SUDBURY SELECT BOARD
TUESDAY, NOVEMBER 24, 2026
7:00 PM
VIRTUAL

Joint Meeting with Board of Assessors

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

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 one-day Wine & Malt license to the Town of Sudbury, to accommodate wine tasting at Holiday Village on Saturday, December 5, 2026 from 11:00 AM to 2:00 PM at the Fairbank Community Center, 40 Fairbank Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance
   Votes May Be Taken

2. Accept and allocate funds for an outdoor fitness court as part of the 2027 National Fitness Campaign
   Votes May Be Taken

3. Acceptance of SAFE and Sr. SAFE Grant from the Department of Fire Services for the Fire Department
   Votes May Be Taken

4. Vote to approve a new Class II motor vehicle license for Sudbury Cars, 75 Union Ave, Sudbury, MA 01776
   Votes May Be Taken

B. Public Hearing

1. **7:30 PM** - Annual Tax Classification hearing - In accordance with General Laws Ch. 40, sec. 56, as amended, to determine the percentage of local tax levy which will be borne by each class of real and personal property, relative to setting the Fiscal Year 2027 tax rate. Board of Assessors (Joshua M. Fox, Esq.; Trevor A. Haydon; Liam J. Vesely, Chair), Director of Assessing, Cynthia Gerry; Principal Regional Assessors Harald Scheid & Alex Cervone will be in attendance

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.

Votes May Be Taken

C. Miscellaneous

1. Appoint Robert Diefenbacher, 116 Ford Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029
   Votes May Be Taken

2. Appoint Mark Feinberg, 68 Wagonwheel Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029

   Votes May Be Taken

3. Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review
   Votes May Be Taken

4. Review and discuss potential amendments to c. 68, Town Meeting Bylaw
   Votes May Be Taken

5. Review and discuss Board/Committee feedback regarding use of Community Preservation Act funds toward walkway improvements:
   - Park and Recreation Commission
   - Community Preservation Committee
   - Planning

   Votes May Be Taken

6. Charter review discussion
   Votes May Be Taken

7. Approve Meeting Minutes:
   - October 13, 2026

   Votes May Be Taken

8. Upcoming Items

D. Executive Session

1. Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes “[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements” (Purpose 7):
   - April 13, 2016

   Votes May Be Taken

2. To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares (Purpose 3): Opioid Settlement
   Votes May Be Taken

A.1

SELECT BOARD
Tuesday, November 24, 2026

CONSENT CALENDAR

A.1: Vote to grant a one-day Wine & Malt license to the Town of Sudbury, to accommodate wine tasting at Holiday Village on Saturday, December 5, 2026 from 11:00 AM to 2:00 PM at the Fairbank Community Center, 40 Fairbank Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

Formal Title: Vote to grant a one-day Wine & Malt license to the Town of Sudbury, to accommodate wine tasting at Holiday Village on Saturday, December 5, 2026 from 11:00 AM to 2:00 PM at the Fairbank Community Center, 40 Fairbank Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

Votes May Be Taken:

Attachment(s):
One Day License_Holiday Village 2026_Redacted.pdf
One-Day - Holiday Village - Departmental Approvals - 12.5.26.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: Leila Frank

Address of Responsible Manager: 278 Old Sudbury Rd, Sudbury, MA 01776

Phone: 978-639-3380 Email: frankl@sudbury.ma.us

Non-Profit Organization Name: Town of Sudbury

Name & Purpose of Event: Sudbury Holiday Village

Name(s) of Brewery/ Distillery/Winery/Wholesaler/Manufacturer to provide alcohol:
Aaronap Cellars and 1634 Meadery

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

Event Date: 12/5/2026 Event Time: 11AM - 2PM

Event Venue: Fairbank_Community_Center

Event Address: 40 Fairbank Road

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.

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

11/2/2026 *Leila S. Frank*
Date 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.

Commonwealth of Massachusetts
Office of the State Treasurer
Alcoholic Beverages Control Commission

FARMER-WINERY LICENSE

M.G.L. c. 138, § 19B

This Farmer-Winery License authorizes the following licensee to produce, rectify, blend, or fortify, keep and expose for sale and to sell wine containing not more than twenty-four percent alcohol by weight:

Aaronap Cellars LLC

28 Carlisle Rd.
Westford, MA 01886

Approved by the Alcoholic Beverages Control Commission on November 10, 2025

Jean Lorizio, Chairman

Crystal Matthews, Commissioner

Deborah Baglio, Commissioner

License Number: **FW-LIC-000084**
Record Number: **2025-000059-FW-REN**
Capacity: **5K Gallons or Less**

THIS LICENSE WILL EXPIRE DECEMBER 31, 2026 UNLESS REVOKED OR CANCELLED DURING THIS PERIOD

THIS LICENSE SHALL BE DISPLAYED ON THE PREMISES IN A CONSPICUOUS PLACE WHERE IT CAN BE EASILY READ

Commonwealth of Massachusetts
Office of the State Treasurer
Alcoholic Beverages Control Commission

TRANSPORTATION & DELIVERY PERMIT

M.G.L. c. 138, § 22

This Permit hereby authorizes the use of the following vehicle for transportation and delivery of alcoholic beverages:

Vehicle Plate Number

2HN800

Related License:
Aaronap Cellars LLC
ABCC License Number: FW-LIC-000084
License Type: Farmer Winery

Approved by the Alcoholic Beverages Control Commission on November 10, 2025

Jean Lorizio, Chairman

Crystal Matthews, Commissioner

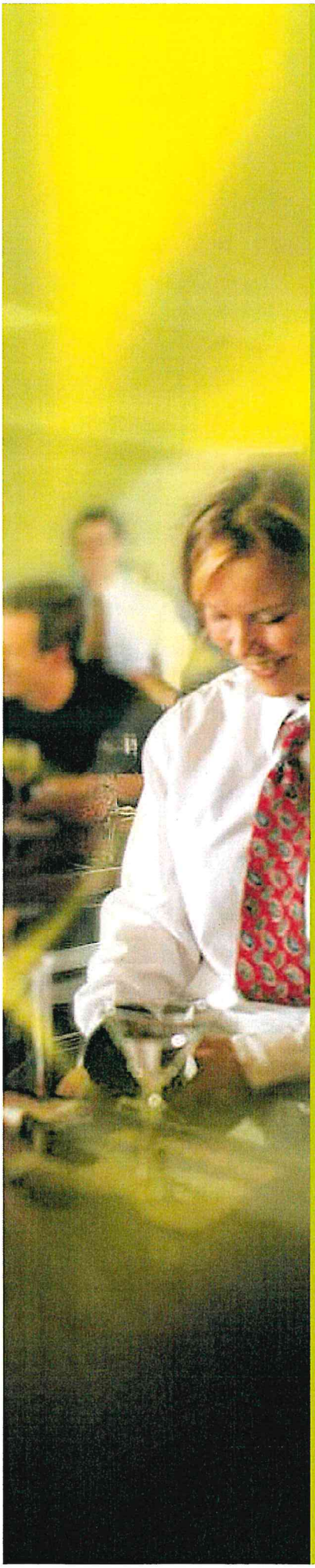
Deborah Baglio, Commissioner

License Number: **TR-LIC-001358**

Record Number: **2025-000059-FW-REN**

THIS PERMIT WILL EXPIRE DECEMBER 31, 2026 UNLESS REVOKED OR CANCELLED DURING THIS PERIOD

THIS PERMIT SHALL BE CARRIED IN THE VEHICLE AT ALL TIMES



Congratulations!

You have successfully completed the ServSafe® Training and Certificate Program. This is your official ServSafe Alcohol Certificate Card and provides confirmation that you have studied, and are knowledgeable about, how to serve alcohol responsibly.

Thank you for participating in the ServSafe Alcohol program. Responsible alcohol service begins with the choices you make, and ServSafe Alcohol training will help you make the right decision when the moment arises.

By completing the ServSafe Alcohol program, you show your dedication to safe and responsible alcohol service. The ServSafe Alcohol program and the National Restaurant Association are dedicated to helping you continue to raise the bar on alcohol safety.

To learn more about our full suite of responsible alcohol service training products, contact your State Restaurant Association, your distributor or visit us at ServSafe.com.

We value your dedication to responsible alcohol service and applaud you for making the commitment to keep your operation, your customers and your community safe.

Sincerely,

Sherman Brown

Executive Vice President, National Restaurant Association Solutions

ServSafe
National Restaurant Association

ID # 8758906

CARD # 28116107

ServSafe Alcohol® CERTIFICATE

NOEL POWELL

NAME

10/13/2025

DATE OF EXAMINATION

Card expires three years from the date of examination. Local laws apply.

This certificate confirms completion of the **ServSafe Alcohol®** responsible alcohol service program.

Sherman Brown

Executive Vice President, National Restaurant Association Solutions

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In Alaska you must laminate your card for it to be valid.

NOTE: You can access your score and certification information anytime at **ServSafe.com.**

If you have any questions regarding your certification please contact the National Restaurant Association Service Center at **ServiceCenter@restaurant.org** or **800.765.2122, ext. 6703.**

NATIONAL RESTAURANT ASSOCIATION

233 South Wacker Drive
Suite 3600
Chicago, IL 60606-6383
1.800.SERVSAFE
312.715.1010 In the Chicago area
ServSafe.com

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Recycled Paper

Commonwealth of Massachusetts
Office of the State Treasurer
Alcoholic Beverages Control Commission

FARMER-WINERY LICENSE

M.G.L. c. 138, § 19B

This Farmer-Winery License authorizes the following licensee to produce, rectify, blend, or fortify, keep and expose for sale and to sell wine containing not more than twenty-four percent alcohol by weight:

1634 Meadery LLC

3 Short St
Ipswich, MA 01938

Approved by the Alcoholic Beverages Control Commission on November 06, 2025

Jean Lorizio, Chairman

Crystal Matthews, Commissioner

Deborah Baglio, Commissioner

License Number: **FW-LIC-000104**
Record Number: **2025-000057-FW-REN**
Capacity: **5K Gallons or Less**

THIS LICENSE WILL EXPIRE DECEMBER 31, 2026 UNLESS REVOKED OR CANCELLED DURING THIS PERIOD

THIS LICENSE SHALL BE DISPLAYED ON THE PREMISES IN A CONSPICUOUS PLACE WHERE IT CAN BE EASILY READ

Commonwealth of Massachusetts
Office of the State Treasurer
Alcoholic Beverages Control Commission

TRANSPORTATION & DELIVERY PERMIT

M.G.L. c. 138, § 22

This Permit hereby authorizes the use of the following vehicle for transportation and delivery of alcoholic beverages:

Vehicle Plate Number

984TK7

Related License:
1634 MEADERY LLC
ABCC License Number: FW-LIC-000104
License Type: Farmer Winery

Approved by the Alcoholic Beverages Control Commission on November 06, 2025

Jean Lorizio, Chairman

Crystal Matthews, Commissioner

Deborah Baglio, Commissioner

License Number: **TR-LIC-000816**

Record Number: **2025-000057-FW-REN**

THIS PERMIT WILL EXPIRE DECEMBER 31, 2026 UNLESS REVOKED OR CANCELLED DURING THIS PERIOD

THIS PERMIT SHALL BE CARRIED IN THE VEHICLE AT ALL TIMES

Commonwealth of Massachusetts
Office of the State Treasurer
Alcoholic Beverages Control Commission

TRANSPORTATION & DELIVERY PERMIT

M.G.L. c. 138, § 22

This Permit hereby authorizes the use of the following vehicle for transportation and delivery of alcoholic beverages:

Vehicle Plate Number

EV898P

Related License:
1634 MEADERY LLC
ABCC License Number: FW-LIC-000104
License Type: Farmer Winery

Approved by the Alcoholic Beverages Control Commission on November 06, 2025

Jean Lorizio, Chairman

Crystal Matthews, Commissioner

Deborah Baglio, Commissioner

License Number: **TR-LIC-010848**

Record Number: **2025-000057-FW-REN**

THIS PERMIT WILL EXPIRE DECEMBER 31, 2026 UNLESS REVOKED OR CANCELLED DURING THIS PERIOD

THIS PERMIT SHALL BE CARRIED IN THE VEHICLE AT ALL TIMES

TIPS® | 360 TRAINING™ A 360TRAINING COMPANY

CERTIFICATE OF COMPLETION

This certifies that

Coreen M Howland

is awarded this certificate for

TIPS On-Premise Alcohol Server Training

Hours	Completion Date	Expiration Date	Certificate #
3.00	04/04/2024	04/04/2027	ON-000033233051

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

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

(CUT HERE) (CUT HERE)

FOLD

TIPS On-Premise

CERTIFIED

Issued: 04/04/2024
Certificate #: ON-000033233051

Expires: 04/04/2027

Coreen M Howland
[redacted]

TIPS® | 360 TRAINING™ A 360TRAINING COMPANY

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

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

Signature _____

TIPS® | 360 TRAINING™ A 360TRAINING COMPANY

CERTIFICATE OF COMPLETION

This certifies that

Deborah P Clapp

is awarded this certificate for

TIPS On-Premise Alcohol Server Training

Hours	Completion Date	Expiration Date	Certificate #
3.00	06/09/2024	06/09/2027	ON-000033754166

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

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

(CUT HERE) (CUT HERE)

FOLD

TIPS® On-Premise

CERTIFIED

Issued: 06/09/2024
Expires: 06/09/2027
Certificate #: ON-000033754166

Deborah P Clapp
[redacted]

TIPS® | 360 TRAINING™

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

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

Signature _____

TIPS® | 360 TRAINING™
A 360TRAINING COMPANY

CERTIFICATE OF COMPLETION

This certifies that

Maxwell J Sorger

is awarded this certificate for

TIPS On-Premise Alcohol Server Training

Hours	Completion Date	Expiration Date	Certificate #
3.00	03/22/2025	03/21/2028	ON-000036983309

Official Signature

THIS CERTIFICATE IS NON-TRANSFERABLE

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

(CUT HERE) (CUT HERE)

FOLD

TIPS® On-Premise

CERTIFIED

Issued: 03/22/2025
Expires: 03/21/2028
Certificate #: ON-000036983309

Maxwell J Sorger
[redacted]

TIPS® | 360 TRAINING™

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: Town of Sudbury Event Date: 12/5/2026

Department	Staff	Date	Comments
Building Department	Andrew Lewis	11/3/2026	The Building Department has approved this application.
Fire Department	Assistant Chief Gordon	11/3/2026	The Fire Department has approved this application.
Health Department	Vivian Zeng	11/3/2026	The Health Department has approved this application.
Police Department	Chief Nix	11/3/2026	The Police Department has approved this application.

SELECT BOARD
Tuesday, November 24, 2026

CONSENT CALENDAR

A.2: Accept and allocate funds for an outdoor fitness court as part of the 2027 National Fitness Campaign

Formal Title: Accept and allocate funds for an outdoor fitness court as part of the 2027 National Fitness Campaign

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: VOTE: Motion that the Select Board will collaborate with NFC to join the National Fitness Campaign, implement the outdoor Fitness Court® program, and make fitness free for community residents and visitors.

Financial impact expected: Acceptance of $40,000 grant

Attachment(s):
NFC Select Board Resolution 11-24-26.docx

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: selectboardsoffice@sudbury.ma.us

November 24, 2026

To: National Fitness Campaign

From: Town of Sudbury Select Board

Re: **RESOLUTION TO ADOPT AND ALLOCATE FUNDS FOR AN OUTDOOR FITNESS COURT® AS PART OF THE 2027 NATIONAL FITNESS CAMPAIGN**

At a meeting of the Select Board Meeting held on November 24, 2026 wherein the following action was taken:

WHEREAS, the Town of Sudbury has submitted a Grant Application to National Fitness Campaign (NFC) for participation in the 2027 initiative to install and activate outdoor Fitness Courts® in over 1000 municipalities and schools across the country, and;

WHEREAS, the Town of Sudbury will accept a $40,000 National Grant from the NFC Grant Committee and Statewide Partners, and endeavors to provide a local funding confirmation in the amount of $170,000 in compliance with the attached Grant Program Requirements to promote and implement a free-to-the-public outdoor Fitness Court®, and;

WHEREAS, the Town of Sudbury understands the scope of this project includes the installation of a concrete pad, as well as the assembly of the Fitness Court, both to be completed by separate vendors external to the National Fitness Campaign. Additional funding requirements for the concrete installation and Fitness Court assembly can be found on the attached Grant Program Requirement document provided by the National Fitness Campaign.

WHEREAS, the Select Board believes joining the National Fitness Campaign is an important step in building a healthier community, commits to funding/fundraising to participate in NFC's 2027Campaign, and will earn local and regional recognition as a leader in providing accessible health and wellness infrastructure and programs.

NOW THEREFORE:

BE IT RESOLVED, that the Select Board will collaborate with NFC to join the National Fitness Campaign, implement the outdoor Fitness Court® program, and make fitness free for community residents and visitors.

_____ _____

Janie Dretler, Chair on behalf of the Select Board Date

A.3

SELECT BOARD
Tuesday, November 24, 2026

CONSENT CALENDAR

A.3: Acceptance of SAFE and Sr. SAFE Grant from the Department of Fire Services for the Fire Department

Formal Title: Acceptance of SAFE and Sr. SAFE Grant from the Department of Fire Services for the Fire Department

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: The Town of Sudbury Fire Dept.has been awarded $5,854.07 for the Student Awareness of Fire Education (SAFE) program and $2,487.98 for the Senior SAFE program in FY27. Request to accept the DFS grant

Attachment(s):
FY27 Governor's Award Letter_MERGED_Part189.pdf
FY27 Marshal's Award Letter_MERGED_Part189.pdf

OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE BOSTON, MA 02133
(617) 725-4000

MAURA T. HEALEY
GOVERNOR

KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR

November 3, 2026

Chief Tim Choate
Town of Sudbury
77 Hudson Road
Sudbury, MA 01776

Dear Chief Choate:

Congratulations! We are pleased to inform you that the Town of Sudbury has been awarded $5,854.07 for the Student Awareness of Fire Education (SAFE) program and $2,487.98 for the Senior SAFE program in FY27.

The SAFE Program has provided immeasurable benefits to the Commonwealth since its inception, and we are so proud to be continuing that tradition again this year. Please know how thankful we are for your ongoing dedication to educating and protecting our most vulnerable populations.

The contract, terms and conditions, and other award documents for this program will be provided to you by DFS. Please contact Sheryl Hedlund at the Department of Fire Services at 978-567-3381 with any questions you have about this award.

Sincerely,

GOVERNOR MAURA T. HEALEY

LT. GOVERNOR KIMBERLEY DRISCOLL

CC: Captain/Paramedic Alex Gardner
Captain/EMT Kevin Cutler

The Commonwealth of Massachusetts
Executive Office of Public Safety and Security
Department of Fire Services
P.O. Box 1025 ~ State Road
Stow, Massachusetts 01775
Telephone (978) 567~3100
www.mass.gov/dfs

MAURA T. HEALEY
GOVERNOR

KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR

GINA K. KWON
SECRETARY

JON M. DAVINE
STATE FIRE MARSHAL

November 3, 2026

Chief Tim Choate
Town of Sudbury
77 Hudson Road
Sudbury, MA 01776

Dear Chief Choate:

I am pleased to inform you that the Town of Sudbury has been awarded $5,854.07 for the Student Awareness of Fire Education (SAFE) program and $2,487.98 for the Senior SAFE program in FY27.

