rail Trails.docx](#)

[2026-2027 Voc Ed Goal.pdf](#)

[Sudbury_EconomicDevelopmentGoal_Draft_RRG.docx](#)

[Goal 6 Update 07092026 Dcarty.docx](#)

[FCC Goal Update - VZ.pdf](#)

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 be likely to eventually be necessary, but is not anticipated for FY26 ~~was not required for FY27~~. 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~~
- ~~8.6.~~ 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
- ~~9.7.~~ Promote economic development initiatives, building on the 2025 Route 20 Corridor Study.
- ~~10.8.~~ Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives, recognizing that the inefficiencies of Town Meeting are a deterrent to voter/resident participation and a hidden cost on the Town.
- ~~11.9.~~ Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated. A charter review is long overdue and should be followed by a bylaw review to identify bylaws contradictory to the charter. Select Board policies are in the process of being updated; this effort should continue and policies should be reviewed regularly.

GOAL 2: ADDRESS STAFFING NEEDS AND SUCCESSION PLANNING

Deliverables:

Sudbury experienced significant turnover in the past several years, including turnover in senior positions. There were many causes of this turnover, including retirements and employees leaving for better career opportunities. 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 since 2015. 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 toContinue to budget for and support professional development across the organization
5. Identify and make available opportunities for employees to broaden their knowledge, skills, and opportunities
6. Encourage the use of interns and fellows
7. Identify internal candidates who could perform the role of Interim Town Manager
8. Identify internal candidates who could be considered for promotion to more responsible roles, up to and including Town Manager

GOAL 3: RAIL TRAILS

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

Deliverables: (within two years)

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

GOAL 4: OPTIMIZE UTILIZATION OF FAIRBANK COMMUNITY CENTER

Deliverables:

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

GOAL 5: SEEK MEMBERSHIP IN A VOCATIONAL EDUCATION DISTRICT

Deliverables:

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

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

Action Steps:

- The Select Board shall designate a member of the Board (or establish a Subcommittee) to address the long-term goals.
- The Select Board designee (or Subcommittee) will communicate with vocational education schools and provide any information or documents in furtherance of the long-term goals. The designee shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.

- The Select Board designee (or Subcommittee) shall regularly report to the full Select Board regarding its progress and make recommendations regarding revisions to the goal as necessary.
- The Board shall annually contact local vocational schools to determine options on membership.
- The Board shall annually contact Sudbury Public Schools and Lincoln-Sudbury Regional High School to determine student interest in vocational education.

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

Deliverables:

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

TOWN OF SUDBURY
SELECT BOARD MISSION STATEMENT AND VALUES

Select Board Mission Statement:

The Select Board, as the chief policy making body for the Town of Sudbury, Massachusetts, will maximize and ensure the quality of life and well-being of Sudbury residents, today and in the future. To accomplish this, the Select Board shall set strategic direction, appoint certain boards, establish policies, and develop goals that deliver the highest quality municipal services in a fiscally responsible manner to the community that it serves and advance its values. The Select Board relies upon the Town Administration, volunteers, residents, and other stakeholders to implement the policies and initiatives while promoting an atmosphere of mutual respect, collaboration, and inclusion.

Select Board Values:

- Protect and enhance the professionalism of the Town's staff, boards, and committees.
- Foster respectful civic engagement; promote transparency and effective communications.
- Protect and promote a climate of acceptance, equity, inclusion and belonging.
- Encourage responsible long-term capital management and strategic planning to support, maintain, and enhance Town infrastructure and services.
- Protect and enhance educational excellence.
- Ensure equitable access to Sudbury facilities, programs, information, and services.
- Promote and ensure public health and safety within the community.
- Protect and enhance Sudbury's fiscal health and financial stability.
- Protect and enhance the unique sense of place offered by the Town.
- Encourage and pursue a wide range of housing options that accommodate the diverse needs of individuals across age and socio-economic demographics.
- Promote access to transportation options and advocate for bicycle and pedestrian alternative travel.
- Promote and enhance Sudbury's environmental resources and sustainability.

First adopted by the Board of Selectmen May 10, 2000

Amended and reaffirmed by the Board of Selectmen, 5/23/02, 6/1/04, 6/10/05, and 10/25/22

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

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DELIVERABLES
Approved December 3, 2024

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

Deliverables:

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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

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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
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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:

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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).

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)

Key 2026 Phase 3A Updates - Bruce Freeman Rail Trail Phase-3 Design – from Union Ave. south to Framingham line

- *Fuss & O'Neill completed and submitted the 75% Design Plan package for BFRT Phase 3 in February 2026, incorporating information provided by the RTAC regarding trail crossings and connections along Phase 3.*
- *Included in this package is a handicapped accessible side ramp/path to allow people to view the cattle pass under the former railbed near the Framingham/Sudbury town line.*
- *The Metropolitan Planning Organization (MPO) is the federally mandated policy-making body in the U.S. responsible for regional transportation planning and funding in the Boston area. The MPO is conducting its review of approved projects that have been included in the latest Transportation Improvement Program for federal fiscal years (FFY) 2026-2031 to confirm project readiness and progress toward given funding timelines. As reported by staff, Sudbury will be ready in advance of the FFY2029 construction season. [Update Sudbury Rail Trails Memo 260219.pdf](#)*

2. Clarification of Mass Central Rail Trail responsibilities (DCR, utilities)

A staff meeting is anticipated in the next few months with the DCR Project Manager for Sudbury-Hudson and/or the DCR Area Manager to discuss an agreement for maintenance on MCRT.

3. Communicate project status to residents and public, including discussions with the Rail Trail Advisory Committee and DCR for updates

Marcia Rasmussen, Interim Project Manager, meets regularly with Fuss & O'Neill on the BFRT and with DCR on the MCRT, and provides detailed monthly updates to the Rail Trail Advisory Committee. These updates are part of the public record for the

committee's monthly meetings. RTAC also maintain regular contact with DCR staff as the project nears completion. The formal ribbon-cutting for the MCRT Sudbury-Hudson trail is scheduled for July at the "Diamond" in Sudbury. It is an event organized primarily by Eversource in cooperation with DCR, and Sudbury Select Board members are encouraged to attend.

DRAFT SELECT BOARD GOAL 3: RAIL TRAILS – UPDATED FOR JUNE 2026

Objectives

1. Advance the Bruce Freeman Rail Trail Phase 3A project toward construction.
2. Establish long-term maintenance and operational responsibilities for the Mass Central Rail Trail.
3. Provide oversight and communicate project progress to the community.

