

TOWN OF SUDBURY
Select Board FY2027 Priority Goals
Approved August 11, 2026

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 Chair
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, Select Board Member
7	Economic Development in Sudbury: A Suggested Roadmap for Fiscal Vitality and Enhanced Quality of Life	Financial Management & Economic Resilience	Radha Gargeya, Select Board Vice-Chair

DELIVERABLES
Approved August 11, 2026

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 is likely to eventually be necessary, but 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. Continue to fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded
7. Promote economic development initiatives, building on the 2025 Route 20 Corridor Study.
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.
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. There has been frequent turnover in the Town Manager position, with four permanent Town Managers 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. Continue 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

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 Bruce Freeman Rail Trail. 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 quarterly updates from staff and the Rail Trail Advisory Committee.
 - b. The Select Board, as necessary, will take action to advance this goal.
 - c. Keep residents informed of significant project milestones.
 - d. Support community engagement and ribbon-cutting or opening events as appropriate.
 - e. Monitor project progress to help ensure the Town's interests are represented throughout design, construction, and implementation.

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: 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.

Action Steps:

- The Select Board shall designate a member of the Board to work collaboratively with the Administration towards fulfillment of the long-term goals.
- The Select Board designee and the Administration will communicate with vocational education schools and provide any information or documents towards the long-term goals. The designee and Administration shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.
- The Select Board designee 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, staff from Sudbury Public Schools and Lincoln-Sudbury Regional High School including the Superintendents, one member each from the Sudbury and Lincoln-Sudbury Regional school committees, and a parent or guardian of a vocational education student.

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

Deliverables:

1. Prior to FY2028 draft budget creation and presentation to Select Board by Town Manager, perform review of current transportation programs (Go Sudbury, MWRTA Catch Connect) and decide if these, or variations thereof, are something the Town of Sudbury would like to continue, noting that funding for all may be exhausted prior to start of FY2028. 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 FY2028 draft budget creation and presentation to Select Board by Town Manager discuss the 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, 2026, 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. The Select Board Chair and Transportation Committee Chair will work together to set and publish dates for 2027 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 2027 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. Details and task ownership to be discussed and determined in quarterly Transportation Committee updates to Select Board.
6. Prior to May 31, 2027, discuss extension of Transportation Committee and adjust charge and membership as warranted.
7. Prior to January 31, 2027 facilitate meeting with Planning Board to discuss Master Plan implementation items, including those transportation-related, and set 2027 and beyond goals for the same.

GOAL 7. ECONOMIC DEVELOPMENT IN SUDBURY: A SUGGESTED ROADMAP FOR FISCAL VITALITY AND ENHANCED QUALITY OF LIFE

Strategic Goal with actionable tactical goals:

Economic Development: Actionable Plans for 1) Route 20 Village Business District By-Laws and 2) Economic Development Function in Sudbury

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 mission to "maximize and ensure the quality of life and well-being of Sudbury residents, today and in the future" and the Select Board values 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.

Economic development and enhanced quality of life are inter-connected. For instance,

- A viable transportation program that serves all residents can take people to various destinations, for shopping, and for recreation (: Master Plan, Route 20 Corridor Action Items: A.7, B.4)
- A connected sidewalk and rail trail network can generate new business opportunities and increase foot traffic at town businesses and places of interest (Master Plan, Route 20 Corridor Action Items: B.3)

Economic development can mean creating conditions for new businesses and for retaining and enhancing existing businesses.

Through the economic development of Route 20 Corridor, if we can maintain or increase the share of commercial tax revenue, that is a welcome outcome. Efforts in this regard will also add to the quality of life and recreational opportunities.

Tactical Goals:

From the strategic goal, we can devise a series of tactical and operational goals that are S.M.A.R.T. (Specific, Measurable, Assignable, Realistic, and Time-bound) and are in the near-term, short-term, and long-term.

As we accomplish each set of tactical goals, newer tactical goals will be added under the strategic goal “Economic Development.” For instance, the next set would be of the form “Economic Development: 1) ---, 2) ---.”

Near-term tactical goals:

- *Develop a plan for Route 20 Economic Corridor bylaw changes*
 - o SMART goal
 - Identify a prioritized subset of recommended bylaw changes from the “Route 20 Corridor Recommendation Implementation Matrix” (Pages 43-44 of the [Route 20 Corridor Study](#)).
 - Deadline: 3/31/2027, and review every four months afterwards
 - Who: Town Manager, Planning Department, Select Board, Planning Board
 - Derives from: Master Plan (Route 20 Corridor Action Items: A.4, A.6, A.8)
- *Economic Development function that works for Sudbury*
 - o SMART goal
 - Analyze the different approaches taken (see Appendix A) by our peer towns (as given in the Massachusetts DLS Financial Management Review) and produce a Sudbury-specific plan
 - Deadline: 6/30/2027
 - Who: Town Manager, Planning Department, Select Board
 - Derives from: Master Plan (Economic Development Action Items: A.1, A.2)

Sources:

1. [Select Board Mission Statement and Values](#), Sudbury Select Board, last amended 10/25/2022.
2. [Sudbury Master Plan](#), Sudbury Planning Board, adopted 4/28/2021.
3. [Route 20 Corridor Study](#), BSC Group, 6/2025.
4. [Route 20 Corridor Study](#), Radha Gargeya, Municipal Update, Town of Sudbury, Fall 2025
5. [Comprehensive Wastewater Management Plan](#) (CWMP) Update and Single Environmental Impact Report, Woodard & Curran, Town of Sudbury, October 2022

[Town of Sudbury: Financial Management Review](#), Massachusetts Division of Local Services, October 2025