Attached to this letter is the Commonwealth of Massachusetts Standard Contract Form and the Contract Addendum for your award. Please print and mail copies of these documents with original (wet ink) signatures to Sheryl Hedlund at the Department of Fire Services (DFS) address listed above. The Standard Contract Form Instructions and Commonwealth Terms and Conditions, which are incorporated by reference into this contract, may be found here.

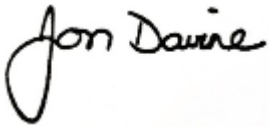
The FY27 grant performance period will begin only after the contract has been fully executed by both your department and DFS and will conclude on June 30, 2027. Grant-funded activities may not begin, and expenses may not be incurred before the contract is fully executed or after the performance period ends. Funds will not be disbursed until execution is complete. DFS will email a copy of the fully executed contract to the program staff listed on the application Cover Sheet along with specific instructions. The end of the year report is due to DFS by July 30, 2027.

The expenses eligible for funding through this award, based on the contents of your application and our review, are listed at the bottom of the first page of your Contract Addendum. Please review this list carefully and contact DFS if you have any questions or before making changes to the approved items or activities. Grant funds may be used only for eligible items included in the fully executed Contract Addendum and consistent with the FY27 Notice of Funding Opportunity (NOFO). Expenses outside the approved terms are not eligible, and funds used for such expenses shall be returned to DFS upon request following submission and DFS review of the end-of-year report.

If you have any questions about the requirements described above, please contact Sheryl Hedlund at 978-567-3381 or Sheryl.Hedlund@mass.gov.

As always, thank you for your dedication to educating our most vulnerable citizens on the risks of fire and other life safety hazards. Your tireless efforts will, without a doubt, continue to save lives, and I look forward to hearing of the success stories that result from this year's funding.

Sincerely,



Jon M. Davine
State Fire Marshal

CC: Captain/Paramedic Alex Gardner
Captain/EMT Kevin Cutler

SELECT BOARD
Tuesday, November 24, 2026

CONSENT CALENDAR

A.4: Vote to approve a new Class II motor vehicle license for Sudbury Cars, 75 Union Ave, Sudbury, MA 01776

Formal Title: Vote to approve a new Class II motor vehicle license for Sudbury Cars, 75 Union Ave, Sudbury, MA 01776

Votes May Be Taken:

Attachment(s):
Class II Application - Sudbury Cars_Redacted.pdf
Class II - Sudbury Cars - Departmental Approvals.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: selectmen@sudbury.ma.us

APPLICATION FOR A LICENSE TO BUY, SELL, EXCHANGE OR ASSEMBLE SECOND HAND MOTOR VEHICLES OR PARTS THEREOF

I, the undersigned, duly authorized by the concern herein mentioned, hereby apply for:

Please check one: ☐ Class I License ☑ Class II License OR ☐ Class III License

to Buy, Sell, Exchange or Assemble second hand motor vehicles or parts thereof, in accordance with the provisions of Chapter 140 of the General Laws.

Business Name: SUDBURY CARS
Business Address: 75 UNION AVE., SUDBURY, MA 01776
Email: [redacted]
Is the above concern an:

Please check one: ☑ Individual ☐ Co-partnership ☐ Association or corporation

If an individual, state full name and residential address: PETER WIERNIK [redacted]
If a co-partnership, state full names and residential addresses of the persons composing it:

If an association or a corporation, state full names and residential addresses of the principal officers.
President:
Secretary:
Treasurer:
Are you engaged principally in the business of buying, selling or exchanging motor vehicles? YES
If so, is your principal business the sale of new motor vehicles? NO
Is your principal business the buying and selling of second hand motor vehicles? YES
Is your principal business that of a motor vehicle junk dealer? NO
Description of premises: ONE office at 75 UNION AVE, 2 ASSIGNED PARKING SPACES.
Are you a recognized agent of a motor vehicle manufacturer? NO
If so, state name of manufacturer:
Have you a signed contract as required by Section 58, Class 1?
Have you ever applied for a license to deal in second hand motor vehicles or parts thereof? NO
If so, in what city/town?
Did you receive a license? For what year?
Has any license issued to you in Massachusetts or any other state to deal in motor vehicles or parts thereof ever been suspended or revoked? NO

Sign your name in full: [signature]
(Duly authorized to represent the concern herein mentioned)

Residence of authorized representative:

IMPORTANT: EVERY QUESTION MUST BE ANSWERED WITH FULL INFORMATION, AND FALSE STATEMENTS HEREIN MAY RESULT IN THE REJECTION OF YOUR APPLICATION OR THE SUBSEQUENT REVOCATION OF YOUR LICENSE IF ISSUED.

REC'D TOWN OF SUDBURY
OCT 7 2026 PM 12:42

WESTERN SURETY COMPANY • ONE OF AMERICA'S OLDEST BONDING COMPANIES

Massachusetts

Western Surety Company

SECOND HAND MOTOR VEHICLE DEALER BOND

(Mass. Gen. Laws Ann. 140, § 58(c))

Bond No. 89098446

KNOW ALL PERSONS BY THESE PRESENTS: Effective Date: November 6th, 2026

That we, Peter Wiernik,
as Principal, and WESTERN SURETY COMPANY, a corporation authorized to do surety business in the Commonwealth of Massachusetts, as Surety, are held and firmly bound unto persons who purchase a vehicle from the Principal and who suffer loss on account of a breach of the condition of this bond described below, in the sum of not to exceed TWENTY-FIVE THOUSAND AND NO/100 DOLLARS ($25,000.00), for the payment of which well and truly to be made, we bind ourselves and our legal representatives, firmly by these presents.

WHEREAS, the Principal is a second hand motor vehicle dealer and is required to furnish a bond or equivalent proof of financial responsibility pursuant to Mass. Gen. Laws Ann. 140, § 58(c)(1).

NOW, THEREFORE, the condition of this obligation is such that if the Principal shall pay the amount of actual damages, not to exceed the amount of this bond, to any person who purchases a vehicle from the Principal and who suffers loss on account of: (a) the Principal's default or nonpayment of valid bank drafts, including checks drawn by the Principal for the purchase of motor vehicles; (b) the Principal's failure to deliver, in conjunction with the sale of a motor vehicle, a valid motor vehicle title certificate free and clear of any prior owner's interests and all liens, except a lien created by or expressly assumed in writing by the buyer of the vehicle; (c) the fact that the motor vehicle purchased from the Principal was a stolen vehicle; (d) the Principal's failure to disclose the vehicle's actual mileage at the time of sale; (e) the Principal's unfair and deceptive acts or practices, misrepresentations, failure to disclose material facts or failure to honor a warranty claim or arbitration order in a retail transaction; or (f) the Principal's failure to pay off a lien on a vehicle traded in as part of a transaction to purchase a vehicle when the Principal had assumed the obligation to pay off the lien, then this obligation to be void; otherwise to remain in full force and effect.

PROVIDED, that recovery against this bond may be made only by a person who obtains a final judgment in a court of competent jurisdiction against the Principal for an act or omission on which this bond is conditioned, if the act or omission occurred during the term of this bond. No suit may be maintained to enforce any liability on this bond unless brought within one (1) year after the event giving rise to the cause of action. This bond shall cover only those acts and omissions described above. The Surety shall not be liable for total claims in excess of the bond amount, regardless of the number of claims made against this bond or the number of years this bond remains in force.

This bond shall be continuous and may be cancelled by the Surety by giving thirty (30) days' written notice of cancellation to the municipal licensing authority at
322 Concord Rd, Sudbury, MA 01776
Address
by First Class U.S. Mail.

Dated this 6th day of November, 2026.

WESTERN SURETY COMPANY CORPORATE SEAL SOUTH DAKOTA

_____, Principal

By: _____

WESTERN SURETY COMPANY, Surety

By: _____
Larry Kasten, Vice President

Form F6333-7-2003

WESTERN SURETY COMPANY • ONE OF AMERICA'S OLDEST BONDING COMPANIES

Western Surety Company

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS:

That WESTERN SURETY COMPANY, a corporation organized and existing under the laws of the State of South Dakota, and authorized and licensed to do business in the States of Alabama, Alaska, Arizona, Arkansas, California, Colorado, Connecticut, Delaware, District of Columbia, Florida, Georgia, Hawaii, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Rhode Island, South Carolina, South Dakota, Tennessee, Texas, Utah, Vermont, Virginia, Washington, West Virginia, Wisconsin, Wyoming, and the United States of America, does hereby make, constitute and appoint

Larry Kasten of Sioux Falls,
State of South Dakota, its regularly elected Vice President,
as Attorney-in-Fact, with full power and authority hereby conferred upon him to sign, execute, acknowledge and deliver for and on its behalf as Surety and as its act and deed, the following bond:

One Second Hand Motor Vehicle Dealer

bond with bond number 89098446

for Peter Wiernik
as Principal in the penalty amount not to exceed: $ 25,000.00.

Western Surety Company further certifies that the following is a true and exact copy of Section 7 of the by-laws of Western Surety Company duly adopted and now in force, to-wit:

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, any Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys-in-Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.

This Power of Attorney may be signed by digital signature and sealed by a digital or otherwise electronic-formatted corporate seal under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 27th day of April, 2022:

"RESOLVED: That it is in the best interest of the Company to periodically ratify and confirm any corporate documents signed by digital signatures and to ratify and confirm the use of a digital or otherwise electronic-formatted corporate seal, each to be considered the act and deed of the Company."

In Witness Whereof, the said WESTERN SURETY COMPANY has caused these presents to be executed by its Vice President with the corporate seal affixed this 6th day of November, 2026.

ATTEST

L. Bauder, Assistant Secretary

WESTERN SURETY COMPANY

By

Larry Kasten, Vice President

WESTERN SURETY COMPANY CORPORATE SEAL SOUTH DAKOTA

STATE OF SOUTH DAKOTA }
COUNTY OF MINNEHAHA } ss

On this 6th day of November, 2026, before me, a Notary Public, personally appeared Larry Kasten and L. Bauder who, being by me duly sworn, acknowledged that they signed the above Power of Attorney as Vice President and Assistant Secretary, respectively, of the said WESTERN SURETY COMPANY, and acknowledged said instrument to be the voluntary act and deed of said Corporation.

P. DAHL
NOTARY PUBLIC
SOUTH DAKOTA
SEAL SEAL

P. Dahl
Notary Public

My Commission Expires June 18, 2031

To validate bond authenticity, go to www.cnasurety.com > Owner/Obligee Services > Validate Bond Coverage.

CNA SURETY

SURETY BOND TRANSMITTAL

Agent: Please deliver this Transmittal to the bond principal and its owners. You may keep a copy for your records.

BOND INFORMATION

Bond Number: 89098446

Principal/Bondholder: Peter Wiernik
Address: (Address line 1) [redacted]
(address line 2)
(City, State, Zip) Sudbury, MA 01776
Effective Date: November 6th, 2026
Anniversary Date: November 6th, 2027
Description: Second Hand Motor Vehicle Dealer
Bond Amount: $25,000.00
Writing Company: Western Surety Company

Agent: (name) U S A A Insurance Agency, Inc.
(Address line 1) 9800 Fredericksburg Rd.
(address line 2)
(City, State, Zip) San Antonio, TX 78288-0451
Premium: $250.00

PROVISIONS

The submission of the application for this Bond, along with subsequent execution of the surety bond by the Bond Principal and its owners, authorizes the Company to obtain a credit report on the Bond Principal and its owners. The Company reserves all rights, legal remedies and duties associated with this and any other bonds issued as a result including, but not limited to, the right to handle or settle any claim or suit in good faith, and the Company's decisions shall be binding on the Bond Principal and its owners. These provisions shall be in addition to, and not in lieu of any other rights the Company may have.

NOTE TO BOND PRINCIPAL AND ITS OWNERS: A surety bond is not insurance. You remain responsible for performing or fulfilling the underlying obligations covered by your surety bond. Please keep a copy of this transmittal page, but do not attach it to the original bond or file the Transmittal page with the Obligee.

CNA Surety

By: Larry Kasten, Vice President

Class II Motor Vehicle License Application
Departmental Approval

Organization: Sudbury Cars

Department	Staff	Date	Comments
Building Department	Andrew Lewis	11/16/2026	The Building Department has approved this application.
Fire Department	Assistant Chief Gordon	11/13/2026	The Fire Department has approved this application.
Department of Public Works	Tina Rivard	11/13/2026	The Department of Public Works has approved this application. The DPW Director has also recommended periodic inspection of the surrounding water ways by the Conservation Department.
Police Department	Chief Nix	11/16/2026	The Police Department has approved this application.

SELECT BOARD
Tuesday, November 24, 2026

PUBLIC HEARING

B.1: 7:30 PM - Annual Tax Classification hearing - In accordance with General Laws Ch. 40, sec. 56, as amended, to determine the percentage of local tax levy which will be borne by each class of real and personal property, relative to setting the Fiscal Year 2027 tax rate. Board of Assessors (Joshua M. Fox, Esq.; Trevor A. Haydon; Liam J. Vesely, Chair), Director of Assessing, Cynthia Gerry; Principal Regional Assessors Harald Scheid & Alex Cervone will be in attendance

Formal Title: **7:30 PM** - Annual Tax Classification hearing - In accordance with General Laws Ch. 40, sec. 56, as amended, to determine the percentage of local tax levy which will be borne by each class of real and personal property, relative to setting the Fiscal Year 2027 tax rate. Board of Assessors (Joshua M. Fox, Esq.; Trevor A. Haydon; Liam J. Vesely, Chair), Director of Assessing, Cynthia Gerry; Principal Regional Assessors Harald Scheid & Alex Cervone will be in attendance

Votes May Be Taken:

Background Information: In accordance with General Laws Ch. 40, sec. 56, as amended, the Sudbury Select Board will hold a public hearing on Tuesday, November 24, 2026 at 7:30 p.m. remotely via Zoom teleconference, to determine what percentage of the local tax levy will be borne by each class of real and personal property relative to setting the Fiscal Year 2027 tax rate.

The first policy decision of the Select Board will be to determine the Residential Factor, which means the percentage of the tax levy to be borne by residential property. The Residential Factor determines how different tax rates for residential, commercial and industrial properties will be established. A Residential Factor of 1 means that the local tax rate will be a single rate uniformly applied to all properties. The other options to be considered are whether or not to allow a residential property exemption, a small commercial exemption, and a discussion of the open space exemption. In addition to the above, there will be some discussion regarding Sudbury's senior residential tax exemption with respect to the program's estimated total cost and impact on the residential tax rate for Fiscal Year 2027.

At this public hearing, the Board of Assessors will provide all information and data relevant to helping the Select Board make a determination of a single or multiple tax rates and the fiscal effect of the available alternatives to taxpayers. Taxpayers may present oral or written information on their views prior to or at the public hearing.

Representative(s) expected to attend meeting: Board of Assessors (Joshua M. Fox, Esq.; Trevor A. Haydon; Liam J. Vesely, Chair), Director of Assessing, Cynthia Gerry; Principal Regional Assessors Harald Scheid & Alex Cervone

Attachment(s):
TAX CLASSIFICATION HRG 2026.MWDN.docx
FY2027 Classification Hearing 11 24 2026.pdf

TOWN OF SUDBURY
PUBLIC HEARING
ATTENTION: TAXPAYERS

In accordance with General Laws Ch. 40, sec. 56, as amended, the Sudbury Select Board will hold a public hearing on **Tuesday, November 24, 2026 at 7:30 p.m**. remotely via Zoom teleconference, to determine what percentage of the local tax levy will be borne by each class of real and personal property relative to setting the Fiscal Year 2027 tax rate.

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SUDBURY SELECT BOARD

Janie W. Dretler, Chair
Radha R. Gargeya, Vice-Chair
Daniel E. Carty
Lisa V. Kouchakdjian
Charles G. Russo

For publication *MetroWest Daily News 11-10-26, 11-17-26*

FISCAL YEAR 2027

CLASSIFICATION HEARING

November 24, 2026

Select Board
Janie W. Dretler, Chair
Radha R. Gargeya, Vice Chair
Daniel E. Carty, Member
Lisa V. Kouchakdjian, Member
Charles G. Russo, Member

Board of Assessors
Liam J. Vesely, Chair
Trevor Haydon,
Joshua M. Fox

Harald Scheid & Steven Boucher Consulting Assessors
Cynthia Gerry, Director of Assessing

Introduction

Each year, prior to the mailing of 3rd quarter tax bills, a public hearing is held by the Select Board in conjunction with the Board of Assessors. The public hearing known as the Classification Hearing provides an opportunity for the Select Board to discuss and decide on the distribution of the tax burden to be allocated among the major classes of property. Chapter 40, Section 56 of the Massachusetts General Laws, dictates the hearing procedure.

Prior to the Hearing, all properties must be assessed at their full and fair cash value as of the January 1st assessment date. The Fiscal Year 2027 assessment date is January 1, 2026.

The steps necessary to complete the Classification Hearing and Tax Rate Setting process are defined below:

Pre-classification Hearing Steps
Step 1: Determination of the property tax levy (Budget Process)
Step 2: Determine assessed valuations (Assessors)
Step 3: Tabulate assessed valuations by class (Assessors)
Step 4: Obtain DOR value certification (Assessors)
Step 5: Obtain certification of new growth revenues (Assessors)

Classification Hearing Steps
Step 6: Classification hearing presentation (Assessors & Select Board)
Step 7: Review and discuss tax shift options (Select Board)
Step 8: Voting a tax shift factor (Select Board)

Post Classification Hearing Steps
Step 9: Sign the LA-5 Classification Form (Select Board)
Step 10: Send annual recap to DOR for tax rate approval (Assessors)
Step 11: Obtain DOR approval of tax rates (DOR)

Terminology

The following represents frequently used tax discussion terminology:

Levy: The tax levy (or levy) is the amount of property taxes to be raised. The levy amount is determined by the budget process. The total amount of the approved budget less revenues from other sources like motor vehicle excise, municipal fees, and state aid is the amount to be raised through property taxation. In Sudbury, for Fiscal Year 2027, the levy to be raised is $116,661,923. This represents a 3.5% increase over last year's levy of $112,676,842.

Levy Ceiling: The levy ceiling is 2.5 percent of the full value of the town and represents the maximum property tax revenue that can be raised under Proposition 2 ½. Based on Sudbury's Fiscal Year 2027 total valuation of $7,660,008,101 the town cannot levy taxes in excess of $191,500,203.

New Growth Revenue: Property taxes derived from newly taxable properties like new construction, additions, subdivisions, and personal property. The Department of Revenue has certified Sudbury's new growth revenue for fiscal year 2027 at $1,555,001.

Levy Limit: Also referred to as the "maximum allowable levy," the levy limit is calculated by adding 2.5 percent of the previous year's levy limit, (which was $109,521,192) plus new growth revenue, and proposition 2½ overrides, capital expenditure exclusions, and debt exclusions. The certified maximum allowable levy for fiscal year 2027 is $118,051,833 .

Excess Levy Capacity: Excess levy capacity is the difference between the levy and the levy limit. Sudbury's excess levy capacity is an estimated $1,083,509

The Fiscal Year 2027 Levy Limit and Amount to be Raised

The following is a calculation of Sudbury's estimated levy for Fiscal Year 2027.