Deliverables

1. Advance the Bruce Freeman Rail Trail Phase 3A project toward construction.
 - a. Support completion of the remaining design milestones and MassDOT review.
 - b. Maintain project readiness for Transportation Improvement Program (TIP) construction funding (FY2029).
 - c. Coordinate with MassDOT, project consultants, and regional partners to keep the project on schedule.
2. Establish long-term maintenance and operational responsibilities for the Mass Central Rail Trail.
 - a. Work with Department of Conservation and Recreation (DCR) to define maintenance and operational responsibilities for the Sudbury section of the trail.
 - b. Develop or finalize any necessary maintenance agreements or operating protocols.
 - c. Coordinate with Town departments to identify ongoing maintenance needs, budget impacts, and operation procedures following project completion.
3. Provide oversight and communicate project progress.
 - a. Receive regular updates from staff and the Rail Trail Advisory Committee.
 - b. Keep residents informed of significant project milestones.
 - c. Support community engagement and ribbon-cutting or opening events as appropriate.
 - d. Monitor project progress to help ensure the Town's interests are represented throughout design, construction, and implementation.

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 SCHOOL DISTRICT

Deliverables:

The Select Board shall develop a long-term plan to address the vocational education 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 secures membership in a vocational education school by (1) passage of an article at Sudbury Town Meeting in support of membership in a vocational education school and by (2) passage of similar articles in all member communities of the vocational education school district. ~~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 work collaboratively with the Administration towards fulfillment of ~~address~~ the long-term goals.
- The Select Board designee ~~and the Administration (or Subcommittee)~~ will communicate with vocational education schools and provide any information or documents in towards furtherance of the long-term goals. The designee and the Administration shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.
- The Select Board designee ~~(or Subcommittee)~~ and the Administration shall regularly report to the full Select Board regarding its progress and make recommendations regarding revisions to the goal as necessary.
- The Select Board shall annually contact local vocational schools to determine options on membership.

- The [Select](#) Board shall annually contact Sudbury Public Schools and Lincoln-Sudbury Regional High School to determine student interest in vocational education.
- The [Select Board designee, with the Administration, shall work collaboratively with any vocational education school district and member communities towards achieving membership therein.](#)
- The [Select Board shall conduct community discussions regarding potential membership in a vocational education school district.](#)
- The [Select Board shall consider revisions to this goal as necessary.](#)
- Formation of a [Select Board Working Group or Task Force to include one Select Board Member, Town Manager, Director of Business and Finance, representatives from Sudbury Public Schools and Lincoln-Sudbury Regional High School and a community member.](#)

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).

Economic Development in Sudbury

A suggested road map for Fiscal Vitality and Enhanced Quality of Life

6/29/2026

For consideration as a Select Board goal, based on Select Board's mission statement and Sudbury's Master Plan – Submitted by Radha Gargeya, Select Board Member

The Town of Sudbury has a clear and coherent vision for its economic future — one that honors its small-town character while building lasting fiscal health. Grounded in the Select Board's commitment to "protect and enhance Sudbury's fiscal health and financial stability," and guided by the Master Plan's goal to "support development that is fiscally responsible, generates jobs suitable for residents, and offers opportunities to access desired retail, services, and other amenities," the following roadmap outlines what Sudbury can do now, soon, and over the long term.

While there is necessary emphasis on Route 20 Corridor, other commercial zone areas of Sudbury could be revitalized also as possible.

Short-Term (Within 5 Years)

Sudbury should pursue **zoning reform along Route 20** to enable mixed-use, walkable development — including diverse housing types, flexible office space, and ground-floor retail (Master Plan Actions A.4 and C.2; Route 20 Zoning Bylaw Amendments, Actions 1 - 14).

The next priority is a dedicated **Economic Development Planner** — a step the Master Plan identifies as foundational to all other economic actions (Action A.1, Economic Development chapter), and one that directly fulfills the Select Board value of ensuring high-quality municipal services through professional staff.

Alongside this, the Town should **survey existing businesses** to understand retention needs and develop targeted incentives to attract the food, entertainment, and experiential retail that residents currently seek outside town lines (Actions A.3–A.4). The Route 20 Corridor Report identifies the corridor as the Town's primary growth opportunity, and in the near term, completing the **Comprehensive Wastewater Management Study** (Route 20 Action A.1) is the critical prerequisite that unlocks nearly all future development potential there. Without wastewater infrastructure, mixed-use investment cannot proceed. The Select Board's value of "encouraging responsible long-term capital management" makes this investment not just prudent but essential.

The Select Board's value of promoting "access to transportation options" is reflected in parallel investments in shuttle access, rail trail connections to Route 20, and traffic circulation improvements — all of which increase foot traffic and commercial viability.

Medium-Term (5–10 Years)

The **Route 20 Corridor Study** (Route 20 Critical Path Action) gives the community a shared, illustrated picture of what redevelopment can look like — building public confidence and developer certainty. The Select Board's value of encouraging "access to transportation alternatives" and "a wide range of housing options" directly supports this direction. Modernizing existing commercial spaces through reimagined **façades programs and revolving loan funds** (Action B.2) helps businesses stay competitive in the meantime.

Long-Term (10–20 Years)

The ultimate economic vision for Sudbury is a **transformed Route 20 corridor** — a walkable, mixed-use destination that generates commercial tax revenue, expands housing options, and reduces the Town's over-reliance on its residential tax base (currently over 91% of the property tax levy). The Master Plan's "Big Idea" framing of the Route 20 corridor recognizes this as a decade-long endeavor requiring sustained attention. The Select Board's call to "protect and enhance the unique sense of place" shapes how this growth should look: design standards, historic sensitivity, and green infrastructure must remain central. Simultaneously, a **town-wide Historic Preservation data platform** (Master Plan Action A.4, Historic and Cultural Identity) will support heritage tourism — a long-term economic asset Sudbury has yet to fully leverage. Together, these efforts fulfill the Select Board's overarching mission: maximizing the quality of life for Sudbury residents, today and for future generations.

Sources: Select Board Mission Statement and Values (amended 2022); Sudbury Master Plan (adopted April 28, 2021); Route 20 Corridor Study.

Updated 7/9/2026, DCarty

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

Deliverables (approved Dec 3, 2024)

Updates in bold

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.
 - **\$135,000 of ARPA funds approved by Select Board 11/19/24, alleviating immediate need for FY2026**
 - **Meeting with DCarty, ASheehan, and ABurney held 2/27/2025 to discuss general budgetary issues, possible internalization of dispatch, possible changes to program**
 - **Meeting 5/13/2025 w DCarty and ASheehan to discuss various transportation topics including funding**
 - **11/4/2025 DCarty made request to be included in budget at SB meeting, otherwise free cash or other funds would be needed to continue existing or other program into FY2027**
 - **Discussions re: Transportation budget held at 12/16/2025 and 1/6/2026 SB meetings (beyond FY2026 planning window but issue persists)**
 - **GoSudbury! Uber and Taxi moved to much scaled-back voucher-based system on 9/1/25, CatchConnect hours of operations expanded to 8am-6pm Mon-Fri on 9/15/25**
 - **4/14/26 SB voted 4-1 to have free cash allocation article at 2026 ATM**
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.
 - **Meeting with DCarty, ASheehan, and ABurney held 2/27/2025 to discuss general budgetary issues, possible internalization of**