Fiscal year 2026 levy limit	$ 109,521,192
Levy increase allowed under Prop. 2 ½	2,738,030
New growth revenue	1,555,001
Debt excluded under Prop. 2 ½	4,237,610
Fiscal year 2027 Maximum Allowable Levy	$118,051,833
Levy to be raised (rounded by tax rate)	**$116,661,923**
Excess levy capacity	$1,389,910

Valuations by Class Before Tax Shift (LA-5)

Major Property Class	Valuation	Percent	Res vs CIP%
Residential	7,110,764,836	92.8297%	92.8297%
Commercial	267,483,445	3.4920%	
Industrial	41,387,300	0.5403%	7.1703%
Personal Property	240,372,520	3.1380%	
TOTAL	7,660,008,101	100.0000%	

Assessed Valuations

Sudbury's valuations are adjusted annually to reflect changes in the real estate market. An assessment-to-sale ratio study comparing calendar year 2025 sales with fiscal year 2026 assessments indicates that a flat real estate market with most properties realizing little in the way of price appreciation. With the exception of several condominium developments, the Assessors' office will maintain assessments for most properties at fiscal year 2026 levels.

A similar study of assessments and sale prices for commercial and industrial properties indicated that property valuations for these property classes remained flat.

Aggregate Value Increases by Major Property Class

(Note – figures are not adjusted to account for new growth revenue)

Property Class	26 Valuation	27 Valuation	Change(apx.)
Single-family	6,374,156,934	6,392,758,233	0.29%
Condominiums	471,609,769	484,798,639	2.70%
2 Family	15,146,600	15,146,600	0.00%
Multi-family	121,106,100	121,106,100	0.00%
Commercial	262,579,400	255,426,300	-.2.72%
Industrial	41,373,900	41,387,300	0.03%
Personal Property	239,089,284	240,372,520	0.54%

Shifting the Tax Burden

Municipalities with a large commercial/industrial tax base often see fit to shift the tax burden to help maintain lower residential taxes. Sudbury, though having a relatively small commercial tax base, has historically chosen to adopt a split tax rate.

In recent years, the Select Board has adopted a shift factor that has yielded relatively uniform tax rate increases in both the residential and commercial sectors. Though the commercial, industrial, and personal property (CIP) sector makes up approximately 7 percent of the taxable valuation base, adoption of the classification shift factor (see below) has resulted in this sector paying about 10 percent of Sudbury's property taxes.

Tax Rates and Options

Sudbury's uniform, single tax rate, without applying shift factors, is estimated at $15.23 per thousand.

There are any number of tax rate options the Select Board might choose. Several that might be considered are as follows:

Option	CIP Shift	Res. Shift	CIP Tax Rate	Res. Tax Rate
Single Tax Rate	1.0000	1.0000	15.23	15.23
10% Shift	1.1000	0.9923	16.75	15.11
20% Shift	1.2000	0.9846	18.28	14.99
30% Shift	1.3000	0.9768	19.80	14.88
40% Shift	1.4000	0.9691	21.32	14.76
46% Shift (Last year's shift factor)	1.4600	0.9645	22.24	14.69
50% Shift (maximum allowed)	1.5000	0.9614	22.84	14.64

If the Select Board were to vote for the same commercial shift factor as last year (1.46), the Board of Assessors has calculated the following tax rates. The following FY2027 rates for Residential class properties do not account for the senior means-tested exemption.

Property Class	FY2026	FY2027
Residential	14.27	14.69
Commercial	21.54	22.24
Industrial	21.54	22.24
Personal Property	21.54	22.24

Tax Impacts

The average residential tax bill calculation would change as follows if a CIP shift factor of 1.46 were adopted:

	Average
	Single-Family Value
Fiscal Year 2026	$1,168,700
FY26 Tax Rate	$14.27
RE Tax Payable	$16,677
Fiscal Year 2027	$1,168,700
FY27 Tax Rate	$14.69
RE Tax Payable	$17,168
Avg. SF Home Value Incr.	0.0%
Avg. Dollar Tax Increase	$491
% Tax Increase	2.94%

	Median
	Single-Family
Fiscal Year 2026	$1,028,600
FY26 Tax Rate	$14.27
RE Tax Payable	$14,678
Fiscal Year 2027	$1,028,600
FY27 Tax Rate	$14.69
RE Tax Payable	$15,110
Med. SF Home Value Incr.	0.00%
Med. Dollar Tax Increase	$432
% Tax Increase	2.94%

Sudbury's Tax Shift Votes (19 Year History)

Fiscal Year	CIP Value	Total Value	R/O % of Total Value	CIP % of Total Value	Lowest Residential Factor Allowed	Max CIP Shift Allowed	Residential Factor Selected	CIP Shift
2008	270,083,278	4,162,959,799	93.5122	6.4878	0.965310	1.500000	0.981268	1.26999
2009	278,781,214	4,064,434,979	93.1410	6.8590	0.963179	1.500000	0.982326	1.24000
2010	284,018,864	4,003,661,467	92.9060	7.0940	0.961822	1.500000	0.982438	1.23000
2011	274,711,172	3,874,281,828	92.9094	7.0906	0.961841	1.500000	0.978631	1.28000
2012	271,556,419	3,838,335,540	92.9251	7.0749	0.961932	1.500000	0.978938	1.27664
2013	273,337,212	3,864,083,107	92.9262	7.0738	0.961939	1.500000	0.978714	1.27963
2014	265,094,234	3,960,584,137	93.3067	6.6933	0.964132	1.500000	0.974606	1.35400
2015	263,058,002	4,088,915,905	93.5666	6.4334	0.965621	1.500000	0.973663	1.38304
2016	277,216,608	4,230,884,307	93.4478	6.5522	0.964942	1.500000	0.973356	1.38000
2017	280,876,280	4,408,953,695	93.6294	6.3706	0.965980	1.500000	0.974145	1.37999
2018	308,262,538	4,560,675,215	93.2409	6.7591	0.963754	1.500000	0.976078	1.33000
2019	331,554,958	4,728,363,583	92.9880	7.0120	0.962296	1.500000	0.975100	1.33021
2020	321,263,656	4,773,073156	93.2692	6.7308	.0.963917	1.500000	0.976300	1.32842
2021	335,996,650	4,812,305,728	93.0180	6.9820	0.962470	1.500000	0.975230	1.33001
2022	393,863,578	5,198,464,866	92.4235	7.5765	0.959012	1.500000	0.972900	1.33000
2023	464,680,708	6,171,026,965	90.5505	9.4495	0.959472	1.500000	0.978900	1.26030
2024	480,869,916	7,008,938,614	90.3264	9.6736	0.963169	1.500000	0.969800	1.40990
2025	501,844,487	7,292,687,571	93.1185	6.8815	0.970500	1.500000	0.970500	1.39919
2026	554,756,818	7,635,516,679	89.3960	10.60392	0.96082	1.500000	0.964000	1.459494

Optional Exemptions:

Residential Exemption:

Adopting the Residential Exemption (conferred pursuant to M.G.L. c. 59, § 5C) would allow the Select Board to exempt from qualified residential properties a percentage of the average assessed value for the class. The intent of this exemption is to promote owner occupancy. The residential exemption has the effect of shifting the tax burden from the lower valued properties to higher valued properties, and those, which are not owner-occupied.

An exemption of up to 35% of the average assessed value for Class I (Residential) properties is possible. If adopted a flat, uniform valuation reduction is applied to all qualifying owner-occupied residential home valuations. The tax levy in the community does not change based on adoption of this exemption. However, to compensate for the loss in residential valuation associated with this exemption, the residential tax rate increases. The exemption will reduce property taxes on the lower valued owner-occupied residential properties, while increasing property taxes on higher valued properties, and those residential properties, which are not owner-occupied.

For discussion purposes, looking at a 20% exemption and using last year's tax rate shift, Sudbury's fiscal year 2027 residential taxpayers would likely be looking at a tax rate increase over $3.00 per thousand of valuation specifically attributable to this exemption. Approximately **4,059** single family and residential condominium parcels are assessed below the break-even value, while **2,017** are assessed above the breakeven value.

Twenty-two Massachusetts communities have adopted the Residential Exemption. Historically, the exemption has been adopted in those communities with a high percentage of apartments and other investment property or seasonal homes. In general terms, the exemption shifts real estate taxes onto Class I properties that are not occupied as the owner's principal residence and those which may be held for investment.

Municipality	Residential Exemption Percentage		Municipality	Residential Exemption Percentage
Barnstable	30%		Provincetown	35%
Boston	35%		Somerville	35%
Brookline	20%		Tisbury	22%
Cambridge	30%		Truro	35%
Chatham	20%		Waltham	35%
Chelsea	35%		Watertown	35%
Concord	10%		Wellfleet	35%
Eastham	8%		West Tisbury	30%
Edgartown	5%			
Everett	25%			
Malden	35%			
Mashpee	20%			
Nantucket	25%			
Oak Bluffs	15%			

Small Commercial Exemption:

An exemption (conferred pursuant to M.G.L. c. 59, § 5I) of up to 10% of the property valuation can be granted to commercial properties (not industrial) having one or more businesses employing 10 or fewer employees in total, and an assessed value of less than $1,000,000. Implementing this exemption requires increasing the CIP tax rate to offset lost revenues from qualifying properties.

For fiscal year 2027, 44 properties in the Town have been identified as meeting qualifying standards. Sudbury's nominal commercial class for fiscal year 2027 hosts 185 accounts. In addition, there are 7-mixed use/part commercial, 41-chapter land, and 19 industrial properties all of which would be subject to an increased tax rate generated by the adoption of a small commercial exemption. The class 3 value reduction for those qualifying properties if a 10% small commercial exemption is adopted equals $2,109,050.
The average tax savings for the 44 accounts is approximately $993.

Considerations:

The qualifying 44 taxpayers will receive a tax benefit. Other small businesses (not qualifying) will bear the increased burden along with larger commercial and industrial properties.
Many of the small businesses appearing on the Department of Unemployment Assistance (DET) list as qualifying will not benefit from the exemption, as they are tenants in larger commercial properties with assessed values exceeding the allowable $1,000,000 cap.

The majority of Sudbury's small businesses will not stand to benefit by adoption of this exemption, as they are tenants in strip malls, and other large commercial buildings. They in fact will be penalized with an increased tax rate.

Municipality	Small Commercial Exemption Percentage
Auburn	10%
Avon	10%
Bellingham	10%
Berlin	10%
Braintree	10%
Chelmsford	10%
Dartmouth	10%
Erving	10%
New Ashford	10%
North Attleborough	10%
Seekonk	10%
Swampscott	10%
Westford	10%
Wrentham	10%

Open Space Exemption:

In addition to the above-mentioned options, there is one more option, to discuss briefly since this exemption is not applicable in Sudbury at this time. It is known as the Open Space Exemption. In order for a municipality to utilize an open space exemption, the community must first have adopted the Open Space Class. While most residential land is Class 1, there is an additional classification which may be created for some vacant land (Class 2). The definition of open space in this context is: *land which is not otherwise classified and which is not taxable under provisions of chapters 61, 61A or 61B, or taxable under a permanent conservation restriction, and which land is not held for the production of income but is maintained in an open or natural condition and which contributes significantly to the benefit and enjoyment of the public.*

The Open Space Class was developed to provide a tax break to landowners, as incentive to preserve open land or at least slow development. Adopting this classification would result in a discount of the residential tax obligation of up to 25% for those parcels classified as open space. Any tax savings awarded to open space property owners will be subsidized by all other residential property owners. Commercial, Industrial, and Personal Property will not be affected. Sudbury currently has 64 parcels of land enrolled in the various chapter land programs. Chapter land enrollment carries certain program withdrawal restrictions which are described below.
If a community were to adopt this open space classification, any property classified as open space (*not enrolled in chapter land programs*) would receive the benefit of the favorable tax structure without any of the restrictions associated with the existing chapter land programs. Implementation of the Open Space Classification would take up to a year following written request of the Select Board.

Classified Land - Chapters 61, 61A and 61B

There are three “Chapter Land” programs available: Forestry (M.G.L. Chapter 61), Agriculture / Horticulture (M.G.L. Chapter 61A), and Recreation (M.G.L. Chapter 61B).

Chapter 61 - Forestry Land is designed to encourage the preservation and enhancement of the Commonwealth’s forests. A parcel must consist of at least 10 contiguous acres of land under the same ownership and be managed under a 10-year management plan approved and certified by the State Forester in order to qualify for and retain classification as forest land under Chapter 61.

Chapter 61A - Agricultural and Horticultural Land is designed to encourage the preservation of the Commonwealth's valuable farmland and promote active agricultural and horticultural land use. The property must consist of at least 5 contiguous acres of land under the same ownership and be "actively devoted" to agricultural or horticultural use in order to qualify for and retain classification as agricultural or horticultural land under Chapter 61A. An equal amount of contiguous non-productive land may also qualify for classification.
For the land to be considered "actively devoted" to a farm use, it must have been farmed for the two years prior to the year of classification and must have produced a certain amount of sales. The minimum gross sales requirement is $500 for the first 5 acres of productive land being classified.

Chapter 61B - Recreational Land is designed to encourage the preservation of the Commonwealth's open space and promote recreational land uses. Property must consist of at least 5 contiguous acres of land under the same ownership in order to qualify for and retain classification as recreational land under Chapter 61B. The land must fall into **one** of the following two categories to qualify:
It must be maintained in a substantially natural, wild or open condition or must be maintained in a landscaped condition permitting the preservation of wildlife and natural resources. It does not have to be open to the public, but can be held as private, undeveloped, open space land.

Liens
Once an initial application for classification has been approved, the local assessors will record a statement at the Registry of Deeds indicating that the land has been classified as forestry under Chapter 61, agricultural / horticultural land under Chapter 61A or recreational land under Chapter 61B. The statement will constitute a lien on the land for all taxes due under the respective chapters.

Municipal Option to Purchase
The city or town has an option to purchase any classified land whenever the owner plans to sell or convert it to a residential, commercial, or industrial use. The owner must notify by certified mail the select board, assessors, planning board and conservation commission of the town of any intention to sell or convert the land to those uses. If the owner plans to sell the land, the town has the right to match a bona fide offer to purchase it. If the owner plans to convert it, the city or town has the right to purchase it at its fair market value, which is determined by an impartial appraisal. The city or town may also assign its option to a non-profit, conservation organization. The owner cannot sell or convert the land until at least 120 days have passed since the mailing of the required notices or until the owner has been notified in writing that the option will not be exercised, whichever is earlier.

Withdrawal Tax
With each of these programs, there is a conveyance tax penalty for withdrawing land. Whenever land which is valued, assessed and taxed under this chapter no longer meets the definition of forest land, agricultural /horticultural land, or recreational land it shall be subject to additional taxes, called roll-back taxes, in the tax year in which it is disqualified and in each of the four immediately preceding tax years in which the land was so valued, assessed and taxed. For each tax year, the roll-back tax shall be an amount equal to the difference, if any, between the taxes paid or payable for that tax year in accordance with this chapter and the taxes that would have been paid or payable in that tax year had the land been valued, assessed and taxed without regard to these provisions.

A summary of Sudbury's use of the Chapter Land programs follows.

Program	Number of Properties	Total No. of Acres Enrolled	Average Acres Per Property
Agriculture/Horticulture	47	683	14.53
Forestry	1 property (consisting of 5 lots)	11	11.64
Recreation	9	258	28.67
Totals	61	952	

In Sudbury, many of the Town's taxable large land tracts are currently enrolled in at least one of the Special Chapter Land Programs conferred under M.G.L. Chapter 61, 61A and 61B.

As shown above, we currently have 61 parcels of land enrolled in the Special Chapter land programs representing just under 952 acres.
Although there is a tax benefit associated with Chapter land program enrollment, there are also associated program withdrawal implications. One of the associated implications is the municipality's right to purchase the property should it become available for sale. In addition, there is a property tax recapture period when the property is withdrawn from its special classification whereby the municipality can recoup some of the lowered taxes.

There are no such restrictions or implications associated with the Open Space Classification designation. An owner is not restricted in developing or selling the property; the open space tax benefit would simply end.

By comparison with the chapter land programs, summarized below is the vacant land NOT enrolled in a chapter land program.

Vacant Land Summary

				Assessed	Average Assessed Value	
Land Type	Land Use Code	Number	Acres	Value	Per Property	Per Acre
Residential Land	130	27	59	13,812,700	511,581	234,113
Residential Land (Secondary)	131	12	54	3,489,200	290,766	64,614
Residential Land (Unusable)	132	317	638	4,372,100	13,792	6,852
	Totals	356	751	21,674,000		

The town's current wetlands pricing of $500/acre and residual land pricing of $20,000/acre are also significant when considering adoption of the Open Space classification.
Implementation of the Classification takes up to a year following written request of the Select Board.

ADDENDUM A

SUDBURY'S MEANS TESTED SENIOR TAX EXEMPTION

Finally, we are asking this evening that the Board vote on the cap to be used to fund the Sudbury Senior Means Tested Exemption Program for Fiscal year 2027. Section 3 of Chapter 169 of the Acts of 2012, specifies that the total cap on the exemptions granted by the act shall be set annually by the Select Board, within a range of .5 to 1 per cent of Sudbury's residential property tax levy. The vote is traditionally taken following the mandatory Classification Hearing votes.

Massachusetts Chapter 169 of the Acts of 2012 established, and Chapter 10 of the Acts of 2016 renewed a pilot program in Sudbury for granting certain qualified senior residents a measure property tax relief. Fiscal year 2027 is year fourteen of the program. The exemption is similar to the Residential Tax Exemption in that it shifts the tax burden from qualified residential property owners to other residential property owners. For Fiscal year 2014, the statute limited the total exemptions granted under the pilot program to a dollar cap equal to 0.5% of the residential levy (after any CIP shift). For Fiscal year 2026, the Select Board voted the cap to 0.50%.
For fiscal year 2027, Select Board have the option, if needed, to increase this percentage up to and including 1.0%.
This year's analysis does not indicate a need to increase the cap above the .5% level.

Applications are required, and the Assessors administer this program for all applicants deemed qualified by the Board of Assessors. For fiscal year 2027, the Assessors received 71 applications and the Board of Assessors identified 71 applicants tentatively qualified to receive the exemption. In order for the Assessors to complete the necessary calculations, Select Board must first vote the Residential Factor and CIP shift values for fiscal year 2027 at the Classification Hearing. That vote will determine a tentative residential tax rate, which will then be used in the calculations and result in an increase in the tentative residential tax rate.
For fiscal year 2027, the indicated need seems to point to a cap on the percentage of residential tax levy required to fund the program to be approximately the same as last year. Our calculations indicate the cap on the exemption percentage of the residential tax levy of .5% is sufficient to fund the program for Fiscal year 2027. The exact percentage will be based upon the voted residential factor.

ADDENDUM B - Tax Rate Options

CIP Shift	Res Factor	Res SP	ResRate	CIPRate
1.0000	1.0000	92.8297	15.23	15.23
1.0100	0.9992	92.7580	15.22	15.38
1.0200	0.9985	92.6863	15.21	15.53
1.0300	0.9977	92.6146	15.19	15.69
1.0400	0.9969	92.5429	15.18	15.84
1.0500	0.9961	92.4712	15.17	15.99
1.0600	0.9954	92.3995	15.16	16.14
1.0700	0.9946	92.3278	15.15	16.30
1.0800	0.9938	92.2561	15.14	16.45
1.0900	0.9930	92.1844	15.12	16.60
1.1000	0.9923	92.1127	15.11	16.75
1.1100	0.9915	92.0410	15.10	16.91
1.1200	0.9907	91.9693	15.09	17.06
1.1300	0.9900	91.8976	15.08	17.21
1.1400	0.9892	91.8259	15.07	17.36
1.1500	0.9884	91.7542	15.05	17.51
1.1600	0.9876	91.6825	15.04	17.67
1.1700	0.9869	91.6108	15.03	17.82
1.1800	0.9861	91.5391	15.02	17.97
1.1900	0.9853	91.4674	15.01	18.12
1.2000	0.9846	91.3957	14.99	18.28
1.2100	0.9838	91.3240	14.98	18.43
1.2200	0.9830	91.2523	14.97	18.58
1.2300	0.9822	91.1806	14.96	18.73
1.2400	0.9815	91.1089	14.95	18.89
1.2500	0.9807	91.0372	14.94	19.04
1.2600	0.9799	90.9655	14.92	19.19
1.2700	0.9791	90.8938	14.91	19.34
1.2800	0.9784	90.8221	14.90	19.49
1.2900	0.9776	90.7504	14.89	19.65
1.3000	0.9768	90.6786	14.88	19.80
1.3100	0.9761	90.6069	14.87	19.95
1.3200	0.9753	90.5352	14.85	20.10
1.3300	0.9745	90.4635	14.84	20.26
1.3400	0.9737	90.3918	14.83	20.41
1.3500	0.9730	90.3201	14.82	20.56
1.3600	0.9722	90.2484	14.81	20.71
1.3700	0.9714	90.1767	14.79	20.87
1.3800	0.9706	90.1050	14.78	21.02
1.3900	0.9699	90.0333	14.77	21.17
1.4000	0.9691	89.9616	14.76	21.32
1.4100	0.9683	89.8899	14.75	21.47
1.4200	0.9676	89.8182	14.74	21.63
1.4300	0.9668	89.7465	14.72	21.78
1.4400	0.9660	89.6748	14.71	21.93
1.4500	0.9652	89.6031	14.70	22.08
1.4600	0.9645	89.5314	14.69	22.24
1.4700	0.9637	89.4597	14.68	22.39
1.4800	0.9629	89.3880	14.67	22.54
1.4900	0.9622	89.3163	14.65	22.69
1.5000	0.9614	89.2446	14.64	22.84

ADDENDUM C

13 Year Commercial Tax History

	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Residential Factor (Vote)	0.964	0.9705	0.9698	0.9789	0.9729	0.9752	0.9763	0.9751	0.9761	0.9741	0.9734	0.9737	0.9746
CIP Shift (Vote)	1.46	1.4	1.4	1.26	1.33	1.33	1.33	1.33	1.33	1.38	1.38	1.38	1.35
Single Tax Rate (Calculate)	14.75	15.06	15	16.05	18.47	19.21	18.8	18.27	18.27	18.12	18.19	17.99	18.42
CIP Tax Rate following Shift (Vote)	21.54	21.04	21.16	20.23	24.57	25.55	24.97	24.3	24.3	25.01	25.11	24.88	24.94
Residential Tax Rate following Shift including Senior Means	14.27	14.64	14.61	15.77	18.05	18.83	18.45	17.91	17.93	17.74	17.8	17.6	18.03
Small Commercial Exemption (Vote)	No	No	No	No	No	No	No	No	No	No	No	No	No
Residential Exemption (Vote)	No	No	No	No	No	No	No	No	No	No	No	No	No
Open Space Classification (Vote)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average All Residential (not just SFR)	1093723	1050401	1,015,725	906,518	761,788	710,074	708,436	703,602	679,625	660,704	634,923	616,378	598,557
Average Nominal Commercial Value	1404168	1416017	1,365,142	1,372,149	1,090,362	968,017	906,245	951,245	862,037	817,572	773,195	746,102	743,816
Nominal Commercial Value	262,579,400	264795200	256,646,700	257,064,100	204,988,100	183,923,300	170,374,100	179,785,300	163,787,100	152,885,900	145,360,600	138,774,900	138,349,700
Nominal Commercial Property Count	187	187	188	188	188	190	188	189	190	187	188	186	186

ADDENDUM D

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

Date: November 17, 2026
To: Select Board
From: Victor Garofalo, Assistant Town Manager / Finance Director
Cc: Cynthia Gerry, Principal Assessor
Board of Assessors
Andrew Sheehan, Town Manager
Re: Overlay Reserve for Abatements

This memorandum provides an update on the Town's Overlay Reserve for Abatements balance. Under Massachusetts General Laws Chapter 59, Section 25, the Board of Assessors determines a reasonable annual overlay amount, subject to approval by the Commissioner of Revenue. The amount is raised through the property tax levy and included on the annual Tax Recapitulation Sheet without a separate appropriation. The overlay funds property tax abatements and exemptions, related statutory interest, and permitted rounding adjustments.

Over the past several budget cycles, the Town has intentionally raised less overlay than the amount generally needed each year for abatements and exemptions, using existing reserves to cover the difference.

Description	Amount
FY2025 Ending Overlay Balance	$1,701,750.00
FY2026 Overlay Raised on Tax Recap	$90,579
FY2026 Abatements and Exemptions Charged	($327,388)
FY2026 Ending Overlay Balance	**$1,464,942**
FY2027 Proposed Overlay Raised	$70,677
FY2027 Estimated Abatement/Exemptions	($300,000)
FY2027 Projected Ending Balance	Approximately $1,200,000
Less: Reserve for Pending ATB Cases	($221,500)
FY2027 Projected Balance, Net of ATB Reserve	**Approximately $978,500**
FY2028 Planned Overlay to Be Raised	$25,000

VOTES:

Residential Exemption
Small Commercial Exemption
Senior Means Tested Exemption Cap
Residential Factor/Tax Shift

Example Motions/Vote(s): Residential and Small Commercial Exemption Options:

The following sample motions are presented in the affirmative.

Motion: [To**]** adopt a Residential Exemption for Fiscal Year 2027 for eligible residential properties, which will shift the tax burden within the Residential Class.

Motion: [To**]** adopt the Small Commercial Exemption for Fiscal Year 2027 for eligible commercial properties, which will shift the tax burden within the Commercial & Industrial Classes.

The Open Space exemption cannot presently be implemented, and therefore, no vote need be taken by the Select Board with respect to this exemption.

Example Motions/Vote(s): Senior Means Exemption Cap:

Motion: To set the Fiscal Year 2027 funding cap on exemptions granted by the Means Tested Senior Exemption at .5% (half of one percent) of the residential property tax levy, in accordance with Chapter 169 of the Acts of 2012.

Voting a Residential Factor/Tax Shift:

The sample motion below reflects one of the tax rate options shown on page 4." Additional options may be found in Addendum B.

Motion: In accordance with M.G.L., Ch. 40, Sec. 56, as amended, the Sudbury Select Board sets the FY2027 Residential Factor at 0.9645, (or another selected Factor) with a corresponding CIP shift of 1.46 (or other corresponding CIP shift).

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.1: Appoint Robert Diefenbacher, 116 Ford Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029

Formal Title: Appoint Robert Diefenbacher, 116 Ford Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029

Votes May Be Taken:

Attachment(s):
Email - CIAC Updates.pdf
Robert Diefenbacher Applicated Redacted.pdf

From: Matt Dallas
To: Select Board; Sheehan, Andy; Pete Iovanella; Nyholm, Kandyce
Subject: CIAC Updates
Date: Tuesday, October 27, 2026 8:11:27 AM

Hello Everyone,

The CIAC met with two candidates last night for the open positions on the committee and would like to have Robert Diefenbacher and Mark Feinberg join the committee pending their appointment by the Select Board. In addition, two committee members will be leaving the committee in May (myself and Tom Travers). As a result, we would like to leave the recruiting open for new CIAC committee members and if new candidates emerge, Tom and I will move to non-voting members until May.

Please let me know if you have any questions.

Thanks,

Matt

Application Form

Profile

Robert
First Name

A
Middle Initial

Diefenbacher
Last Name

Email Address

116 Ford Road
Home Address

Suite or Apt

Sudbury
City

MA
State

01776
Postal Code

Primary Phone

Alternate Phone

Which Boards would you like to apply for?

Capital Improvement Advisory Committee: Submitted

Sudbury Residency

Years Lived in Sudbury

21

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on this board or commission?

We have lived in Sudbury for over 21 years. I have wanted to give back to the community but due to work commitments haven't been able to do so until a few years ago. I am now semi-retired, and this committee seems like a match for my skill set.

Please describe your experience pertinent to this board/committee.

I am an actuary. My last full-time role was as an EVP for Pacific Life Reinsurance in Boston. I had bottom line responsibility for a business unit. I am familiar and comfortable with budgets, planning and longer term projects that required investment and approval.

Do you have previous municipal experience? If so, in what capacity have you served?

No

What is your educational background?

I have a BA in Mathematics from Colgate University. I am a Fellow of the Society of Actuaries and a Member of the American Academy of Actuaries.

Semi-Retired (I do a bit of consulting)
Employer

Job Title

Robert_A._Diefenbacher_Resume.pdf
Upload a Resume

Availability

When are you available to attend board/committee meetings? (Please select all that apply) *

Town Interest

Do you or any member of your family have any business dealings with the Town? If yes, please explain.

Signature Confirmation

Check below to indicate that you have read, understand and agree to the following statement:

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

☑ I Agree

Fill in your name below to confirm: I hereby submit my application for consideration for appointment to the Board(s) or Commission(s) indicated above.

Robert A. Diefenbacher

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.2: Appoint Mark Feinberg, 68 Wagonwheel Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029

Requested by: Matthew Dallas

Formal Title: Appoint Mark Feinberg, 68 Wagonwheel Road, to the Capital Improvement Advisory Committee (CIAC) with a term to expire May 31, 2029

Votes May Be Taken:

Attachment(s):
CIAC_Feinberg_redacted.pdf

Application Form

Profile

Mark
First Name

Middle Initial

Feinberg
Last Name

Email Address

68 Wagonwheel Road
Home Address

Suite or Apt

Sudbury
City

MA
State

01776
Postal Code

Primary Phone

Alternate Phone

Which Boards would you like to apply for?

Capital Improvement Advisory Committee: Submitted

Sudbury Residency

Years Lived in Sudbury

34

Interests & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on this board or commission?

I am interested in serving in a capacity that utilizes my background & experience with managing and delivering capital projects in the water treatment and biotechnology industries to support Sudbury's Capital Improvement Advisory Committee.

Please describe your experience pertinent to this board/committee.

I have worked for large, global companies in the water/wastewater treatment industry for 39 years as a Project Manager and Commercial Leader, primarily with GE Water and Ionics. I delivered capital projects and managed project teams tasked with designing and supplying the process equipment for the water/wastewater treatment systems. I have extensive experience partnering with EPC companies, and managing on-site contractors regarding the construction of water/wastewater treatment facilities. Additionally, I have pertinent experience with project managing and delivering capital projects in the biotechnology/pharmaceutical industry including process & system design, equipment manufacturing, and commissioning & qualification activities.

Do you have previous municipal experience? If so, in what capacity have you served?

Project Management for municipal water/wastewater treatment capital projects, including numerous installations in North & South America, Middle East and Africa. Similar leadership responsibilities as above, but for municipal customers.

What is your educational background?

BS, Environmental Science, Union College, New York

See Resume
Employer

Job Title

Mark_Feinberg_Resume.pdf
Upload a Resume

Availability

When are you available to attend board/committee meetings? (Please select all that apply) *

Town Interest

Do you or any member of your family have any business dealings with the Town? If yes, please explain.

Signature Confirmation

Check below to indicate that you have read, understand and agree to the following statement:

I agree that if appointed, I will work toward furtherance of the committee's mission statement; and further, I agree that I will conduct my committee activities in a manner which is compliant with all relevant State and Local laws and regulations, including but not limited to the Open Meeting Law, Public Records Law, Conflict of Interest Law, Email Policy and the Code of Conduct for Town Committees.

☑ I Agree

Fill in your name below to confirm: I hereby submit my application for consideration for appointment to the Board(s) or Commission(s) indicated above.

Mark Feinberg

C.3

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.3: Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review

Requested by: Town Manager

Formal Title: Review and discuss Financial Management Policies: Review "Clean Version" prior to transmitting to Finance Committee for review

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Discuss and review Financial Management Policies; review and discuss initial edits by Town Manager and Assistant Town Manager/Finance Director

Financial impact expected: Undetermined

Representative(s) expected to attend meeting: Andrew Sheehan and Victor Garofalo

Attachment(s):
Sudbury_Financial_Policies_Draft 10-29-26.docx
Financial Policies Changes Edited Track Changes 10-28-26.pdf

Town of Sudbury, Massachusetts

Financial Policies Manual

INPUT NEW DATE

Version	Changes	Select Board Approved Date
1.0	Initial release, replacing prior Board of Selectmen Financial Policies	01.24.22
1.1	Update on CIAC Town Meeting Article Report Timing	02.07.23
1.2	Comprehensive update to Financial Policies Manual	Input Date

Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and adhering to established financial standards and regulations. This manual of financial policies provides guidance to support sound local planning and decision-making. Collectively, these policies define objectives, establish formal direction, and assign authority to promote prudent fiscal stewardship and effective management practices. These policies shall be reviewed periodically and updated as necessary.

With these policies, the Town of Sudbury, through its Select Board, Town Manager, and employees, commits to the following objectives:

- **Maintaining** consistent service levels and value for residents, while making improvements as needs and resources allow.
- **Safeguarding** financial integrity and minimizing risk through a comprehensive system of internal controls.
- **Ensuring** the quality, preservation and maintenance of capital assets.
- **Conforming** to general law, uniform professional standards, and municipal best practices.
- **Protecting and enhancing** the town's credit rating.
- **Promoting** transparency, accountability and public disclosure.
- **Reviewing and updating** these policies every three years to assess thresholds, targets and ongoing relevance.

Acknowledgements

These Financial Policies were developed through a collaborative effort involving the Select Board, Town Committees, and Town staff. The work incorporated feedback from the Policies and Procedures Review Subcommittee, the Finance Committee, and the Capital Improvement Advisory Committee. *The policies also incorporate recommendations from the Massachusetts Division of Local Services' April 2020 review of the Town's Capital Improvement Program and its October 2025 Financial Management Review.*\

The policies were most recently updated on [approval date], following review by the Select Board, Town Manager, and Assistant Town Manager/Finance Director

DRAFT

Town of Sudbury, Massachusetts

Financial Policies Manual

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DRAFT

FINANCIAL RESERVES

PURPOSE

This policy establishes prudent financial practices for appropriating to and expending reserve funds to help maintain fiscal stability and continuity of operations during challenging economic periods. By maintaining adequate reserves, the Town can respond to emergencies and unforeseen needs, support future priorities, and, in limited circumstances, address short-term budget pressures. Maintaining appropriate reserve balances and adhering to sound reserve policies also strengthen the Town's bond rating and reduce long-term borrowing cost for major projects.

APPLICABILITY

This policy applies to both short- and long-range budgetary decision-making. It governs the actions of the Select Board, the Sudbury Public School Committee, and the Town Manager in their budgetary roles, as well as the Finance Director, Town Accountant, Board of Assessors, and Finance Committee in their related financial duties.

POLICY

The Town of Sudbury is committed to building and maintaining adequate reserves to provide budgetary flexibility during unexpected events, revenue disruptions, or unforeseen expenditure demands, and to ensure the availability of funds for future capital needs. The Town will strive to maintain total reserves equal to 10%–12% of the prior year's General Fund budget, excluding enterprise funds. For this purpose, reserves include the General Stabilization Fund, special-purpose stabilization funds, and the targeted Free Cash balance. Adherence to this policy will enhance the Town's ability to withstand revenue shortfalls, manage spending growth responsibly, and sustain long-term financial health.

A. Protection of Bond Rating

Maintenance of the highest-level bond rating possible is a key objective of the Town's financial management, as a strong rating minimizes borrowing cost and reflects prudent fiscal stewardship. Credit rating agencies place significant emphasis on sound management practices; poor management practices can compromise financial stability. To safeguard Sudbury's financial position, the following bond rating protection principals shall apply:

- The Town will not rely on the General Stabilization Fund or Free Cash to support recurring operating expenditures under normal financial conditions. During periods of extraordinary fiscal stress, limited use of these resources may be considered, provided that such use is accompanied by a plan to restore structural balance in accordance with the Town's Forecasting Policy.
- If reserves are used to support operations, the Town will, in the following fiscal year, either reduce spending to align with recurring revenues or seek voter approval for additional recurring revenue.

DRAFT

- Town will continue to budget for the annual pension assessment provided by the Middlesex County Retirement System.
- The Town will strive to not defer its other post-employment benefits (OPEB) liability to future periods and will continue to address this obligation through its long-term financial planning.

B. Free Cash

Free cash is a revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ended, plus unexpended free cash from the previous year. Free cash is offset by property tax receivables and certain deficits, and as a result, can be a negative number. Free cash is not available for use until after the accountant, auditor, or comptroller submits a prior-year balance sheet to the Division of Local Services (DLS) and the Director of Accounts certifies the free cash. Free cash should be used primarily for one-time purposes, such as capital projects, equipment purchases, or to build reserves. Free Cash should not be used to fund recurring operating expenses.

The Town Manager shall include the Town's certified Free Cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year. The submission shall include details on the proposed use and/or retention level of Free Cash. Any proposed use of Free Cash for capital equipment or improvements must align with needs identified in the Town's Capital Improvement Program (CIP).

The Town will strive to maintain a certified Free Cash balance equal to 3%–5% of the prior year's General Fund budget. When recommending appropriations from certified Free Cash, the Town will generally seek to retain 25%–35% of the certified balance after anticipated appropriations for that fiscal year, snow and ice deficits, and other year-end operating pressures.

To support this objective:

- The Finance Director shall assist the Town Manager in preparing budgets that incorporate conservative revenue estimates.
- Department heads shall manage appropriations responsibly, monitor revenues and expenditures, and return unspent appropriations when appropriate.
- Budget decision makers shall avoid fully depleting Free Cash in any given year, ensuring the subsequent year begins with a positive balance.
- Free Cash certified in excess of 5% of the prior year's General Fund operating budget should be considered for one-time uses that strengthen the Town's long-term financial position, including funding the OPEB liability, capital needs, and the General Stabilization Fund.

C. Stabilization Funds

A Stabilization Fund is a reserve account established under Massachusetts General Laws, Chapter 40, Section 5B, to set aside monies for future spending purposes, including emergencies, capital improvements, or other lawful purpose.

General Stabilization: The Town will endeavor to maintain a minimum balance equal to 5% of the prior year's General Fund budget within the General Stabilization Fund. Withdrawals from the General Stabilization Fund shall be limited to emergencies or other unanticipated needs that cannot be supported within the current General Fund appropriations. Whenever possible, withdrawals of funds should be limited to the amount exceeding the 5% minimum reserve target balance.

If a withdrawal causes the fund balance to fall below the 5% target, the amount withdrawn shall be limited to no more than one-third of the total General Stabilization Fund balance at a time, with the goal of never depleting the fund. If the General Stabilization Fund falls below its target, the Town shall make every effort to begin replenishing it at the earliest practicable Town Meeting following certification of Free Cash.

Special Purpose Stabilization Funds

Capital Stabilization: The Town should strive to make annual appropriations to the Capital Stabilization Fund, as financial conditions permit, with the goal of maintaining a balance sufficient to offset the Town's cash outlay for capital investments. Maintaining this fund enables the Town to partially fund moderate-range capital expenditures (generally under $1 million), thereby reducing the need for full debt financing and lessening the tax impact on residents. This approach supports a balanced capital financing strategy that combines prudent use of debt with pay-as-you-go funding and provides protection against unforeseen capital costs.