dispatch, possible changes to program including utilization of town staff

- **Meeting 4/29/2025 w DCarty, ASheehan, MBilodeau where open Planning Dept req was discussed and the possibility of some of its time being allocated to transportation related issues**
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.
 - **Requested in 12/2/24 meeting w/ DCarty and ASheehan and 4/29/25 meeting with DCarty, ASheehan, and MBilodeau. Information still pending.**
 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).
 - **Quarterly check-ins for Transportation Committee (and other SB Advisory committees) added to SB Future Agenda Items list**
 - **Quarterly meetings not scheduled, but multiple times they have occurred, including 5/20/25, 6/10/25, 12/16/25, 1/6/26, 4/28/26**
 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.
 - **Discussed 12/2/24 (during Dcarty/ASheehan meeting, also discussed in a SB meeting (date?) did not seem to make sense to do so at this time, did not pursue**
 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.
 - **Ongoing progress over time period. ARPA funds allocated by Select Board 11/19/24, state earmark grants obtained via State Representative CGentile, worked with MWRTA to utilize some of their ARPA funds and other state monies for CatchConnect**
 7. Prior to May 31, 2025, discuss extension of Transportation Committee and adjust charge and membership as warranted.
 - **Completed 6/10/25, again 6/2/26**
 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).

- **11/4/25 Joint Mtg w/ SB and Planning Board scheduled to discuss master plan, Planning Board did not attend but Planning Director ABurney did. Various transportation related issues discussed.**
- **4/28/26 SB discussed benefits, including economic development, of joining TMA with 495 Metrowest Partnership and using \$5,000 of Transportation Funds to do so at Town Manager's and Planning Director's recommendation. Transportation Committee voted to approve/join on 5/15/26**

Update of the 2024 Fairbank Community Center Goal

- Charlie Russo

Since the Sudbury Select Board set its Fairbank Community Center (FCC) Goal on Sept. 25, 2024, the board's focus shifted from resident usage of the FCC to the creation of policies and systems to support growth at the FCC and closing out capital improvement projects at the Atkinson Pool. This includes more than the \$3.7 million in repair and renovation work authorized at 2022, 2023, 2024, and 2025 Annual Town Meetings for design, filtration, roof repair, mechanical improvements, skimmer and piping upgrades, and tile and grout repair work at the pool. In addition, air quality and water leakage issues have forced additional repair and renovation work and intermittent closures.

That said, Fairbank Community Center has become Sudbury's single, central voting location and has seen an increasing number of civic events.

Examples of policy, planning, or capital updates since Sept. 2024 include:

- Article 14 at the 2025 Annual Town Meeting, which helped to fund the purchase of ultra violet (UV) sanitization system to improve cleanliness and reduce air pollutants at the pool.
- Article 17 at the 2025 Annual Town Meeting, which authorized the creation of a revolving fund to manage rental revenues and expenses for the facility.
- Article 34 at the 2025 Annual Town Meeting, which authorized \$959,000 to complete pool renovations when bids came back higher than expected
- Additional operational policies are under development (multi-purpose room, facility use agreement)
- Updates to pool membership fee structure and timing.
- Additional free community engagement events through Recreation and Health with increased Recreation programming in development

Atkinson Pool Sources	
Original Town Meeting Appropriation	\$2,350,000
ATM 22/33 Filtration System Pool	\$160,000
STM 23/6 Atkinson Pool	\$100,000
Fairbank Project - for Project Management (approved PBC)	\$159,797
Subtotal - Available Funds (Current)	<u>\$2,769,797</u>
Additional Funds Needed - 2025 ATM	\$959,000
Total Funds (Sources)	<u>\$3,728,797</u>

Source: Article 34 Presentation, 2025 Annual Town Meeting.

Construction Events at Fairbank Community Center/Atkinson Pool

- Phase 1 pool construction: August-December 2025
- Phase 2 pool construction: ~June 2026

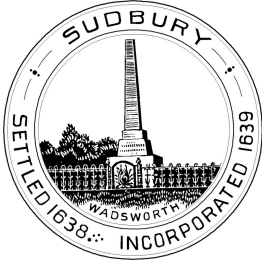
Significant civic events include:

- Single, centralized voting location since 2024
- Senior Flu Clinics offered annually since Fall 2024
- Health Fair, April 8, 2025
- Locally Grown Sudbury Farmer's Market & Fair, May 31, 2025
- Sudbury Holiday Village, December 6, 2025
- Senior Lunch Program launched March 2026
- Health Fair, April 9, 2026
- Locally Grown Sudbury Farmer's Market & Fair, June 6, 2026
- Free Community FIFA Watch Parties, July 18 and 19, 2026 (Final games)

Upcoming:

- Fairbank Community Center and Haskell Field Master Plan design

As the Atkinson Pool construction stabilizes, more opportunity for review of facility usage will be available.



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.4: Town Manager Performance Evaluation. Discussion of 360 evaluations and self-evaluation.

Formal Title: Town Manager Performance Evaluation. Discussion of 360 evaluations and self-evaluation.

Votes May Be Taken:

Attachment(s):

[2026 Town Manager Annual Review Timeline.docx](#)

[2025 Town Manager Goals_FINAL - status 2026-07-15.pdf](#)

2026 Town Manager Annual Review Timeline

Complete	Town Manager Annual Review	Schedule
	Select Board adopts Review Timeline	June 16
	360 evaluations sent by Human Resources Director to three (3) senior managers chosen randomly. Senior managers consist of: Assistant Town Manager/Finance Director, Public Works Director, Combined Facilities Director, Planning & Community Development Director, Police Chief, Fire Chief, Director of Health & Community Services	June 18
	360 evaluations from senior managers due to Human Resources Director and distributed to Select Board members and Town Manager	July 2
	Town Manager Self-Evaluation to Select Board members	July 9
	Discussion of 360 evaluations and Town Manager's self-evaluation	July 14
	Select Board members return individual Town Manager evaluations to Human Resources Director	July 23
	Human Resources Director provides Composite Evaluation to Select Board members	August 6
	Select Board discussion of Composite Evaluation at Select Board meeting	August 11

Scheduled Select Board meetings:

- June 16
- July 14
- September 1
- June 30
- August 11
- September 15

TOWN MANAGER GOALS
2025
UPDATE: JULY 15, 2026

Select Board Goals

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

Note: 2026 updates are in black text. For context, updates from 5/20/25 are in blue.

Town Manager Goals

Financial Management & Economic Resilience

	<i>Target</i>	<i>Status</i>
Evaluate and implement restructuring to improve operating and financial stability and efficiency	2025; ongoing	On January 1, 2026, Health, Park & Recreation, and Veterans Services were reorganized into Health & Community Services. Health Director Vivian Zeng was promoted into the Director role. This change allows for greater coordination among the departments, especially benefitting youth programing and wellness. Prior to the reorganization, we brought on Amy Hamilton as Interim Park & Recreation Director. Her employment is concluding and a successor identified.