The Town will strive to maintain a combined balance in its capital-related special-purpose stabilization funds equal to 2%–3% of the prior year's General Fund budget, with a minimum target of 1.5%. Withdrawals from these funds may be used to support eligible capital needs, particularly during financially constrained years. If the combined balance falls below the 1.5% minimum target, the Town will prioritize future appropriations to restore the balance toward the established 2%–3% target range.

Turf Stabilization: The Town maintains a special purpose stabilization fund, established under Article 17 of the 2015 Annual Town Meeting, to support the repair and replacement of Town-owned and operated synthetic turf fields. Annual contributions to this fund should be made from both the General Operating Fund and the Field Maintenance Enterprise Fund.

While there is no formal target balance for this fund, the Town's goal is to maintain sufficient reserves to defray the future cost of turf replacement or major repairs, thereby reducing the need for large, one-time appropriations or debt issuance when such expenditures become necessary.

This fund applies only to Town-owned turf fields and does not include the Lincoln-Sudbury Regional High School fields, which are not solely owned by the Town of Sudbury.

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FORECASTING

PURPOSE

This policy establishes guidelines for evaluating revenues, developing expenditure plans, and assessing the long-term financial implications of budget decisions. Financial forecasting helps Town officials understand available resources, anticipate future financial challenges, and make informed decisions that support long-term fiscal stability.

APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, Sudbury Public Schools Superintendent, Sudbury Public Schools Business Manager, Select Board, Sudbury Public Schools Committee, and Finance Committee.

POLICY

A. Revenue Guidelines

The Town will strive to maintain a balanced and stable revenue structure by diversifying revenue sources and regularly reviewing existing and potential revenues. Each year, the Town will evaluate its major revenue streams to ensure equity, stability, and responsiveness to economic conditions.

- The Town will strive to fund recurring expenditures with recurring revenues. One-time revenues should be avoided in balancing the operating budget. Such revenues — including Free Cash, overlay surplus, proceeds from asset sales, legal settlements, insurance proceeds, and gifts—should instead support capital projects, reserves, or other nonrecurring needs.

When allocating one-time revenues, the Town will generally consider the following priorities, subject to available resources, legal restrictions, and Town Meeting appropriations

- **Annual Capital Funding** – Fund the Town's annual capital program and other one-time capital needs.
- **General Stabilization Fund** – Fund or replenish the General Stabilization Fund consistent with the Town's established financial policies and target levels.
- **Capital Stabilization Fund** – Fund or replenish the Capital Stabilization Fund to support future capital needs and reduce reliance on borrowing.
- **OPEB Trust Fund** – Fund the Town's Other Post-Employment Benefits (OPEB) Trust Fund to address the Town's long-term OPEB liability.
- **Other Nonrecurring Expenditures** – Fund other one-time expenditures that strengthen the Town's long-term financial position and do not create an ongoing operating obligation.

During economic downturns or other fiscal pressures, the Town Manager, in consultation with the Finance Director, may recommend limited use of one-time revenues for operations. Before

proposing one-time revenues for operating costs, the Town Manager and Finance Director shall provide a plan to restore structural balance and avoid continued reliance on nonrecurring revenue. The Town Manager and Finance Director should consult with the Select Board and Finance Committee, as appropriate, regarding the proposed use of one-time revenues and the plan to restore structural balance. Departments that generate local revenues, such as enterprise funds, permit and licensing programs, and other fee-based services shall periodically review their fee schedules to ensure that charges remain fair, competitive, and sufficient to recover the cost of providing services. When a fee adjustment is determined to be necessary, the proposed adjustment shall be presented to the appropriate board, committee, or other authorized body, as applicable, for consideration and approval.

Where state law restricts the use of specific revenue sources, the Town will comply with all applicable provisions of the Massachusetts General Laws. Departments responsible for generating local revenues, fees, or grants will regularly review their practices to ensure revenues are collected efficiently, equitably, and in accordance with law and policy.

Retained Earnings

The Town will strive to maintain certified retained earnings within each enterprise fund of at least 20% of the enterprise fund's annual operating budget. This minimum reserve target is intended to provide financial stability, address unforeseen operating needs, manage fluctuations in revenues and expenditures, and support future capital requirements. The Town may maintain retained earnings above this target when appropriate based on anticipated capital needs, revenue volatility, debt obligations, or other financial considerations of the enterprise fund.

B. Expenditure Guidelines

The Town will manage expenditures in a manner that promotes long-term financial sustainability and ensures the efficient delivery of high-quality services. Spending decisions shall align with the Town's strategic priorities, financial policies, and available resources.

Each year, the Town Manager and Finance Director will review departmental budgets to identify opportunities for efficiency, cost containment, and resource reallocation. Departments are expected to operate within their appropriations and to pursue operational improvements that reduce recurring costs without compromising service quality. The Town will prioritize funding for essential services, asset maintenance, and obligations that protect its fiscal health, such as debt service, employee benefits, and contractual commitments. Whenever possible, recurring expenditures will be funded from recurring revenues to preserve structural balance.

During periods of fiscal stress, the Town Manager may implement expenditure controls, hiring freezes, or other cost-saving measures as necessary to maintain budgetary stability. Any one-time reductions or deferrals shall be accompanied by a plan to restore normal funding levels once conditions improve. All spending shall comply with Massachusetts General Laws, local bylaws, and established procurement practices to ensure transparency, fairness, and accountability in the use of public funds.

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C. Financial Forecast Guidelines

To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually prepare and provide the Town Manager with a detailed budget forecast. In addition, the Finance Director shall prepare a three-year projection of revenues and expenditures for all major operating funds. These forecasts will serve as planning tools for developing the next fiscal year's operating budget and the Town's fifteen-year capital improvement plan.

Revenue forecasts, including property taxes, local receipts, and state aid shall be conservative, based on historical trends, economic conditions, and sound forecasting methods. To avoid potential deficits, Local receipt estimates should generally be based on no more than 85% of the prior year's actual collections. The Town Manager and Finance Director may recommend higher estimates when supported by historical collection trends, documented changes in revenue sources, or other reliable information demonstrating that the higher estimates are sustainable.

The forecast model shall assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively based on historic trends and future pending permits.
- The Town will meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will fund existing debt service and adhere to its Debt Management Policy.
- Pension Funding – The Town will fund its annual pension obligation in accordance with the Middlesex County Retirement System's annual funding schedule and assessment.
- OPEB Funding – The Town will incorporate OPEB contributions into its long-term financial forecasts consistent with its OPEB Funding Policy. Funding recommendations shall consider the Town's actuarial valuation, prior-year contributions, available financial resources, and long-term objective of reducing the unfunded OPEB liability.
- Reserves will be built and maintained consistent with the Financial Reserve Policy.

Reporting

The Town Manager and Finance Director shall annually prepare and submit a detailed budget to the Select Board and Finance Committee on behalf of all Town departments. The budget shall identify the estimated financial requirements necessary to support Town operations and services for the ensuing fiscal year.

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OVERLAY

PURPOSE

To establish guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is a single account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes.

APPLICABILITY

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

POLICY

A. Annual Overlay

Each year, the Board of Assessors shall vote to authorize an amount to be raised for the Overlay as part of the annual tax rate setting process and reported on the Town's Tax Recap Sheet.

The Principal Assessor, in consultation with the Finance Director, shall recommend the annual Overlay amount to the Board of Assessors. The recommendation shall consider the following:

- The current available balance in the Overlay account, including balances remaining by levy year;
- The three-year average of actual abatements and exemptions granted by the Town;
- Potential abatement liability associated with cases pending before, or on appeal from, the Appellate Tax Board (ATB), as well as other known or reasonably anticipated material assessment appeals;
- Any significant changes in property values, exemption activity, or other circumstances that may reasonably affect future Overlay requirements; and
- The timing and potential financial impact of the Town's next certification review by the Division of Local Services (DLS).

The Town's objective shall be to maintain an available Overlay balance sufficient to cover the three-year average of abatements and exemptions, known or reasonably anticipated ATB and other assessment liabilities, and an additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

The Finance Director shall incorporate the recommended annual Overlay amount into the Town's financial forecast and budget planning process.

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B. Annual Review of Excess Overlay

Annually, the Finance Director and Principal Assessor shall review the available Overlay balance to determine whether funds are in excess of the Town's reasonably anticipated requirements. The analysis shall consider:

- The remaining Overlay balance by levy year;
- The three-year average of actual abatements and exemptions;
- The status and estimated financial exposure of pending or potential ATB and other material abatement cases;
- Known or anticipated changes that could materially affect future abatement or exemption activity;
- Guidance or determinations from the Division of Local Services (DLS); and
- An additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

As a general policy, amounts exceeding the three-year average of abatements and exemptions, identified ATB and other reasonably anticipated assessment liabilities, and the additional reserve of up to $100,000 shall be considered for declaration as Overlay Surplus by the Board of Assessors in accordance with applicable Massachusetts law.

The determination of Overlay Surplus shall continue to recognize the statutory authority and responsibilities of the Board of Assessors.

C. Overlay Surplus

If an excess balance in the overlay account occurs, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote.

If the Town Manager on behalf of the Select Board submits a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing.

In advance of the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

If the Board of Assessors determines that the overlay account contains excess funds, the Town Manager and Finance Director may use such excess to reduce the amount of overlay that needs to be raised on the Town's Recap Sheet in subsequent years, rather than declaring the balance as overlay surplus. This approach helps moderate the tax levy while maintaining prudent reserve levels for abatements and exemptions.

Overlay surplus not appropriated by fiscal year-end closes to the General Fund's undesignated fund balance.

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DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Adherence to this policy will enable the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating in order to achieve long-term interest savings.

APPLICABILITY

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision-making roles and to the Finance Director in the performance of applicable financial analysis, reporting, and debt-management duties.

POLICY

Under the requirements of federal and state laws, specifically Massachusetts General Laws (M.G.L.) Chapter 44, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other capital assets or to refinance existing debt. Chapter 44 governs the purposes, limitations, and procedures for municipal borrowing, including authorized uses (§§7–8), debt limits (§10), issuance procedures (§16), management of proceeds (§20), and refunding (§21A).

The Town will issue and manage debt obligations in a manner that achieves the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers.

Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted under Massachusetts General Law, shall be issued to construct, reconstruct, or purchase capital assets without exhausting operating budget capacity or depleting reserves.

A. Debt Financing

Debt may be financed either within the levy, or beyond the levy limit through a Proposition 2 ½ debt exclusion, as authorized by voter referendum in accordance with Massachusetts General Laws.

In managing debt, the Town will:

1. **Comply with all provisions of M.G.L. Chapter 44** governing the authorization, issuance, and repayment of municipal debt.
2. **Issue long-term debt only for capital purposes** that provide long-term value to the community and are consistent with the Town's Capital Improvement Plan.
3. **Use available funds** and other non-debt financing sources, when appropriate, to reduce the amount of borrowing and overall interest costs.

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4. **Avoid the use of debt for recurring expenditures** such as operations or maintenance.
5. **Manage debt within the Town's financial capacity**, maintaining levels that balance capital investment needs with taxpayer affordability and long-term fiscal stability.
6. **Consider the impact of new debt** on the Town's overall financial position, including credit rating, debt service burden, and compliance with financial policies.

B. Debt Limits and Targets

The Town will manage its debt portfolio within prudent and sustainable levels consistent with Massachusetts General Laws and sound municipal finance practices.

1. **Total Annual Debt Service:** The Town will strive to maintain total annual debt service including debt exclusions and self-supporting debt—within a range of approximately 5–10% of General Fund revenues, with a long-term goal of remaining near the midpoint of that range whenever feasible.
2. **Within-Levy Borrowing:** The Town shall endeavor to maintain predictable and sustainable levels of within-levy borrowing, targeting a level of approximately 3% of the prior year's General Fund budget over time, subject to budgetary capacity and capital planning needs.

C. Structure and Term of Debt

The Town shall structure its debt in accordance with Massachusetts General Laws (M.G.L.) Chapter 44 and guidelines issued by the Division of Local Services (DLS) to ensure prudent, lawful, and cost-effective borrowing.

1. **Debt Term:** The term of any borrowing shall not exceed the useful life of the asset financed and shall not exceed the maximum terms authorized under M.G.L. Chapter 44, Sections 7 and 8. The Town may elect a shorter borrowing term when appropriate, based on its financial condition, debt-management objectives and overall fiscal planning needs.
2. **Debt Structure:** The Town will structure its debt to achieve the lowest total interest cost consistent with maintaining financial flexibility and sound debt service management.
3. **Bond Authorizations:** Borrowing authorizations shall comply with all statutory and regulatory requirements, including the use of bond premiums and accrued interest as allowed under state law.
4. **Compliance:** The Town shall work with its financial advisor, bond counsel, and Finance Director, along with the Treasurer/Collector to ensure that all debt issuances comply with applicable federal tax regulations and preserve the Town's eligibility for tax-exempt financing.

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D. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.

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INVESTMENTS

PURPOSE

To ensure the Town's public funds are invested prudently and in accordance with state law, this policy establishes the overarching standards for safety, liquidity, and yield in managing municipal funds. It also affirms the Town's commitment to maintaining full compliance with its separately adopted Town of Sudbury Investment Policy, which provides detailed procedures and authorized instruments for investing municipal funds.

APPLICABILITY

The Town's separately adopted Investment Policy, last updated September 30, 2025, provides the governing procedures for eligible funds and investments, and can be accessed here. This policy does not pertain to the Town's Retirement fund, which is managed by the Middlesex County Retirement System.

POLICY

The Finance Director, and Treasurer/Collector in coordination with any designated advisors or custodians, shall ensure Town Funds are invested in accordance with Massachusetts General Laws (M.G.L.) Chapter 44, Section 55 and the Town's adopted Investment Policy, ensuring adherence to the principles of safety, liquidity, and yield.

For additional details, refer to the Town's Investment Policy.

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CAPITAL ASSETS

PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

APPLICABILITY

This policy applies to the Town Manager, Finance Director, School Superintendent, School Business Manager, Select Board, Sudbury Public School Committee, Finance Committee, and Capital Improvement Advisory Committee (CIAC).

Definition of Capital Assets:

Capital assets are significant, long-lasting, and costly real or personal property used in the operation of government. They include land and land improvements, infrastructure (such as roads, bridges, and utilities), easements, buildings and improvements, technology, vehicles, machinery, and equipment.

To qualify for inclusion in the Town's Capital Improvement Program (CIP), assets must:

- Have a useful life of at least five (5) years, and
- Have a total cost of $20,000 or more.

POLICY

A. Capital Improvement Plan

1. **Annual Inventory and Assessment**: The Town Manager shall maintain an inventory of all Town capital assets. Annually, by **November 30**, each department shall assess the condition and replacement needs of its assets.

   The Town Manager shall annually update and adopt a 15-year Capital Improvement Plan (CIP), including the upcoming Capital Improvement Budget (CIB). The CIP shall also incorporate capital items from the Lincoln-Sudbury Regional High School 15-year capital plan.

   The CIP shall govern projects undertaken to build, buy, expand, or replace long-life assets, or to improve an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

2. **Fifteen-Year Long-Range Capital Plan:** The CIP shall provide a long-term financial planning framework for the Town's anticipated facility, infrastructure, equipment, and other major capital needs. The plan shall identify anticipated project costs, proposed funding sources, and the expected timing of capital investments.
3. **Capital Spending Target**: The Town shall endeavor to dedicate a minimum of 5-7% of the prior year's General Fund budget to capital spending each year, drawing as evenly as

possible from within-levy debt and cash capital sources. The ratio between cash capital and in-levy debt may vary based on available resources, interest rates, and other financial factors. The 5-7% target shall serve as a guide for capital planning and project prioritization within each fiscal year's CIP.

4. **Capital Prioritization Criteria**: The Town Manager shall establish and apply consistent criteria for prioritizing capital projects, which may include, but are not limited to:

    - Risks to public safety
    - Legal or regulatory requirements
    - Equity in service provision (e.g., ADA compliance)
    - Revenue generation or cost savings potential
    - Improvement of operating efficiency
    - Availability of funding sources
    - Systematic replacement or repair schedules
    - Consistency with community plans (e.g., Master Plan)
    - Enhancement of quality of life (e.g., open space, historic preservation, recreation resources)

5. Project Submission and Review

- A Capital Project Submission Sheet shall be required for all projects proposed for funding in the applicable fiscal year.
- Projects costing less than $20,000 or having a useful life of fewer than five years shall not be included in the CIP.
- Departmental maintenance and short-life items shall be budgeted within departmental operating budgets rather than in the CIP.
- Preventive maintenance shall be emphasized as a cost-effective strategy to extend the useful life of Town assets.

6. Funding Sources: Capital projects may be financed through a combination of sources, including but not limited to:

- Community Preservation Act (CPA) funds (if eligible)
- Town Manager's Capital Budget
- Capital Stabilization Fund or other special-purpose stabilization funds
- Free Cash
- In-levy debt
- Dedicated revenue sources
- Capital or Debt Exclusions
- Federal or State grants

CPA-eligible projects identified for the upcoming fiscal year must be submitted to the Community Preservation Committee (CPC) in accordance with its stated deadlines.

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The Town Manager and Finance Director will determine the appropriate funding sources based on available funds.

B. Reporting and Process

1. **Community Preservation Committee (CPC) Submission:** The Town Manager shall submit all CPA-eligible projects being considered for funding to the Community Preservation Committee (CPC) by its annual submission deadline.
2. **Department and CIAC Submissions (by January 31)**

    - The Town Manager (Departments), Sudbury Public Schools and Lincoln-Sudbury Regional School District, through the Town Manager's office, shall submit to the Capital Improvement Advisory Committee (CIAC) summaries of all proposed projects exceeding $250,000 in a single year, excluding rolling stock consistent with Bylaw Article XXV, Section 2.
    - Departments shall also provide the Finance Committee with annual budget estimates and capital requests in accordance with Bylaw Chapter 11-2.

3. **Preparation and Distribution of the CIP:** The Town Manager shall prepare and distribute the Capital Improvement Plan (CIP), and associated Capital Project Submission Sheets to the Select Board, CIAC, Finance Committee, and other stakeholders. These materials shall describe each proposed project, its estimated cost, purpose, and funding source.
4. **Public Accessibility**: The fifteen-year Capital Improvement Plan and accompanying Capital Project Submission Sheets for the upcoming Fiscal Year shall be made available as part of the annual Town Manager's Budget on the Town's website. Updates or amendments shall be reflected as they occur to ensure transparency and consistency across committees and boards.
5. **Select Board Reporting (by February 5)**: In accordance with Bylaw Article IV, Section 5, the Select Board shall report all requests for capital appropriations to the Finance Committee no later than **February 5.**
6. **Joint Capital Planning Meeting (by end of February):** The Town Manager shall convene a joint meeting of the Select Board, CIAC, Finance Committee, Community Preservation Committee representatives, SPS and LSRHS Superintendents, and relevant department heads by February 15. Questions and materials shall be distributed in advance to promote coordinated review and discussion.
7. **CIAC Recommendations (by March 19)**: The **CIAC** shall submit a written report with recommendations on all capital projects within its scope to the Select Board and Finance Committee no later than March 19, in accordance with Bylaw Article XXV, Sections 2–3.
8. **Town Meeting Presentation**: The Town Manager shall present the Capital Improvement Budget components, in the form of warrant articles, for consideration and approval at the Annual Town Meeting.

OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)

PURPOSE

To establish a responsible and sustainable approach for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy sets forth the Town's strategy for long-term OPEB funding, promotes intergenerational equity, and seeks to avoid shifting costs to future taxpayers.

APPLICABILITY

This policy applies to all decisions related to the budgeting, accounting, financial reporting, and investment of OPEB funds.

BACKGROUND

In addition to salaries, the Town of Sudbury compensates employees with benefits earned over the course of employment, some of which are received only after retirement.

These postemployment benefits, including health and life insurance, are collectively referred to as Other Postemployment Benefits (OPEB), which is distinct from pensions.

OPEBs represent a significant financial liability that must be properly measured, reported, and funded. To responsibly address this obligation, the Town established an OPEB Trust Fund pursuant to Massachusetts General Laws Chapter 32B, Section 20.

This statute authorizes municipalities to create an OPEB Trust Fund Board of Trustees, to invest and manage funds dedicated to future OPEB liabilities. The trust allows long-term investment of assets at higher expected returns than those of general operating funds and forms the foundation of the Town's plan to meet future benefit costs.

POLICY

The Town will strive to maintain annual contributions to the OPEB Trust Fund at a level equal to or greater than the prior year's contribution, subject to available financial resources and the Town's overall financial condition. Once the Town's pension liability is fully funded, the Town's long-term objective will be to increase its annual OPEB contributions to further reduce its unfunded liability.

To accomplish this, the Town will:

- **Fund OPEBs proactively** by accumulating resources for future benefit payments during employees' active service;
- **Invest prudently** through the Town's OPEB Trust Fund in compliance with M.G.L. c. 32B, §20, and the Town's adopted Investment Policy;
- **Periodically evaluate funding strategies** to ensure sustainability and consistency with best practices; and

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- **Assess and manage cost drivers** including benefit design, contribution structure, and healthcare trends while maintaining competitive and equitable employee benefits.

A. Accounting and Reporting

1. **Actuarial Valuations**: The Finance Director shall obtain an actuarial valuation every two years of the Town's OPEB liability to measure and project long-term obligations in accordance with the Governmental Accounting Standards Board (GASB) requirements.
2. **Annual Financial Reporting:** The Town shall report its OPEB obligations annually in its financial statements in compliance with the applicable Governmental Accounting Standards Board (GASB) standards, including Statements 74 and 75, as amended or superseded.
3. Audit Review: The Finance Director shall ensure that the Town's independent audit firm reviews compliance with this policy and the OPEB Trust Fund's management as part of the Town's annual audit.

B. Mitigation

The Town shall actively pursue strategies to reduce and control its long-term OPEB liability.

- The **Finance Director** shall monitor proposed federal and state legislation affecting OPEBs and Medicare, evaluate their impacts on the Town, and recommend responsive measures.
- The **Human Resources Director or Finance Director** shall conduct periodic audits of group insurance and retiree enrollment to ensure eligibility compliance, identifying and addressing enrollment discrepancies in accordance with applicable law, plan eligibility requirements, and established procedures.
- The Town shall regularly assess healthcare cost-containment measures, benefit design adjustments, and contribution strategies that balance fiscal sustainability with fair and equitable benefits.

C. Funding

To address its OPEB liability, the Town shall pursue a disciplined and proactive funding approach designed to achieve full funding of the long-term obligation.

1. **Funding Sources**: The Town may appropriate funds to the OPEB Trust from a variety of legal sources, including:
    - Annual taxation through the operating budget,
    - Certified Free Cash, and
    - Any other lawful funding mechanism or contribution source.
2. **Investment and Deposit**: All appropriated funds shall be deposited into the OPEB Trust Fund and invested in accordance with **M.G.L. c. 32B, §20(b)** and the Town's Investment Policy.

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3. **Funding Analysis**: Decision makers shall periodically analyze available funding strategies and implement them as appropriate, considering the Town's financial condition, actuarial requirements, and long-term sustainability goals.

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List of Acronyms

Acronym	Name
ADA	Americans with Disabilities Act
ATB	Appellate Tax Board
CIAC	Capital Improvement Advisory Committee
CIB	Capital Improvement Budget
CIP	Capital Improvement Plan
CPA	Community Preservation Act
CPC	Community Preservation Committee
DLS	Division of Local Services
GASB	Governmental Accounting Standards Board
LSRHS	Lincoln-Sudbury Regional High School
M.G.L.	Massachusetts General Laws
OPEB	Other Postemployment Benefits
SPS	Sudbury Public Schools

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Town of Sudbury, Massachusetts

Financial Policies Manual

INPUT NEW DATE

~~**February 7, 2023**~~

Version	Changes	Select Board Approved Date
1.0	Initial release, replacing prior Board of Selectmen Financial Policies	01.24.22
1.1	Update on CIAC Town Meeting Article Report Timing	02.07.23
1.2	Updated at Select Board Meeting	Input Date

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Introduction

The Town of Sudbury is committed to safeguarding public funds, protecting local assets, and ~~complying~~ adhering to established ~~with~~ financial standards and regulations. ~~To that end, t~~This manual of financial policies provides guidance to ~~for~~support sound local planning and decision-making. Collectively, these~~The~~ policies ~~as a whole are intended to outline~~ define objectives, establish ~~provide~~ formal direction, and assign ~~define~~ authority to promote prudent ~~help ensure sound~~ fiscal stewardship and effective management practices. Each policy is a living document that should be reviewed periodically and updated as necessary.

Commented [GV2]: INTRODUCTION (clean p.2): Replaced "Each policy is a living document..." with "These policies shall be reviewed periodically..." and adjusted acknowledgements. Primarily editorial.

With these policies, the Town of Sudbury, through its Select Board, Town Manager, and employees, commits to the following objectives:

- **Sustaining** a consistent level of service and value for residents and enhancing these ~~as needed~~as needed and resources allow ~~able~~.
- **Safeguarding** financial integrity and minimizing risk through a comprehensive system of internal controls.
- **Ensuring** the quality, preservation and maintenance of capital assets.
- **Conforming** to general law, uniform professional standards, and municipal best practices.
- **Protecting and enhancing** the town's credit rating.
- **Promoting** transparency, accountability and public disclosure.
- **Reviewing and updating**~~Revisiting and reviewing~~ these policies every three years to assess ~~thresholds and targets~~thresholds, targets and ongoing relevance.

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Acknowledgements

~~These Financial Policies were created through collaborative efforts by the Select Board with Town Committees and staff including: Dennis Keohane (Finance Director), Henry Hayes Jr. (Town Manager), the Select Board Policies and Procedures Review Subcommittee, the Finance Committee, and the Capital Improvement Advisory Committee. Incorporated are recommendations from Massachusetts Division of Local Services "Town of Sudbury Review of Capital Improvement Program, April 2020."~~

These Financial Policies were developed through a collaborative effort involving the Select Board, Town Committees, and Town staff. The work incorporated feedback from the Policies and Procedures Review Subcommittee, the Finance Committee, and the Capital Improvement

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Advisory Committee. The policies also integrate recommendations from the Massachusetts Division of Local Services report, *"Town of Sudbury Review of Capital Improvement Program, April 2020 and DLS Financial Management Review, October 2025.*

They were most recently updated by the Select Board, Town Manager, and Assistant Town Manager, Finance Director in insert date.

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Town of Sudbury, Massachusetts

Financial Policies Manual

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FINANCIAL RESERVES

PURPOSE

This policy establishes prudent financial practices for appropriating to and expending reserve funds to help maintain fiscal stability and continuity of operations during challenging economic periods. To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, Sudbury can use its reserves to finance emergencies and other unforeseen needs, support specificto hold money for specific future purposes, or underin limited instances, to serve as revenue sources for the annual budget. Maintaining appropriate reserve balances and adhering to sound reserve policies also strengthen the Town's credit rating and reduce long-term borrowing cost for major projects.Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

APPLICABILITY

This policy applies to both short- and long-range budgetary decision-making. It governs the actions of the Select Board, the Sudbury Public School Committee, and the Town Manager in their budgetary roles, as well as the Finance Director, Town Accountant, Board of Assessors, and Finance Committee in their related financial duties. This policy pertains to short- and long-range budget decision making and applies to the Select Board, Sudbury Public School Committee, and Town Manager in those duties. It also applies to the related job duties of the Finance Director, the Town Accountant, the Board of Assessors, and the Finance Committee.

POLICY

The Town of Sudbury is committeds to building and maintaining itsadequate reserves so as to haveprovide budgetary flexibility during for unexpected events, revenue disruptions, or unforeseen expenditure demands, and to ensure the availability of funds for future capital needs. and significant disruptions in revenue expenditure patterns and to provide a source of available funds for future capital expenditures. The Town will strive to maintain totaloverall reserves equal to in the level of **10-12%** of the prior year's General Fund budget, not including Enterprise Funds. These reserves includeare comprised of the gGeneral Sstabilization Ffund, special purpose stabilization funds and targeted level free of free cash cash target. Adherence to this policy will enhancehelp the Town's ability to withstand periods of decreased revenue shortfalls, manage spending growth responsibly, and sustain long-term financial health. s and control spending during periods of increased revenues. Other types of reserves include retained earnings and overlay surplus.

Commented [GV3]: Need to review if we decide to change the Free Cash or Stabilization Fund % further in the document.

Commented [GV4R3]: Andy and Victor Suggest we keep this level at 10%-12%. 9/22/2026

A. Protection of ~~Credit~~ Bond Rating

Commented [GV5]: 9/22/26 – Changed Credit to Bond Rating

Maintenance of the highest-level credit rating possible is a key important toobjective of the continuedTown's financial management, as a strong rating minimizes borrowing cost and reflects prudent fiscal stewardship. health of Sudbury as it reduces the costs of issuing debt. Credit

rating ~~firms~~ agencies place significant emphasis on sound~~consider~~ management practices; ~~to be very important factors~~. ~~P~~poor management practices can compromise financial stability. To safeguard Sudbury's financial position, the following credit rating protection principals shall apply: ~~inadvertently jeopardize the financial health of a local government. To be proactive in assuring the Town of Sudbury does not engage in these practices, the Select Board of the Town of Sudbury has adopted the following credit rating protection policies. The Town will not rely on reserves to sustain operating budgets. Use of such reserves will be limited to helping the Town deal with short-term or emerging financial stress. In the subsequent year, the Town will either reduce spending to within the limits of recurring revenues or seek approval for additional revenues from the voters of the Town. The Town will not defer current costs, such as pension or benefit costs, to a future date.~~

- The Town will not rely on the General Stabilization Fund or Free Cash to sustain ongoing operating budgets. Use of reserves will be limited to addressing short-term or extraordinary financial stress.
- If reserves are used to support operations, the Town will, in the following fiscal year, either reduce spending to align with recurring revenues or seek voter approval for additional recurring revenue.
- Town will continue to budget for the annual pension assessment provided by the Middlesex Retirement System.
- The Town will strive to not defer its other post-employment benefits (OPEB) liability to future periods and will continue to address this obligation through its long-term financial planning.

B. Free Cash

Free cash is a revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from its operations of the previous fiscal year based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line items for the year just ended, plus unexpended free cash from the previous year. Free cash is offset by property tax receivables and certain deficits, and as a result, can be a negative number. Free cash is not available for use until after the accountant, auditor, or comptroller submits a prior-year balance sheet to the Division of Local Services (DLS) and the Director of Accounts certifies the free cash. Free cash should be used primarily for one-time purposes, such as capital projects, equipment purchases, or to build reserves. Free Cash should not be used to fund recurring operating expenses

The Town Manager shall include the Town's certified Free Cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year. The submission shall include details on the proposed use and/or retention level of Free Cash. Any proposed use of Free Cash for capital equipment or improvements must align with needs identified in the Town's Capital Improvement Program (CIP).~~The Division of Local Services (DLS) defines free cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year." DLS must certify free cash before the Town can appropriate it in the new year.~~

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Commented [GV6]: 9/22/2026 – Change Reserves to General Stabilization Fund or Free Cash from the 9/15 Select Board Meeting

Commented [GV7R6]: 02 | FINANCIAL RESERVES (clean p.4): Clean version expressly permits limited reserve use during extraordinary fiscal stress when accompanied by a plan to restore structural balance under the Forecasting Policy. Substantive exception added.

Commented [GV8]: Adjusted Bullet from 9/15 Select Board meeting to separate out the Pension and OPEB 9/22/26

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The Town shall maintain a year-to-year goal of keeping Free Cash within the range of 3% – 5% of the prior year's General Fund budget. To support this objective:

- The Finance Director shall assist the Town Manager in preparing budgets that incorporate conservative revenue estimates.
- Department heads shall manage appropriations carefully to generate excess revenues and budget turn backs.
- Budget decision makers shall avoid fully depleting Free Cash in any given year, ensuring the subsequent year begins with a positive balance.
- The Town will carry forward 25% to 35% of the prior year's certified Free Cash balance and will not rely on using the full amount each year. Maintaining this reserve is financially prudent, preserves flexibility for unforeseen needs, and provides a critical resource to address snow and ice deficits or other year-end operating pressures.
- Free Cash certified in excess of 5% of the prior year's General Fund operating budget should be considered for one-time uses that strengthen the Town's long-term financial position, including funding the OPEB liability, capital needs, and the General Stabilization Fund.
- ~~As close to fiscal year end as reasonably possible, the Town Accountant shall submit to DLS a year-end balance sheet, free cash checklist, and year-end reporting checklist. Once DLS certifies free cash, the Town Accountant will provide copies of the certified balance to the Select Board, Town Manager, and Finance Director.~~

~~Each spring, the Town Manager shall include the Town's free cash balance in the proposed budget submitted to the Select Board and Finance Committee for the ensuing fiscal year, along with details on the proposed uses of and/or retention level of free cash. Any proposed use of free cash for capital equipment or improvements shall be consistent with needs identified in the Town's capital improvement program.~~

~~The Town shall set a year-to-year goal of maintaining its free cash in the range of 3-5% of the prior year's General Fund budget. To achieve this, the Finance Director shall assist the Town Manager in proposing budgets with conservative revenue projections, and department heads shall carefully manage their appropriations to produce excess income and budget turn backs. Further, budget decision makers will avoid fully depleting the Town's free cash in any year, so that the succeeding year's calculation can begin with a positive balance. Moreover, as much as practicable, the Town will limit its use of free cash to funding one-time expenditures (like capital projects or emergencies and other unanticipated expenditures) and~~

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Commented [GV9]: The Board should determine whether the current Free Cash Target is appropriate, or should we use the revised target of 5-7% recommended by DLS.

Commented [GV10R9]: Andy and I have discussed this, and our recommendation is to maintain the Town's Free Cash target range of 3% to 5%. While unusual circumstances may occasionally cause the balance to exceed 5%, we believe that 5% represents a comfortable maximum level for the Town. 9/22/2026

Commented [GV11]: 9/22/2026, this was discussed at the 9/15 Select Board Meeting, and Andy and Victor believe a range to carry over makes sense to base it off the prior year's Certified number.

Commented [GV12R11]: FREE CASH (clean p.5): Changed objective from generating excess revenues and budget turnbacks to responsibly managing appropriations, monitoring revenues/expenditures, and returning unspent appropriations when appropriate. Responsibility reframed..

Commented [GV13R11]: FREE CASH (clean p.5): Rewritten to generally seek retention of 25%–35% AFTER anticipated appropriations. Changes firmness and measurement of retention target. Also adds references to snow/ice pressures (current clean sentence needs a grammar fix).

Commented [GV14]: 9/22/2026 – new bullet that discuss Free Cash certified in excess of 5%.

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Commented [GV15]: This is not necessary as this is part of the function of the Town Accountant, and is a requirement of the state.

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~~should appropriate any free cash excess above 5% of the General Fund budget to reserves, to offset unfunded liabilities, or to set aside for existing debt.~~

C. Stabilization Funds

A Sstabilization Ffund is a reserve account established under Massachusetts General Laws, Chapter 40, Section 5B, ~~allowed by state law~~ to set aside monies ~~to be available~~ for future spending purposes, including emergencies, capital improvements, or other ~~or capital expenditures, although it may be appropriated for any~~ lawful purpose. ~~Prior to the adoption of this policy, the Town established and appropriated to a general stabilization fund and special purpose stabilization funds for capital projects.~~

General Stabilization: The Town will endeavor to maintain a minimum balance equal to ~~of~~ **5%** of the prior year's General Fund budget ~~within~~in ~~the~~its Ggeneral Sstabilization Ffund. Withdrawals from the Ggeneral Sstabilization Fund ~~shall~~should be ~~only be used to mitigate~~ limited to emergencies or other unanticipated needs~~events~~ that cannot be supported within the~~by~~ current General Fund appropriations. When~~ever~~ possible, withdrawals of funds should be limited to the amount exceeding the~~available above the~~ 5% minimum reserve target balance~~level~~.

If a ~~any necessary~~ withdrawal causes the fund ~~drives the~~ balance to fall below the 5% target, the~~minimum level, the withdrawal~~ amount withdrawn shall be ~~should be~~ limited to no more than one-third of the total gGeneral Sstabilization Ffund balance at a time, with the goal of never depleting the fund~~endeavoring to never fully deplete it~~. The Town shall make every effort to Rreplenish~~ment of~~ the General Stabilization Ffunds ~~should be made~~ annually at the earliest~~Fall~~ Town Meeting., ~~or the earliest available meeting~~ after free cash has been certified.

Special Purpose Stabilization Funds

Capital Stabilization: The Town should strive to make~~will~~ annual appropriation~~se annually~~ to the Ccapital Sstabilization ~~fund so that over time it achieves a target balance sufficient to cover the Town's cash outlay for capital.~~Fund, as financial conditions permit, with the goal of maintaining a balance sufficient to offset the Town's cash outlay for capital investments. Maintaining this fund enables the Town to partially fund moderate-range capital expenditures (generally under $1 million), thereby reducing the need for full debt financing and lessening the tax impact on residents. This approach supports a balanced capital financing strategy that combines prudent use of debt with pay-as-you-go funding and provides protection against unforeseen capital costs. ~~Doing so enables the Town to pay outright for moderate-range (under $1M) capital expenditures and thereby preserve debt capacity for major, higher-dollar~~

~~purchases or projects. This approach balances debt with pay-as-you-go practices and protects against unforeseen costs.~~ The Town should endeavor to maintain a ~~achieve and maintain a~~ combined target balance for all capital-related special purpose stabilization funds equal to 2%-3% of prior year General Fund budget.

Withdrawals from the Capital Stabilization Fund may be used to support capital needs during

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Commented [GV16]: I think 5% is a comfortable level, and I don't suggest we increase this.

Commented [GV17R16]: Andy and Victor have discussed the 5% level, and we are both comfortable not changing this level.

Commented [GV18]: Clean language requires beginning replenishment at earliest practicable Town Meeting after Free Cash certification IF below target; compare with tracked replenishment language. Changes timing/condition.

Commented [GV19]: The Board should consider if it wants to increase this % to 3% based on the 15 year capital plan that was recently presented.

Commented [GV20R19]: 9/22/26 Based on the discussion at the September 15 Select Board meeting, Andy and Victor recommend establishing a Capital Stabilization Fund target range of 2% to 3% of the prior year's Capital Fund operating budget. The Town's current capital plan exceeds $400 million; while this reserve would represent only a fraction of that need, it would provide meaningful flexibility to address smaller capital projects during financially constrained years.

Commented [GV21R19]: Clean version makes the 2%–3% target and 1.5% minimum apply to COMBINED capital-related special-purpose fund balances, rather than only the Capital Stabilization Fund. Substantive measurement change.