		The Town Manager's Office restructured following retirement of two key positions and in concert with the separation of Human Resources Director from Assistant Town Manager. The reorganization resulted in creation of the Management Analyst position, providing more capacity for grant writing, cross-department coordination, and procurement. In addition, the Office Supervisor position was restructured as Special Projects Manager/Communications Coordinator. This allows more regular communication in support of Town events and initiatives. Efforts to date include restructuring in HR and Finance; reclassifying Finance Director/Treasurer-Collector as Assistant Town Manager/Finance Director; modification of job duties in some general government positions; adding/restructuring three (3) positions in the FY26 budget (Library, Senior Center, DPW); moving Sustainability Coordinator to General Government as a direct report of the Town Manager
Evaluate reporting structures	2025; ongoing	The restructuring of Health & Community Services is the most substantial development in this goal. See above. Efforts to date include restructurings in HR and Finance; and moving Sustainability to Town Manager's Office; these changes are expected to improve operating efficiency and effectiveness
Recruit and fill staff vacancies	2025; ongoing	Staff churn has slowed in the past year or so, resulting in less turnover. Hires in the past year include the Library Director, Management Analyst, Interim Parks, Recreation & Aquatics Director, Assistant Planning Director, Executive Assistant to the Town Manager, Town Clerk, and Assistant Town Clerk. We are near full staffing in public works and public safety. Recent progress includes filling Human Resources Director, Fire Chief, Assistant Fire Chief, Senior Center Director, Town Accountant, and Sustainability Coordinator; active recruitments include Library Director and Management Analyst; substantial progress filling vacancies in Police

		Department and DPW; recent efforts by Fire Chief to recruit at community colleges holds promise
Evaluate and streamline procurement processes	2025	Substantial progress has been made in this area. We developed standard contract forms which speeds review and finalization of contracts. Procurements less than \$10,000 are now approved by the Assistant Town Manager/Finance Director. He reviews larger contracts before the Town Manager signs. These changes have shortened the time to review and execute procurement contracts. In time, more of the procurement function will transition to the Management Analyst. This will commence in earnest when the Management Analyst comes on board around the start of FY26
Explore regionalization and shared services initiatives to reduce costs and/or improve services	2025; ongoing	Regional public safety dispatch with Holbrook and regional public health continue to lead in this area. As part of the restructuring of Health & Community Services we are evaluating our intermunicipal agreement for shared Veterans Services with Marlborough. Independent of the restructuring, the Town continues to lead the Great Meadows Public Health Collaborative. We recently signed a letter of support for a regional Transportation Management Association through the 495/MetroWest Partnership. Based on the efforts of the Sustainability Coordinator, DEP recently chose Sudbury to host a Municipal Assistance Coordinator that supports solid waste and recycling efforts in the 41-community MetroWest District. Transition to Holbrook Regional Emergency Communications Center (public safety dispatch) is a recent success; other successful regional collaborations include Veterans Services Officer (Marlborough) and various health, sustainability, and vulnerability preparedness initiatives
Evaluate enterprise and revolving funds to eliminate general fund subsidies	2025-2026	This effort is ongoing. This will be an effort that evolves over a number of years. Most fees that support enterprise and revolving funds were updated in the past year. We plan to solicit proposals for Recreation Financial Sustainability and Cost Recovery Model. Such study will provide a comprehensive financial and operational review of the

		Recreation Department's funding structures, consisting of the Pool and Field enterprise funds and the Recreation Revolving Fund. At the 2026 Annual Town Meeting several stale revolving funds were discontinued. The Finance Director has begun this process; this will continue throughout FY26
Develop 15-year capital plan	2025; ongoing	Complete. The first 15-year capital improvement plan was released in October 2025. The plan spans FY27-FY41. This approximately \$400M plan provides an essential baseline on which to plan capital asset replacement. The plan will be updated annually. The first year of the plan will be the basis for the coming year's capital budget. It is important to reiterate that the CIP is an ever-changing document. New projects will be added and others will be removed or the date of implementation adjusted as conditions change. • With release of the Facilities Condition Assessment the 15-year capital plan will start to take shape; LS and SPS capital plans and Town departments' rolling stock replacement schedules will be incorporated; departments have been instructed to identify other capital assets to incorporate • Capital Expenditures Committee convened to bring responsible parties together to build 15-year capital plan and manage capital projects
Review and begin developing funding strategy for Facilities Condition Assessment recommendations	2025; ongoing	This is directly linked to the 15-year Capital Improvement Plan. As funding for the operating budget gets ever tighter, so will funding for the capital budget, including Facilities Condition Assessment. No substantial progress to report on funding the implementation; will be evaluated by Capital Expenditures Committee and discussed for FY27 budget cycle
Evaluate new or expanded revenue sources	2025; ongoing	We constantly explore opportunities to increase revenues. Massachusetts law limits the sources of revenues available to municipalities. In building the FY27 budget, we were more aggressive with local receipts, particularly investment income and motor vehicle excise. Local receipts is the revenue category over which we have the most control. The

		newly formed Budget Working Group will aid in the evaluation of new and expanded revenue sources. Municipal Empowerment Act may offer local revenue options; evaluating opportunities and improvements to enterprise and revolving funds
Evaluate and propose fee changes to remain consistent with the market	2025; ongoing	Significant progress has been made. We have updated all of our major fee categories. A small number remain to be investigated. Updating fee schedules will be done routinely in order to prevent falling behind. Town Meeting recently approved revised weights and measurement fees; liquor license and common victuallar fees are targeted for completion before the next renewal cycle
Continue to pursue grants and earmarks	2025; ongoing	We continue to pursue grants and legislative earmarks. To date, the Management Analyst has secured a \$100,000 grant for accessibility improvements, and \$10,000 in MIIA rewards and insurance credits. DPW recently received three grants totaling \$956,695, the Health Department secured grants in the amount of \$58,000, IT secured a grant for \$124,320, and the Senior Center secured \$225,000 in grants. Annual Town Meeting appropriated \$125,000 in matching funds for DPW Winter Emergency Operations Center; administration in regular contact with Legislative delegation and grant-awarding agencies; policy changes at federal level raise uncertainty and are being monitored
Identify and close out stale appropriations	2025; ongoing	The Administration identified and on May 19, 2026, the Board voted to close out stale appropriations in the amount of \$738,908.34. This amount is similar to FY25 and the funds will close to Free Cash after the close of the fiscal year. We will annually evaluate open appropriations and close out those that can be closed. Closed out funds revert to Free Cash which is certified following the end of the fiscal year and certified by the Department of Revenue. On 4/15/25, the Finance Director announced close-outs of \$700,162 in stale capital appropriations; these funds will close to Free Cash as of 6/30/25; appropriations will be regularly monitored going forward