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financially constrained years. The Town will seek to maintain a minimum fund balance of 1.5% of the prior year's General Fund operating budget. If a withdrawal reduces the balance to this minimum level, the Town will prioritize annual appropriations to rebuild the fund toward its 2% to 3% target range.~~Withdrawals from the Capital Stabilization Fund should be avoided until the target balance has been achieved. Once achieved, funds can be used towards items on the CIP. Once funds are used, the Town will seek to make annual contributions to the fund until the target balance is achieved.~~

Turf Stabilization: The Town maintains a special purpose stabilization fund, established under Article 17 of the 2015 Annual Town Meeting, to support the repair and replacement of Town-owned and operated synthetic turf fields. Annual contributions to this fund should be made from both the General Operating Fund and the Field Maintenance Enterprise Fund.

While there is no formal target balance for this fund, the Town's goal is to maintain sufficient reserves to defray the future cost of turf replacement or major repairs, thereby reducing the need for large, one-time appropriations or debt issuance when such expenditures become necessary. This fund applies only to Town-owned turf fields and does not include the Lincoln-Sudbury Regional High School fields, which are not solely owned by the Town of Sudbury. ~~The Town maintains a special purpose fund to offset the cost of repairs or replacement of Town-owned and operated synthetic turf fields1. Contributions to this fund should be made annually from the General Operating Fund and Field Maintenance Enterprise Fund~~

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Commented [GV22]: 9/22/2026 – Changes have been made to this language to address the fund and future withdrawals.

Commented [GV23R22]: Cleaned up this language in the revised version to sound better.

Commented [GV24]: Should the Town Consider a target, or possible use free cash in excess of the 5% to fund this. We should maybe consider a policy that if Free Cash exceeds 5%, the Town will aim to contribute $50K to this account. 9/22/26

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D. Overlay Surplus

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The overlay is a reserve the Town uses to offset unrealized revenues resulting from property tax abatements and exemptions. Sudbury officials will prudently manage the overlay in accordance with the Town's Overlay policy governed by Mass General Law[2] to avoid the need to raise overlay deficits in the tax levy. At the conclusion of each fiscal year, the Board of Assessors shall submit to the Town Manager and Finance Director an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the balance exceeds the amount of potential liabilities, the Town Manager on behalf of the Select Board may request that the Board of Assessors vote to declare those balances surplus, available for one-time expenditures (as with free cash).

[1] TM-2015 - Article 17 Establish Special Stabilization Fund – Town-Owned Synthetic Turf Fields. "To see what sum the Town will vote to raise and appropriate, or transfer from available funds, to be placed in a special Stabilization Fund established under this article for the purpose of replacement or major repair of the synthetic turf fields solely owned and operated by the Town of Sudbury; or act on anything relative thereto." (This does not apply to LSRHS turf fields as they are not solely owned by the Town of Sudbury.)
[2] MGL Ch.59 Sec. 25

FORECASTING

PURPOSE

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for evaluating revenue sources and the requirement to determine an expenditure strategy as part of the annual budget process and longer-range fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions.

APPLICABILITY

This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, Sudbury Public Schools Superintendent, Sudbury Public Schools Business Manager, Select Board, Sudbury Public Schools Committee, and Finance Committee.

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POLICY

A. Revenue Guidelines

The Town will strive to maintain a balanced and stable revenue structure by diversifying revenue sources and regularly reviewing existing and potential revenues. Each year, the Town will evaluate its major revenue streams to ensure equity, stability, and responsiveness to economic conditions.~~The Town will continually seek to diversify its revenue to improve the equity and stability of sources. Each year and whenever appropriate, the Town will reexamine existing revenues and explore potential new sources. A balance will be sought between elastic and inelastic revenues to minimize any adverse effects caused by inflation or other economic changes. Additionally, intergovernmental revenues (e.g., local aid, grants) will be reviewed annually to determine their short- and long-term stability in order to minimize detrimental impacts.~~

The Town will strive to fund recurring expenditures with recurring revenues. One-time revenues should be avoided in balancing the operating budget. Such revenues including free cash, overlay surplus, sale of assets, legal settlements, insurance proceeds, and gifts should instead be used for one-time purposes such as capital projects, reserves, or other nonrecurring expenditures that strengthen the Town's long-term financial position.~~The Town will generally avoid using one-time revenues to fund ongoing or recurring operating expenditures. These one-time revenue sources can include, but are not limited to, free cash, bond premiums, overlay surplus, sale of municipal equipment, legal settlements, insurance proceeds, and gifts. Additionally, the Town hereby establishes the following priority order when appropriating one-time revenues:~~

- ~~General Stabilization Fund (maintenance of 5% of prior year's General Fund budget)~~
- ~~Annual Capital Spending (non-debt; target of 3% of prior year's General Fund budget)~~
- ~~Capital Stabilization Fund (target of 2% of prior year's General Fund budget)~~
- ~~OPEB Trust Fund~~
- ~~Existing debt~~

One-time revenues should be used in the following order of priority:

- **Annual Capital Funding** – Fund the Town's annual capital program and other one-time capital needs.
- **General Stabilization Fund** – Fund or replenish the General Stabilization Fund consistent with the Town's established financial policies and target levels.
- **Capital Stabilization Fund** – Fund or replenish the Capital Stabilization Fund to support future capital needs and reduce reliance on borrowing.
- **OPEB Trust Fund** – Fund the Town's Other Post-Employment Benefits (OPEB) Trust Fund to address the Town's long-term OPEB liability.
- **Other Nonrecurring Expenditures** – Fund other one-time expenditures that strengthen the Town's long-term financial position and do not create an ongoing operating obligation.

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Commented [GV26]: This language was updated from the Select Board discussion at the 9/1 meeting.

Commented [GV27]: 10/1/2026, added new language from the discussion at the 9/29/26 Select Board Meeting. We did reprioritize it to put Capital as the first bullet.

Commented [GV28R27]: FORECASTING (clean p.7): Replaced mandatory-sounding "following order of priority" with flexible "generally consider … subject to available resources, legal restrictions, and Town Meeting appropriations." Substantive discretion change.

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~~New growth (residential or commercial) permanently adds to the tax base. The Town should endeavor to contribute any new growth in excess of 1% of prior year's General Fund budget to capital expenditures, reserves, or potentially augment the Town Manager's Capital Budget.~~

During economic downturns or other fiscal pressures, the Town Manager, in consultation with the Finance Director, may recommend limited use of one-time revenues for operations. Prior to proposing the use of one-time revenues for operations the Town Manager and Finance Director shall provided a plan to restore structural balance and prevent continuing reliance on one-time revenues. The Town Manager and Finance Director should consult with the Select Board and Finance Committee, as appropriate, regarding the proposed use of one-time revenues and the plan to restore structural balance. ~~Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenue. In such cases, the Town Manager, in consultation with the Finance~~

Departments that generate local revenues, such as enterprise funds, permit and licensing programs, and other fee-based services shall periodically review their fee schedules to ensure that charges remain fair, competitive, and sufficient to recover the cost of providing services. When a fee adjustment is determined to be necessary, the proposed adjustment shall be presented to the appropriate board, committee, or other authorized body, as applicable, for consideration and approval.

~~B.~~ Where state law restricts the use of specific revenue sources, the Town will comply with all applicable provisions of the Massachusetts General Laws. Departments responsible for generating local revenues, fees, or grants will regularly review their practices to ensure revenues are collected efficiently, equitably, and in accordance with law and policy.~~Director, can recommend its use for operational appropriations. Such use will trigger the Town Manager to develop a plan to avoid continued reliance on one-time revenues.~~

Retained Earnings

The Town will strive to maintain certified retained earnings within each enterprise fund of at least 20% of the enterprise fund's annual operating budget. This minimum reserve target is intended to provide financial stability, address unforeseen operating needs, manage fluctuations in revenues and expenditures, and support future capital requirements. The Town may maintain retained earnings above this target when appropriate based on anticipated capital needs, revenue volatility, debt obligations, or other financial considerations of the enterprise fund.

~~State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult Mass General Laws governing use of one-time revenues[3] by revenue source.~~

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Commented [GV29]: This language was updated from the Select Board discussion at the 9/1 meeting.

Commented [GV30]: 10/1/2026, added language from the 9/29 Select Board Meeting, in Consultation.

Commented [GV31]: 10/1/2026 Added when a fee is appropriate, it would be brought before the appropriate board or committee, suggestion at the 9/29 Select Board Meeting;

Commented [GV32]: 10/1/2026, new language for Retained Earnings, from the 9/29 Select Board meeting. The rationale for 20% is that enterprise funds are expected to operate largely from their own revenues, so they need sufficient reserves to manage revenue fluctuations, unexpected expenses, and capital needs without immediately requiring large rate increases or General Fund support. A 20% target is roughly equivalent to 2.4 months of annual operating expenses, which provides a meaningful operating cushion while not unnecessarily accumulating excessive retained earnings.

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~~This policy further entails the following expectations regarding revenues:~~
~~The Assessing Department will maintain property assessments for the purpose of taxation at full and fair market value as prescribed by state law.~~
~~Town departments that charge fees (Enterprise Funds and recreation programs, for example) shall annually review their fee schedules and propose adjustments when needed to ensure coverage of service costs and endeavor to generate retained earnings of 3-5% of prior year's enterprise fund budgets towards asset maintenance / replacement.~~
~~The Building Department will notify the Finance Director of any moderate-to-large developments that could impact building permit volume.~~
~~Department heads will strive to be informed of all available grants and other aid and will carefully consider any related restrictive covenants or matching requirements (both dollar and level-of-effort) to determine the cost-benefit of pursuing them.~~
~~Revenue estimates will be adjusted throughout the budget cycle as more information becomes available.~~

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~~C.~~B. Expenditure Guidelines

The Town will manage expenditures in a manner that promotes long-term financial sustainability and ensures the efficient delivery of high-quality services. Spending decisions shall align with the Town's strategic priorities, financial policies, and available resources.

Each year, the Town Manager and Finance Director will review departmental budgets to identify opportunities for efficiency, cost containment, and resource reallocation. Departments are expected to operate within their appropriations and to pursue operational improvements that reduce recurring costs without compromising service quality. The Town will prioritize funding for essential services, asset maintenance, and obligations that protect its fiscal health, such as debt service, employee benefits, and contractual commitments. Whenever possible, recurring expenditures will be funded from recurring revenues to preserve structural balance.

During periods of fiscal stress, the Town Manager may implement expenditure controls, hiring freezes, or other cost-saving measures as necessary to maintain budgetary stability. Any one-time reductions or deferrals shall be accompanied by a plan to restore normal funding levels once conditions improve.~~Annually, the Town will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.~~ All spending shall comply with Massachusetts General Laws, local bylaws, and established procurement practices to ensure transparency, fairness, and accountability in the use of public funds.

~~D.~~C. Financial Forecast Guidelines

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To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually prepare and provide the Town Manager with a detailed budget forecast. In addition, the Finance Director shall prepare a three-year projection of revenues and expenditures for all major operating funds. These forecasts will serve as planning tools for developing the next fiscal year's operating budget and the Town's fifteen-year capital improvement plan

Revenue forecasts, including property taxes, local receipts, and state aid shall be conservative, based on historical trends, economic conditions, and sound forecasting methods. To avoid potential deficits, estimates for local receipts (e.g., inspection fees, investment income, licenses) should generally not exceed 85% of the prior year's actual collections unless there is reliable evidence that higher collections are sustainable.

The forecast model shall assume that:

- The Town will maintain its current level of services.
- Property taxes (absent overrides) will grow within the limits of Proposition 2½.
- New growth will be projected conservatively based on historic trends and future pending permits.
- The Town will meet or exceed the state's net school spending requirements.
- Local receipts and state aid will reflect economic cycles.
- The Town will fund existing debt service and adhere to its Debt Management Policy.

- Pension Funding – The Town will fund its annual pension obligation in accordance with the Middlesex County Retirement System's annual funding schedule and assessment.
- OPEB Funding – The Town's OPEB funding schedule will be established based on the Town's actuarial valuation and recommendations. The Town will strive to make annual contributions consistent with the actuarial funding schedule, or a reasonable portion thereof, based on available resources and the Town's overall financial condition.
- Reserves will be built and maintained consistent with the Financial Reserve Policy.

~~To determine the Town's operating capacity for each forthcoming fiscal year, the Finance Director will annually create and provide the Town Manager with a detailed budget forecast. The Finance Director shall also annually prepare a three-year financial projection of revenues and expenditures for all operating funds.~~

~~[3] Sale of real estate: M.G.L. c. 44, §63 and M.G.L. c. 44, §63A Gifts and grants: M.G.L. c. 44, §53A and M.G.L. c. 53A½ Bond proceeds: M.G.L. c. 44, §20~~
~~Sale of moveable property: M.G.L. c. 44, § 53~~

~~These forecasts shall be used as planning tools in developing the following year's operating budget as well as the five-year capital improvement plan.~~

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Commented [GV33]: 10/1 Update: The projection period was changed from five years to three years. This change was discussed at the September 29 meeting, and it was determined that a three-year projection provides a more practical and appropriate timeframe for the Town's budget forecasting and financial planning needs.

Commented [GV34]: 10/1 we would like to keep this at 85%. At 90%, you are assuming that nearly all of the prior year's collections will recur. That may be reasonable for stable revenue sources, but local receipts can fluctuate because of interest rates, building activity, motor vehicle excise collections, economic conditions, and other factors outside the Town's control. Using 85% provides a larger cushion against an unexpected decline and reduces the risk of creating a revenue shortfall during the fiscal year. This was discussed at 9/29 meeting.

Commented [GV35]: 10/1/2026 from the discussion at the 9/29 meeting, separated the funding of the OPEB and Pension.

Commented [GV36]: FORECASTING (clean p.9): Clean version replaces actuarial funding-schedule or reasonable-portion contribution guideline with cross-reference to OPEB Funding Policy and consideration of actuarial valuations, prior contributions and resources. Substantive standard changed.

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~~To ensure the Town's revenues are balanced and capable of supporting desired levels of services, forecasts for property taxes, local receipts, and state aid shall be conservative based on historical trend analyses and shall use generally accepted forecasting techniques and appropriate data. To avoid potential revenue deficits, estimates for local receipts (e.g., inspection fees, investment income, license fees) should generally not exceed 90% of the prior year's actual collections without firm evidence that higher revenues are achievable.~~

~~Additionally, the forecast model should assume that:~~

- ~~The Town will maintain its current level of services.~~
- ~~Property taxes (absent overrides) will grow within the limits of Proposition 2½.~~
- ~~New growth will be projected conservatively, considering the Town's three-year average by property class.~~
- ~~The Town will annually meet or exceed the state's net school spending requirements.~~
- ~~Local receipts and state aid will reflect economic cycles.~~
- ~~The Town will pay the service on existing debt and adhere to its Debt Management policy.~~
- ~~The Town will make its annual pension contributions and continue appropriating to its other postemployment benefits trust fund.~~
- ~~The Town will build and maintain reserves in compliance with its Financial Reserves policy.~~

Reporting

The Town Manager and Finance Director shall annually prepare and submit a detailed budget to the Select Board and Finance Committee on behalf of all Town departments. The budget shall identify the estimated financial requirements necessary to support Town operations and services for the ensuing fiscal year.[4]

Commented [GV37]: 10/1 – Kept this language to clarify the Town's actual budget submission process. While the bylaw states that departments submit their budgets to the Finance Committee, in practice, the Town Manager and Finance Director submit the consolidated Town budget to the Finance Committee on behalf of the departments. This clarification was discussed at the September 29 Select Board meeting. The remaining language can be removed, as those requirements are already addressed in the bylaw.

~~E. Reporting~~

~~The Town Manager and the Finance Director shall submit a detailed annual budget to the Select Board and Finance Committee, on behalf of Town departments, addressing estimated budgetary requirements for the ensuing year.[4]~~

~~The Finance Committee shall, not later than March 31st, submit to the Select Board their written report with their recommendations, including the amounts requested by those originating the above estimates.[5]~~

~~The annual detailed budget and other requests shall be presented at the Annual Town Meeting each May.[6]~~

[4] ~~Per~~ Bylaw Article IV Section 5 "Each Town department shall annually submit to the Finance Committee, not later than January 31st, an estimate of its requirements for the ensuing year, and the Selectmen shall report all other requests for appropriations on or before February 5th."

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~~[5] Per Bylaw Article IV Section 5 "The Finance Committee shall, not later than March 31st, submit to the Selectmen their written report with their recommendations, including the amounts requested by those originating the above estimates."~~
~~[6] Per bylaw Article I Section 2 "The Annual Business Meeting shall begin on the first Monday in May at such place as the Selectmen shall determine."~~

~~The Town financial results vs. forecast (revenues and expenses) shall be reported out quarterly for the Select Board and public.~~

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OVERLAY

PURPOSE

To establish~~set~~ guidelines for determining the annual overlay amount in the Town's budget and for deciding whether any overlay balance can be certified as surplus.

The allowance for abatements and exemptions, commonly referred to as the overlay, is a single account whose purpose is to offset anticipated abatements and exemptions of committed real and personal property taxes. ~~Although this policy treats overlay as a single account[7], to continue historical information and facilitate reconciliations, the Town may elect to maintain subsidiary ledgers by levy year for overlay balances.~~

APPLICABILITY

This policy applies to the job duties of the Board of Assessors, Director of Assessing, Town Manager, and Finance Director.

POLICY

A. Annual Overlay

Each year, the Board of Assessors shall vote to authorize an amount to be raised for the Overlay as part of the annual tax rate setting process and reported on the Town's Tax Recap Sheet.

Commented [GV38]: 10/1/2026 Updated overlay policy with new language, and to incorporate the amount that will be used, carry forward and reserved. This was discussed at the 9/29 Select Board Meeting.

The Principal Assessor, in consultation with the Finance Director, shall recommend the annual Overlay amount to the Board of Assessors. The recommendation shall consider the following:

- The current available balance in the Overlay account, including balances remaining by levy year;
- The three-year average of actual abatements and exemptions granted by the Town;
- Potential abatement liability associated with cases pending before, or on appeal from, the Appellate Tax Board (ATB), as well as other known or reasonably anticipated material assessment appeals;
- Any significant changes in property values, exemption activity, or other circumstances that may reasonably affect future Overlay requirements; and
- The timing and potential financial impact of the Town's next certification review by the Division of Local Services (DLS).

The Town's objective shall be to maintain an available Overlay balance sufficient to cover the three-year average of abatements and exemptions, known or reasonably anticipated ATB and other assessment liabilities, and an additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

The Finance Director shall incorporate the recommended annual Overlay amount into the Town's financial forecast and budget planning process.

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~~Each year, the Board of Assessors shall vote in an open meeting to authorize a contribution to the overlay account as part of the budget process and to raise it without appropriation on the Town's Tax Recap Sheet. The Principal Assessor will propose this annual overlay amount to the Board of Assessors based on the following:~~

- ~~Current balance in the overlay account~~
- ~~Five-year average of granted abatements and exemptions~~
- ~~Potential abatement liability in cases pending before, or on appeal from, the Appellate Tax Board (ATB)~~
  ~~Timing of the next certification review by the Division of Local Services (scheduled every five years under the Municipal Modernization Act) The Board of Assessors shall notify the Finance Director of the amount of overlay voted~~

B. Excess Overlay/Overlay Surplus

Annually, the Finance Director and Principal Assessor shall review the available Overlay balance to determine whether funds are in excess of the Town's reasonably anticipated requirements. The analysis shall consider:

- The remaining Overlay balance by levy year;
- The three-year average of actual abatements and exemptions;
- The status and estimated financial exposure of pending or potential ATB and other material abatement cases;
- Known or anticipated changes that could materially affect future abatement or exemption activity;
- Guidance or determinations from the Division of Local Services (DLS); and
- An additional reserve of no more than $100,000 for unforeseen abatements, exemptions, or assessment adjustments.