Ensure ARPA funds are spent consistent with US Treasury guidelines and schedules	2025-2026	We continue to monitor ARPA funds to ensure they are spent as allocated. We recently reported \$86,726 in unspent ARPA funds with the expectation to fully expend them by 12/31/26, the deadline established by Congress. All ARPA funds have been allocated by the 12/31/24 deadline; funds must be spent by 12/31/26
Continue to foster strong relationships with legislators, external partners, colleagues, cities/towns	2025; ongoing	The Administration remains in regular contact with state and federal legislators and their offices. We will strive to develop a strong relationship with our new State Representative following the 2026 State election and their ascension to office in January 2027. Officials throughout the Town have extensive professional networks that are regularly mined. Administration in regular contact with Legislative delegation and external partners
Develop a Financial & Budget Report to provide a clear and comprehensive understanding of the Town's financial performance and outlook	2025	Complete. The Assistant Town Manager/Finance Director recently released an annual update covering FY18-FY27. Finance Director published 10-year <i>Financial & Budget Report</i> in April 2025; this will be updated at least annually
Settle collective bargaining agreements that aid employee retention and recruitment and are respectful to the financial impact on taxpayers	2025	Complete. The final open collective bargaining agreement on the municipal side was settled in January 2026. In the second half of 2026, we will begin preparing for the next round of contract negotiations which cover FY27-FY29. In addition to collective bargaining with Town unions, the Town Manager and Assistant Town Manager/Finance Director were asked by the School Committee to participate in school union negotiations. We believe our participation was beneficial in bringing negotiations to a conclusion. It is important for Town management to be at the table during school negotiations. The public employee collective bargaining statute, MGL c. 150E, s. 1, calls for the participation of Town management in school negotiations. Six (6) collective bargaining agreements have been settled; one collective bargaining agreement remains to be settled
Evaluate employee compensation and benefits	2025; ongoing	This is an ongoing effort being spearheaded by the Human Resources Director. We recently executed a contract for a

		classification and compensation study, updated job descriptions, and a performance evaluation program. New Human Resources Director will audit our compensation and benefits and make recommendations to Town Manager
Promote employee professional development	2025; ongoing	This is an area where we continue to see excellent progress. We have numerous employees enrolled in graduate programs and programs offered jointly by Suffolk University and the Massachusetts Municipal Association (MMA). The Public Works Director graduated in June 2026 from the Suffolk-MMA Certificate in Municipal Leadership & Government; the Director of Planning & Community Development and Human Resources Director have been admitted for the 2026-2027 academic year. Other staff have completed or are enrolled in Suffolk-MMA programs focused on finance or human resources. In addition, staff at all levels have been taking advantage of available training offered by MMA and MIIA, our insurer. The MIIA courses typically provide credits which reduce our premiums and/or are returned to us as grants through the MIIA Rewards Program. In the most recent year, Sudbury saw a fourfold increase in course credits, the most since at least 2015. Employee professional development is addressed in most collective bargaining agreements; current examples include the Town Accountant; Conservation Land Manager; Health Director; Public Works Director; and a number of public safety employees; Administration supports attendance at conferences, seminars, and other professional development
Seek a long-term solution to Combined Facilities Department	2025	No notable recent progress. No notable recent progress
Assist the Division of Local Services in its Financial Management Review	2025	Complete. DLS delivered the Financial Management Review in October 2025. DLS has completed its field work and is concluding the last two phone interviews; release of the final Financial Management Review will happen well in advance of the start of the development of the FY27 budget

Present a Pension Stabilization Fund to 2025 Annual Town Meeting	2025	Complete. No further action on this item. Completed; although Town Meeting did not adopt it, this may be revisited to incorporate the Finance Committee's comments
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Open Space, Recreation & Historic Assets

Support 250 th Committee's efforts	2025-2026	The Town Manager's Office has supported and continues to support the Committee until its work is complete. Support will be ongoing until Committee completes its schedule of events; 2025 Annual Town Meeting appropriated additional \$15,000
Secure conveyance of MBTA buildings (South Sudbury Train Station and Section Tool House) and begin to develop future use plans	2025	Town Counsel continues to negotiate with the MBTA's real estate arm to secure the buildings. We recently executed a license agreement with the MBTA. We remain hopeful of securing a long-term lease. Funding secured at 2025 ATM; conveyance is dependent on MBTA; Counsel is in contact with MBTA
Continue to work with MassDOT and DCR to bring construction of Phase 2D of the Bruce Freeman Rail Trail and the Mass. Central Rail Trail to completion	2025	Progress on the MCRT is substantially complete. Work within the Route 20 corridor concluded in April 2026. A ribbon cutting involving Eversource and DCR is scheduled for July 16, 2026. MassDOT continues to retain ownership and control of the BFRT. Remedial and punch list items remain. No timeline exists for turning over the BFRT to the Town. Planning & Development and Rail Trail Advisory Committee continue to support these projects; BFRT is complete to the Diamond and awaiting turnover to Town from MADOT; binder course of pavement on MCRT completed May 2025; final paving expected later in 2025
Continue to promote design of Phase 3 of the Bruce Freeman Rail Trail	2025-2026	The Town's design firm submitted 75% design plans earlier this year. The Metropolitan Planning Organization (MPO) determines when projects get funded for construction. Because plans will be ready ahead of schedule we are hopeful that we may be able to jump the line and get approved for construction earlier than the current federal FY2029.

		Planning & Development and Rail Trail Advisory Committee continue to support this project; MADOT 25% design hearing 5/15/25; project programmed into TIP
Guide completion of significant planning efforts, including but not limited to: • Open Space & Recreation Plan • Field Needs Assessment • Facility Condition Assessment • Economic development/Route 20 corridor study	2025-2026	• The OSRP is underway. The contractor, BSC Group, is on board. An Open Space & Recreation Plan Town Forum was held on February 26, 2026, and an Open House & Public Input Session was held on May 28, 2026. • The Field Needs Assessment is complete. The final report was delivered in September 2025. Its findings informed several applications submitted for FY27 CPA funding. • The Facility Condition Assessment is complete. It was delivered in December 2024. Its findings and recommendations were built into the 15-Year Capital Improvement Plan (CIP). • The Economic Development/Route 20 Corridor Study is complete. The report was delivered in June 2025. The Village Business District zoning is the first area of focus. An earmark request to fund consulting services was recently submitted through Rep. Gentile. The Planning Department contacted MassDOT and understands the steps required to apply for local control of the central section of the Route 20 corridor, from Fire Station 2 to Massasoit Road. • OSRP: parcel research underway; RFP expected to issue in summer 2025; target completion 2026 • Fields Needs Assessment: to be presented to Park & Recreation Commission for acceptance in June 2025 • Facility Condition Assessment: complete; presented 4/29/25 • Economic Development/Route 20 Corridor Study: to be presented to Select Board 5/20/25

Town Services & Infrastructure

Manage close out of the Eversource Transmission Line Project and ensure compliance with Grant of Location	2025	Complete.
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		Eversource is expected to complete its work by the end of May 2025; no issues have been identified; Conservation will continue to monitor habitat restoration areas and invasive species management
Encourage amendments to Wireless Communications zoning to improve cellular coverage throughout Town	2025-2026	Complete. Amendments to the Wireless Communications Bylaw were on the May 4, 2026 Annual Town Meeting warrant. Those amendments were not adopted by Town Meeting. Being worked on by Planning & Community Development; revisions expected for next Town Meeting
Develop guidelines for use of Fairbank Community Center by outside users	2025	Substantially complete. We anticipate making the multi-purpose room at the Fairbank Community Center available to outside users beginning in summer 2026. Work on this commenced but was suspended until Senior Center Director is up to speed
Expand program offerings across all user groups at Fairbank Community Center	2025	The Park & Recreation staff are evaluating additional programs. The Interim Director and new Program Director believe there is capacity to offer more programming. The Senior Center altered its hours in summer 2026 in order to offer limited evening programming one evening a week. No notable progress to date
Define areas of responsibility and jurisdiction at Fairbank Community Center	2025-2026	Work at the Atkinson Pool, other work at the Fairbank Community Center, and the restructuring of Health & Community Services have resulted in improving communication and cooperation among parties. We will build on this improved cooperation to clarify roles and responsibilities. No notable progress to date
Develop a recommendation on Phase 1/1A of the Sewer Project (Comprehensive Wastewater Management Plan)	2025	No notable progress to date No notable progress to date; attention to this item will be made in the coming months in consultation with DPW Director
Endeavor to provide equal access to opportunities, resources, and facilities throughout Town	2025; ongoing	Significant improvements have been made in this area. Funding on the 2026 Annual Town Meeting will improve accessibility at the SMILE Playground at Haskell Field and provide additional funding to continue ADA improvements.

		In addition, changes are being implemented to improve accessibility of online resources. This will start by ensuring that new documents are created in an accessible format. Accessibility efforts continue throughout Town; improvements have recently been completed at the Goodnow Library, Fire Headquarters
Continue to promote sustainability initiatives across all Town departments and within the Town as a whole	2025; ongoing	This work is ongoing. Recent accomplishments include adoption of a Sustainable Purchasing Policy, Zero Emission Vehicle Policy, and Town Meeting approvals to locate solar canopies on three Town-owned parcels. The Sustainability Coordinator continues to work closely with environmental organizations, the Energy & Sustainability Committee, and other partners. The Sustainability Coordinator is being relocated to the Town Manager's Office in order to raise the profile of the position; efforts will accelerate when the new Sustainability Coordinator joins us in June

Effective Governance & Communications

Continue to encourage a culture of civility, politeness, and decency	2025; ongoing	This remains a failing for the Town with no clear path to improved respect and decorum. No specific examples to cite
Explore alternative means of identifying and appointing members to volunteer committees	2025- 2026	No notable progress to date No notable progress to date
Promote community building initiatives, such as Earth Day, Pride Day, Holiday Village, 250 th activities, etc.	2025; ongoing	Town staff continues to support and participate in these and other initiatives. These generally have modest financial costs while delivering big returns to the community. Town staff coordinating or participating in all or most of these activities
Assist Diversity, Equity & Inclusion Commission (DEIC) with consulting efforts	2025	Substantial progress. The Management Analyst supports and regularly attends DEIC meetings. Contract executed with facilitator/trainer
Continue to assist Policy Subcommittee in updating and publishing Select Board policies	2025	Substantial work has been made resulting in rescission of obsolete policies, updating old policies, and adopting new policies. This work continues. Separate from but related to this, the Handbook Subcommittee drafted a Board and Committee Handbook that the Board adopted on 4/14/26.

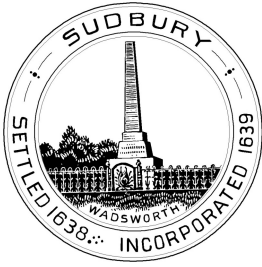
		Update and reorganization of policies page completed by Management Fellow; additional action/direction will be sought in concert with Select Board
Continue to explore ways to make Town Meeting more efficient and resident-focused	2025; ongoing	A new effort implemented in 2026 consolidated capital requests by department. Seven (7) Combined Facilities capital requests were consolidated into a single article. Similar approaches were taken with DPW (6 projects) and Community Preservation Committee (10 projects). As expected, this saved substantial procedural time at Town Meeting and was well received by attendees. The Board has directed the Town Manager to draft amendments to the Town Meeting bylaw to reduce or eliminate inefficiencies. This will be discussed in the summer of 2026. Minor adjustments approved at 2025 Annual Town Meeting; consideration should be given to a Town Meeting Study Committee with broad community representation
Expand efforts to broaden communication with residents, businesses, partners, and others	2025; ongoing	These efforts continue. In 2026, we rolled out cartoon videos in advance of Town Meeting to try to increase knowledge and interest and thereby drive participation. Staff continues to regularly attend and participate in events with local and regional Chambers of Commerce, Sudbury Foundation, and other partners. Town Manager office hours continue. In FY27 we will migrate to a new website platform hosted by Civic Plus. Newly minted SudBrief and Financial & Budget Report; role of Communications Manager will be expanded to devote additional attention and time to communications and community building
Promote emergency response training and preparedness	2025; ongoing	This is an area of progress. The Fire Chief, Assistant Fire Chief and Health & Community Services Director are developing procedures and recently gathered resident data through a FlashVote. Initial focus is on developing extreme temperatures health action plans to assist residents navigate various extreme temperature events. Future steps will focus on public education. Educational efforts could include a Town Forum focused on emergency preparedness, digital

		and printed communications, and in-person meetings with vulnerable populations. Being planned/coordinated by Fire Chief; tentatively scheduled for later in 2025; Assistant Fire Chief updating Community Emergency Response Plan (CEMP)
Continue to engage with the community at a wide range of events and settings	2025; ongoing	Town Manager and other staff continue to attend numerous events; Town Manager Office Hours continue. Town Manager and other staff continue to attend numerous events; Town Manager Office Hours continue
Renew Massachusetts Certified Public Purchasing Official (MCPPO) designation	2025	Complete. No further action currently needed. Complete; renewal valid through August 2028
Continue efforts to secure permanent membership in a vocational high school	2025; ongoing	This is an area of positive movement. We have continued to keep open the lines of communication with four vocational districts. In recent months we have had discussions with Minuteman Tech. Regular outreach to vocational districts continues; evaluating options to demonstrate Town's commitment
Evaluate the Charter, Bylaws, Policies, and local traditions to identify where inefficiencies can be reduced or eliminated	2025; ongoing	Little progress to report. This remains an area of concern in need of addressing. Significant progress will be challenging in the current climate. No progress to date; DLS' Financial Management Review is expected to offer recommendations

Transportation, Mobility & Housing

Aid in completion of the Housing Production Plan	2025	Complete. The Housing Production Plan was adopted in July 2025. Planning & Community Development leading this effort; Planning Board has voted its support; Select Board action expected in 5/20/25
Develop a recommendation(s) for the future of GoSudbury and related transportation programs	2025	Regular funding for transportation programs cannot be accommodated into the operating budget. This could be accommodated if there is an expansion of revenue. In the meantime, funding for the next year was secured through a special Free Cash appropriation at Annual Town Meeting. Evaluating options and recommendations; Transportation Committee providing update 5/20/25
Ensure compliance with MBTA Communities Law	2025	The Town remains in compliance

		Executive Office of Housing & Livable Communities (EOHLC) issued determination of compliance on 3/28/25
Continue to work with MassDOT and DCR to bring construction of Phase 2D of the Bruce Freeman Rail Trail and Mass. Central Rail Trail to completion (also under Open Space, Recreation, & Historic Assets)	2025	Progress on the MCRT is substantially complete. Work within the Route 20 corridor concluded in April 2026. A ribbon cutting involving Eversource and DCR is scheduled for July 16, 2026. MassDOT continues to retain ownership and control of the BFRT. Remedial and punch list items remain. No timeline exists for turning over the BFRT to the Town. Planning & Development and Rail Trail Advisory Committee continue to support these projects; BFRT is complete to the Diamond and awaiting turnover to Town from MADOT; binder course of pavement on MCRT completed May 2025; final paving expected later in 2025
Continue to promote design of Phase 3 of the Bruce Freeman Rail Trail (also under Open Space, Recreation, & Historic Assets)	2025-2026	The Town's design firm submitted 75% design plans earlier this year. The Metropolitan Planning Organization (MPO) determines when projects get funded for construction. Because plans will be ready ahead of schedule we are hopeful that we may be able to jump the line and get approved for construction earlier than the current federal FY2029. Planning & Development and Rail Trail Advisory Committee continue to support this project; MADOT 25% design hearing 5/15/25; project programmed into TIP



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.5: Review and adopt revised Select Board policies as recommended by the Policies & Procedures Review Subcommittee: Citations and Proclamations, Citizen Comments, and Collective Bargaining

Requested by: Policies & Procedures Review Subcommittee

Formal Title: Review and adopt revised Select Board policies as recommended by the Policies & Procedures Review Subcommittee: Citations and Proclamations, Citizen Comments, and Collective Bargaining

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Vote: Move to adopt the revised Select Board policies as recommended by the Policies & Procedures Review Subcommittee: Citations and Proclamations, Citizen Comments, and Collective Bargaining

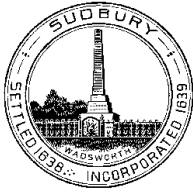
Financial impact expected: None

Attachment(s):

[Citations and Proclamations Policy_2026-06-15.docx](#)

[Citizens Comment and Office Hours Procedures_2026-06-15.docx](#)

[Collective Bargaining Policy_2026-06-15.docx](#)



Town of Sudbury

Select Board

www.sudbury.ma.us/selectboard

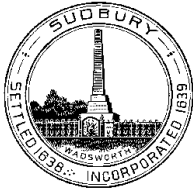
Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756
selectboard@sudbury.ma.us

CITATIONS AND PROCLAMATIONS

(Adopted 1/5/16)

- A. Citations – Any member of the Select Board shall have a citation issued as a congratulatory message to any person or business in Sudbury upon request to the support staff. Citations will be signed by the member requesting the citation or by the Chairman upon request of the member.
- B. Proclamations may be made on behalf of the Town of Sudbury by majority vote of the Select Board in accordance with the following guidelines:
 - a. Proclamations are ceremonial documents signed by the Select Board and issued for:
 - i. Public awareness
 - ii. Charitable fundraising campaigns
 - iii. Arts and cultural celebrations
 - iv. Special honors
 - b. Proclamations will not be issued for:
 - i. Matters of political controversy, ideological or religious beliefs, or individual conviction
 - ii. Events or organizations with no direct relationship to the Town of Sudbury
 - c. The Select Board reserves the right to modify or deny any proclamation request. More than one cause can be proclaimed simultaneously. A person/organization does not have exclusive rights to the day, week or month of their proclamation. A citation is an alternative where proclamation criteria are not met.
 - d. Who can make a proclamation request?
 - i. Request must be made by a Town of Sudbury resident to the Office of the Select Board.
 - e. How should a proclamation request be made?

- i. All requests must be made in writing. Requests can be mailed, faxed, or hand- delivered or e- mailed. If mailed or faxed, please call to verify receipt by our office.
 - ii. Requests should be made at least thirty days in advance of the date the document is needed. Exceptions to this rule may be made as required.
- f. What must the request include?
 - i. Contact person's first and last name, address, and telephone number
 - ii. A brief summary and/or background of the event or organization
 - iii. The name and date(s) of the day, week, month, or event to be proclaimed
 - iv. Draft text for the proclamation, including 4-6 "whereas" clauses
 - v. An indication of whether the proclamation should be mailed or will be picked up and the date
 - vi. A date when the proclamation is needed (should be at least 45 days after the date of the request.)



Town of Sudbury

Select Board

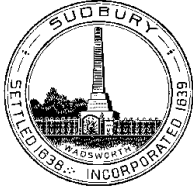
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PUBLIC COMMENT PROCEDURE

(Adopted 9/13/13)

1. In order to facilitate the process, at the beginning of each meeting a sign-up sheet will be placed at the rear of the meeting room. Speakers are asked to write their names on the sign-up sheet and note the topic on which they wish to address the Board. Speakers participating remotely should use the raised hand feature. Residents will be recognized to the extent possible in the order they raised their hand or signed up. Speakers are permitted three minutes for their public comment. The chair reserves the right to limit public comment. When recognized, the speaker must state their name and address and position or affiliation where appropriate.
2. As the topic of a "Public Comment" may not be on the agenda as required by the 48-hour Open Meeting Law, the Board members shall not deliberate or take votes on the topic. The Board may, at the Chair's discretion, schedule the topic for a later Board meeting as an agenda item. The citizen who made the comment or suggestion shall be notified of the date of such meeting.
3. Any speaker may also petition the Board to be given time on a future agenda to discuss a particular issue. Whether the speaker will be given such time and, if given, what information or material will be required to be submitted in advance, shall be at the discretion of the Chair.
4. Speakers have the option of emailing the Board with their questions and comments. The Board's email address is Selectmen@sudbury.ma.us. Please note that the Chair of the Board will endeavor to answer all emails sent to this address within 48 hours of receipt, but may not always be able to do so.
5. Speakers have the option of attending one of the Board's monthly "Office Hours" to discuss items with members of the Board. Please check the Board's Sudbury webpage to see the next scheduled Office Hours session – <https://sudbury.ma.us/selectboard/>.



Town of Sudbury

Select Board

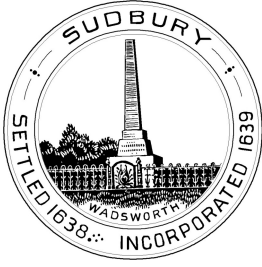
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COLLECTIVE BARGAINING

(Amended 5/10/76, 8/23/99)

Labor relations and collective bargaining with public employees of the Town are governed by General Laws Chapter 150E, and Chapter 131 of the Act of 1994. It is the Town Manager's responsibility to negotiate all contracts with Town employees, except employees of the School Department. Such contracts are subject to the approval of the **Select Board**. Special counsel may be employed to assist in the performance of these duties.



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS
C.6: Summer 2026 Select Board Newsletter Topic Discussion

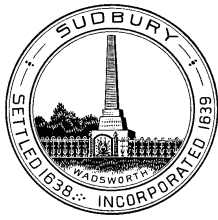
Formal Title: Summer 2026 Select Board Newsletter Topic Discussion

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Discuss topics to be assigned for Summer 2026 - Select Board newsletter.

Attachment(s):

[SB Newsletter Previous Topics_07.03.26.pdf](#)



Town of Sudbury

Office of Select Board

Flynn Building
278 Old Sudbury Rd
Sudbury, MA 01776-1843
978-639-3381
Fax: 978-443-0756

sbadmin@sudbury.ma.us

Date: July 3, 2026
To: Select Board
From: Leila Frank
Re: **Summer 2026 Select Board Newsletter Topics**

To help facilitate discussion of topics for the upcoming Select Board Newsletter, below is a list of topics from previous editions.

SPRING 2026

Be Like Zach Day

WINTER 2026

Sewataro/Liberty Ledge
SPS Student Art Exhibit
Curse of the Bambino
Sudbury 4th of July Parade

FALL 2025

Sudbury's 9/11 Memorial
Amy Stimac/Goodnow
MCRT
Rt 20 Corridor Study

SUMMER 2025

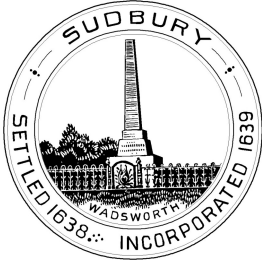
New Sustainability Coordinator Eric Simms
Summer Work Behind the Scenes
Park & Recreation
Senior Center Director Nickole Boardman

SPRING 2025

Atkinson Pool
Senior Center
State of the Town
Sudbury 250

SUMMER 2026 NEWSLETTER REVISED DEADLINES

SB Meeting to Discuss Topic Assignments- Tuesday, July 14
Submission Deadline- Monday, August 10
SB Meeting Approval- Tuesday, Sept 1



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS

C.7: Approve meeting minutes: May 20, 2026

Formal Title: Approve meeting minutes:

- May 20, 2026

Votes May Be Taken:

Attachment(s):

[SB_draft1_5.20.26_pre-townmtgmin.docx](#)

IN SUDBURY SELECT BOARD

WEDNESDAY MAY 20, 2026

6:30 PM – PRE-SPECIAL TOWN MEETING

LSRHS - GYM

(Meeting can be viewed at www.sudburytv.org)

Present: Chair Janie Dretler, Vice-Chair Radha Gargeya, Board Member Lisa Kouchakdjian, Select Board Member Dan Carty, Select Board Member Charles Russo, Assistant Town Manager/Finance Director Victor Garofalo, Town Manager Andrew Sheehan

Chair Dretler called the meeting to order at 6:30 PM.

Chair Dretler stated that in her opinion, Articles 3 and 4 had not been fully vetted and “a whole/holistic” review was necessary.

Town Manager Sheehan stated that the Open Meeting Law did not apply to Town Meeting and Caucus can be taken at Town Meeting and the Town Moderator confirmed that she could take such time, whether in seconds or minutes, or no decision.

Board Member Carty stated that because the mentioned topics were not fully vetted, the Board could vote not in favor. Board Member Lisa Kouchakdjian noted that caucus could be taken and not necessarily take a position.

Board Member Carty confirmed he had spoken to the Town Moderator about the topic of minority opinion and she would only allow a related one or two minutes on this aspect. He expressed concern about the limited time allotment and felt that 5 minutes would be more reasonable for such comments. He suggested getting a message to the Town Moderator that she be very clear about what is to happen as there will likely be an amendment at Town Meeting this evening.

Chair Dretler presented draft statements for Article 3 and Article 4. At this time Board Members took time to review the draft statements.

Board Member Russo stated that the public might require further explanation and suggested adding a friendly amendment and that the Select Board should make that point.

Chair Dretler suggested asking Town Counsel for additional guidance on the matter. Town Manager Sheehan stated that the statement suggested by Board Member Russo could be made separately and directed to Town Counsel. Town Manager said he could contact Town Counsel Lee Smith.

Board Member Russo motioned to support the Draft Statements for Article 3 and Article 4 as shared with the Select Board and read at Town Meeting, as written – 4-1 to oppose Article 3. Board Member Carty seconded the motion.

It was on motion 5-0; Kouchakdjian-aye, Gargeya-aye, Carty-aye, Russo-aye, Dretler-aye

VOTED: To support the Draft Statements for Article 3 and Article 4 as shared with the Select Board and read at Town Meeting, as written – 4-1 to oppose Article 3

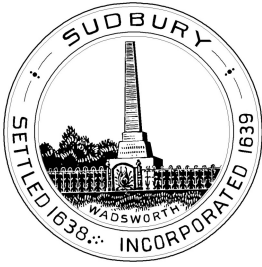
Chair Dretler confirmed that associated language is very important.

Adjourn

At 6:49 PM Chair Dretler motioned to adjourn the Select Board meeting. Board Member Carty seconded the motion.

It was on motion 5-0; Dretler-aye, Carty-aye, Gargeya-aye, Russo-aye, Kouchakdjian-aye

VOTED: To adjourn Select Board Meeting and resume at Town Meeting.



SELECT BOARD
Tuesday, July 14, 2026

MISCELLANEOUS
C.8: Upcoming items

Formal Title: Upcoming items

Attachment(s):

[Upcoming_Items_6-30-26.docx](#)

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING/EVENT	DESCRIPTION
August 11	Interview Blair Stewart / ESC
	ESC update
	Sudbury 250 Committee update
	Financial Policy review
	Town Meeting bylaw review and amendments
	Town Manager performance evaluation discussion
Future items/TBD*	Updates on FY28 Budget Working Group
	Process for advertising committee openings
	Periodic Goals Update
	Town Manager Project Portfolio
	Route 20 and Economic Development Update
	Annual goal setting and Town Manager performance evaluation
	Combined facilities working group update
	Fairbank Community Center Building Project: after-action/lessons learned report
	Sudbury 250 Committee
	Select Board goal setting
	Town Manager performance evaluation timeline
	Charter review discussion with KP Law
	Town Meeting bylaw review and amendments
	Training/Professional Development: Select Board/Town Manager Code of Conduct, Open Meeting Law, Public Records Law, and other procedural training
	Review/approve/release Executive Session minutes re: Eversource
	Quarterly review of approved Executive Session Minutes for possible release (February, May, August and November).
	Periodic meetings and updates with key Select Board formed committees including Transportation Committee, DEIC, Sudbury 250 Committee, RTAC, E&S Committee, Cable Advisor, Memorial Day Committee, September 11 Committee. Other SB appointed committees include PBC, Ponds and Waterways, Housing Trust, HDC, ZBA, Traffic Safety Coordinating Committee, Board of Registrars, CIAC, COD, Cultural Council, Earth Removal Board, LARC, LEPC.
	Sidewalks and walkways discussion