As a general policy, amounts exceeding the three-year average of abatements and exemptions, identified ATB and other reasonably anticipated assessment liabilities, and the additional reserve of up to $100,000 shall be considered for declaration as Overlay Surplus by the Board of Assessors in accordance with applicable Massachusetts law.

The determination of Overlay Surplus shall continue to recognize the statutory authority and responsibilities of the Board of Assessors.

~~Annually, the Finance Director and Director of Assessing will conduct an analysis to see if there is any excess in the overlay account by factoring the following:~~

[7] ~~Effective December 7, 2016, the Municipal Modernization Act (Chapter 218 of the Acts of 2016) provides for a single overlay account. Previously, a community had to maintain separate overlay reserves for each fiscal year and could not use the surplus from one year to cover another year's deficit without a multistep process involving the assessors, accounting officer, and local legislative body. However, the Act allows all existing overlay balances to be transferred to a single account.~~

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Commented [GV39]: This is the overlay policy, does not represent a percentage, but does talk about the calculation of the amount that we should carry.

Commented [GV40R39]: 10/1/2026 Discussed at the 9/29 Select Board meeting, and rewrote this section.

Commented [GV41]: This is the overlay policy, does not represent a percentage, but does talk about the calculation of the amount that we should carry.

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- ~~Current balance in the overlay account after reconciling with the Town Accountant's records~~
- ~~Balance of the property tax receivables, which represents the total real and personal property taxes still outstanding for all levy years~~
- ~~Estimated amount of potential abatements, including any cases subject to ATB hearings or other litigation~~

~~Upon determining any excess in the overlay account, the Principal Assessor shall present the analysis to the Board of Assessors for its review.~~

C. Overlay Surplus

If ~~there is~~ an excess balance in the overlay account occurs, the Board of Assessors shall formally vote in an open meeting to certify the amount to transfer to overlay surplus and shall notify the Town Manager and Finance Director in writing of its vote.

If the Town Manager on behalf of the Select Board submits ~~makes~~ a written request for a determination of overlay surplus, the Board of Assessors shall vote on the matter within the next 10 days and notify the Town Manager and Finance Director of the result in writing.

In advance of the annual Tax Classification Hearing, the Select Board shall request an update from the Board of Assessors on the balance of the overlay account.

~~After being certified, Town Meeting may appropriate overlay surplus for any lawful purpose until the end of the fiscal year. However, the appropriation should be as prescribed in the Town's Forecasting policy (re: treatment of one-time revenues) and its Financial Reserves policy (re: overlay surplus).~~ If the Board of Assessors determines that the overlay account contains excess funds, the Town Manager and Finance Director may use such excess to reduce the amount of overlay that needs to be raised on the Town's Recap Sheet in subsequent years, rather than declaring the balance as overlay surplus. This approach helps moderate the tax levy while maintaining prudent reserve levels for abatements and exemptions.

Overlay surplus not appropriated by fiscal year-end closes to the General Fund's undesignated fund balance.

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DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Adherence to this policy will enable the Town to responsibly ~~Policy adherence will help the Town to responsibly address capital~~address capital needs, provide flexibility in current and future operating budgets, control borrowing, and maintain capital investment capacity. This policy is also intended to maintain and enhance the town's bond rating in order to achieve~~so as to achieve~~ long-term interest savings.

APPLICABILITY

This policy applies to the Town Manager, Select Board, Sudbury Public School Committee, and Finance Committee in their budget decision making and to the ~~in the~~ Finance Director~~'s~~ in ~~their~~ statutory responsibilities, debt reporting and analysis duties. ~~It also applies to the Finance Director's budget analysis duties and statutory responsibilities associated with debt management, in their role as Treasurer/Collector.~~

POLICY

Under the requirements of federal and state laws, specifically Massachusetts General Laws (M.G.L.) Chapter 44, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other capital assets ~~assets~~ or to refinance existing debt. Chapter 44 governs the purposes, limitations, and procedures for municipal borrowing, including authorized uses (§§7–8), debt limits (§10), issuance procedures (§16), management of proceeds (§20), and refunding (§21A).

The Town will issue and manage debt obligations in ~~such~~ a manner ~~as to obtain th~~that achieves the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers.

Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted under Massachusetts General Law~~to be issued under Massachusetts law~~, shall ~~only~~ be issued to construct, reconstruct, or purchase capital assets without exhausting operating budget capacity or depleting reserves~~that cannot be acquired with current revenues~~.

A. Debt Financing

Debt may be financed either within the levy, or beyond the levy limit through a Proposition 2 ½ debt exclusion, as authorized by voter referendum in accordance with Massachusetts General Laws. ~~(a debt exclusion which requires a Proposition 2 ½ voter referendum).~~

In managing debt, the Town will:

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1. **Comply with all provisions of M.G.L. Chapter 44** governing the authorization, issuance, and repayment of municipal debt.
2. **Issue long-term debt only for capital purposes** that provide long-term value to the community and are consistent with the Town's Capital Improvement Plan.
3. **Use available funds** and other non-debt financing sources, when appropriate, to reduce the amount of borrowing and overall interest costs.
4. **Avoid the use of debt for recurring expenditures** such as operations or maintenance.
5. **Manage debt within the Town's financial capacity**, maintaining levels that balance capital investment needs with taxpayer affordability and long-term fiscal stability.
6. **Consider the impact of new debt** on the Town's overall financial position, including credit rating, debt service burden, and compliance with financial policies.

~~In financing with debt, the Town will:~~

1. ~~Issue long-term debt only for objects or purposes authorized by state law and only when the financing sources have been clearly identified.~~
2. ~~Use available funds as appropriate to reduce the amount of borrowing on all debt-financed projects.~~
3. ~~Confine long-term borrowing to capital improvements and projects that cost at least $100,000 and that have useful lifespans of at least ten years or whose lifespans will be prolonged by at least ten years.~~
4. ~~Restrict debt exclusion borrowing to proposals which meet all three of these criteria:~~
   ~~(1) useful life of 20 years or more~~
   ~~(2) estimated cost of the principal payment in the first year of the debt issuance greater than 0.25% of the prior year's General Fund revenue. This criterion applies after target level for in-levy debt of 3% is initially achieved[8].~~
   ~~(3) the expenditure is either for town-owned land, buildings, or infrastructure or for a LSRHS capital assessment.~~
5. ~~Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.~~
6. ~~The policy of the Select Board shall be to include sufficient debt capacity within the levy, such that capital items can be more predictably funded.~~
7. ~~As debt within the levy decreases annually, this amount shall be used for capital, future debt, or set aside for future capital.~~

B. Debt Limits and Targets

The Town will manage its debt portfolio within prudent and sustainable levels consistent with Massachusetts General Laws and sound municipal finance practices.

1. **Total Annual Debt Service:** The Town will strive to maintain total annual debt service—including debt exclusions and self-supporting debt—within a range of

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approximately 5–10% of General Fund revenues, with a long-term goal of remaining near the midpoint of that range whenever feasible.

2. ~~**Statutory Debt Limit:** In accordance with M.G.L. Chapter 44, Section 10, the Town's overall debt limit shall not exceed 5% of its most recent equalized valuation (EQV), as determined by the Commonwealth.~~

3. **Within-Levy Borrowing:** The Town shall endeavor to maintain predictable and sustainable levels of within-levy borrowing, targeting a level of approximately 3% of the prior year's General Fund budget over time, subject to budgetary capacity and capital planning needs.

~~The Town will adhere to these debt parameters:~~

1. ~~Total annual debt service, including debt exclusions and any self-supporting debt, shall be limited to 10% of General Fund revenues, with a reasonable range of 5-7%.~~
2. ~~As dictated by state statute[9], the Town's debt limit shall be 5% of its most recent equalized valuation.~~
3. ~~The Town shall endeavor to gradually and consistently pursue future debt issuances financed by within-levy dollars with a target of 3% of prior year's General Fund budget.~~

C. Structure and Term of Debt

The Town shall structure its debt in accordance with Massachusetts General Laws (M.G.L.) Chapter 44 and guidelines issued by the Division of Local Services (DLS) to ensure prudent, lawful, and cost-effective borrowing.

1. **Debt Term:** The term of any borrowing shall not exceed the useful life of the asset financed and shall not exceed the maximum terms authorized under M.G.L. Chapter 44, Sections 7 and 8. The Town may elect a shorter borrowing term when appropriate, based on its financial condition, debt management objectives and overall fiscal planning needs.
2. **Debt Structure:** The Town will structure its debt to achieve the lowest total interest cost consistent with maintaining financial flexibility and sound debt service management.
3. **Bond Authorizations:** Borrowing authorizations shall comply with all statutory and regulatory requirements, including the use of bond premiums and accrued interest as allowed under state law.
4. **Compliance:** The Town shall work with its financial advisor, bond counsel, and Finance Director, along with the Treasurer/Collector to ensure that all debt issuances comply with applicable federal tax regulations and preserve the Town's eligibility for tax-exempt financing.

~~The following shall be the Town's guidelines on debt terms and structure:~~

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Commented [GV42]: Currently our debt % is less than 4% of our General Fund Budget. I am comfortable leaving it at this range. Discussion at the 10/13 Select Board meeting

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Commented [GV44]: 10/13 Select Board meeting, revised this section to change the language, and add that the Town may elect a shorter term of borrowing.

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1. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
2. The Town will limit bond maturities to no more than 10 years, except for major buildings, water and water facility projects, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
3. For non-excluded debt the Town will generally choose terms less than 20 years and structure as level principal payments, so that over time the annual debt payment goes down, opening up capacity for future capital.
4. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
5. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

[8] As per Section B. Debt Limits and Targets Item 3 of this document, herein.
[9] MGL Chapter 44 Section 10

D. Bond Refunding

To achieve potential debt service savings on long-term debt through bond refunding, the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.
4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.
3. The Town will not rely on reserves to sustain operating deficits. Use of such reserves will be

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Commented [GV46]: This is already in another section of these policies

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~~limited to helping the Town deal with short-term or emerging financial stress, but then the Town will either reduce spending to within the limits of recurring revenues, or seek approval for additional revenues from the voters of the Town.~~

4. ~~The Town will not defer current costs to a future date. This includes costs such as pension costs or benefits costs. From time to time, the State offers municipalities the option of deferring payments to their pension system, or other costs, as a short-term way of balancing a fiscal year's budget. However, it is the intention of the Town of Sudbury not to rely on these options.~~
5. ~~The Town will follow the policies as outlined in this policy statement.~~

~~F.~~D. Reporting

1. The Town's Annual Town Report, Town Manager's Budget Request and Annual Town Meeting Warrant will give comprehensive summaries of the debt obligations of the Town.
2. The Finance Director will include an indebtedness summary as part of a report on receipts and expenditures in Sudbury's Annual Town Report.
3. ~~The Finance Director, with the Town's financial advisor, will file the annual audit and official disclosure statement within 270 days of the end of the fiscal year.~~

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Commented [GV48R47]: 10/14/2026 Select Board meeting, discussed reporting, and we will keep the language in items 1 and 2.

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INVESTMENTS

PURPOSE

To ensure the Town's public funds are invested prudently and in accordance with state law, this policy establishes the overarching standards for safety, liquidity, and yield in managing municipal funds. It also affirms the Town's commitment to maintaining full compliance with its separately adopted Town of Sudbury Investment Policy, which provides detailed procedures and authorized instruments for investing municipal funds.~~To ensure the Town's public funds achieve the highest possible, reasonably available rates of return while following prudent standards associated with safety, liquidity, and yield, this policy establishes investment guidelines and responsibilities. It is further designed to comply with the Governmental Accounting Standards Board's recommendation that each community disclose its key policies affecting cash deposits and other long-term investments to ensure they are managed prudently and not subject to extraordinary risk.~~

APPLICABILITY

This policy applies to all Town Funds as outlined in the Town Investment Policy, which was updated on September 30, 2025, and can be accessed here. This policy does not pertain to the Town's Retirement fund, which is managed by the Middlesex County Retirement System. ~~pertains to short-term operating funds, including general funds, special revenue funds, bond proceeds, capital project funds, and to all accounts designated as long-term (e.g., trusts, stabilization funds, other postemployment benefits trust fund (OPEB), and others the Town may set aside for long-term use, including scholarship and perpetual care funds). It does not pertain to the Town's retirement fund, which is managed by the Middlesex County Retirement Board. This policy applies to the Finance Director, in the role as Treasurer, his or her designee(s), and any advisors or other professionals in their responsibilities for investing and managing Town funds.~~

Commented [GV49]: Add this from the Select Board Meeting on 9/1/26

POLICY

The Finance Director, and Treasurer/Collector in coordination with any designated advisors or custodians, shall invest Town funds in accordance with Massachusetts General Laws (M.G.L.) Chapter 44, Section 55 and the Town's adopted Investment Policy, ensuring adherence to the principles of safety, liquidity, and yield.

~~The Finance Director shall invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to generally accepted diversification, collateralization, and the prudent investment principles regarding safety, liquidity, and yield. The Finance Director will report investment performance to the Select Board each August including a three-year historical lookback for Trust Funds.~~

Commented [GV50]: This language was added to the investment policy, and will be discussed at the 10/27 Select Board meeting.

For~~See~~ additional details, refer to the Town's Investment Policy ~~in the Town of Sudbury Investment Policy, Trust Funds Investment Policy as well as the Town of Sudbury CPA Investment Policy~~.

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CAPITAL ASSETS

PURPOSE

To ensure Sudbury's capital assets can cost-effectively sustain the town's desired service levels into the future.

APPLICABILITY

This policy applies to the Town Manager, Finance Director, School Superintendent, School Business Manager, Select Board, Sudbury Public School Committee, Finance Committee, and Capital Improvement Advisory Committee (CIAC).

Definition of Capital Assets:

Capital assets are significant, long-lasting, and costly real or personal property used in the operation of government. They include land and land improvements, infrastructure (such as roads, bridges, and utilities), easements, buildings and improvements, technology, vehicles, machinery, and equipment.

Commented [GV52]: 10/13 Added Technology

To qualify for inclusion in the Town's Capital Improvement Program (CIP), assets must:

- Have a useful life of at least five (5) years, and
- Have a total cost of $20,000 or more

~~This policy applies to the Town Manager as the Town's chief budget decision maker. It also applies to the job responsibilities of the Finance Director, School Superintendent, School Business Manager, Select Board, Sudbury Public School Committee, Finance Committee and Capital Improvement Advisory Committee (CIAC). Capital Assets are defined as the community-owned collection of significant, long-lasting, and expensive real and personal property used in the operations of government, including land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. In order to be included in Sudbury's Capital Improvement Program, Capital Assets must cost $20,000 or more and have a useful life of 5 or more years. Items or improvements that do not meet this threshold should be included within the Town's operating budget.~~

POLICY

A. Capital Improvement Plan

1. **Annual Inventory and Assessment**: The Town Manager shall maintain an inventory of all Town capital assets. Annually, by ~~**September 30**~~**November 30**, each department shall assess the condition and replacement needs of its assets.

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The Town Manager shall update and adopt annually a ~~Five-Year~~Fifteen Year Capital Improvement Plan (CIP), including the upcoming Capital Improvement Budget (CIB)~~ and a four-year projection of capital needs and expenditures. Each~~which plan s~~hall detail the estimated cost, description, and anticipated funding sources for proposed capital projects. The Fifteen Year Capital Improvement Plan, will also include capital items from Lincoln Sudbury Regional High School 15-year capital plan.

The CIP shall govern projects undertaken to build, buy, expand, or replace long-life assets, or to improve an asset's condition beyond its original state of quality, efficiency, or useful life expectation.

~~1.~~2. **Fifteen-Year Long-Range Capital Plan:** ~~In addition to the Five-Year CIP, the~~The Town Manager shall maintain and annually update a Fifteen-Year Capital Plan, providing a long-term perspective on the Town's major facility, equipment, and infrastructure needs.

~~2.~~3. **Capital Spending Target**: The Town shall endeavor to dedicate a minimum of 5-7%~~6%~~ of the prior year's General Fund budget to capital spending each year, drawing as evenly as possible from within-levy debt and cash capital sources. The ratio between cash capital and in-levy debt may vary based on available resources, interest rates, and other financial factors. The 5-7~~-6~~% target shall serve as a guide for capital planning and project prioritization within each fiscal year's CIP.

~~3.~~4. **Capital Prioritization Criteria**: The Town Manager shall establish and apply consistent criteria for prioritizing capital projects, which may include, but are not limited to:

- Risks to public safety
- Legal or regulatory requirements
- Equity in service provision (e.g., ADA compliance)
- Revenue generation or cost savings potential
- Improvement of operating efficiency
- Availability of funding sources
- Systematic replacement or repair schedules
- Consistency with community plans (e.g., Master Plan)
- Enhancement of quality of life (e.g., open space, historic preservation, recreation resources)

~~4.~~5. Project Submission and Review

- A Capital Project Submission Sheet shall be required for all projects proposed for funding in the applicable fiscal.~~A Capital Project Submission Sheet shall be required for all projects included in the Five-Year CIP.~~
- Projects costing less than $20,000 or having a useful life of fewer than five years shall not be included in the CIP.
- Departmental maintenance and short-life items shall be budgeted within departmental operating budgets rather than in the CIP.
- Preventive maintenance shall be emphasized as a cost-effective strategy to extend the useful life of Town assets.

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Commented [GV54]: CAPITAL PLANNING (clean p.16): Clean version rephrases annually updating and adopting a 15-year CIP, includes CIB and Lincoln-Sudbury capital items; follows with detailed description of costs, timing and funding. Meaningful restructuring.

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Commented [GV55]: | CAPITAL ASSETS (clean p.16): Clean retains "minimum of 5–7%" target; no material new fix here, but note wording still ambiguous. This is a reminder, not a newly made change.

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Commented [GV56]: Should we review this target, based on this number this would equate to 7.8M total Capital and in-levy debt,

Commented [GV57R56]: From the Select Board meeting 10/13/2026: Andy and I are recommending a target range of 5%–7%. Given the Town's current capital needs and funding constraints, we believe this range strikes an appropriate balance between addressing capital priorities and maintaining fiscal responsibility.

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~~5.~~6. **Funding Sources:** Capital projects may be financed through a combination of sources, including but not limited to:

- Community Preservation Act (CPA) funds (if eligible)
- Town Manager's Capital Budget
- Capital Stabilization Fund or other special-purpose stabilization funds
- Free Cash
- In-levy debt
- Dedicated revenue sources
- Capital or Debt Exclusions
- Federal or State grants

CPA-eligible projects identified for the upcoming fiscal year must be submitted to the Community Preservation Committee (CPC) in accordance with its stated deadlines.

The Town Manager and Finance Director will determine the appropriate funding sources based on available funds.

~~The Town Manager shall maintain an inventory of all Town 'capital assets.' Annually, by September 30th, each department shall assess the condition and replacement needs. The Town Manager will update and adopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget ("CIB") and a four-year projection of capital needs and expenditures, which details the estimated cost, description and anticipated funding sources for capital projects. The CIP should govern projects undertaken either to build, buy, expand or replace a long-life asset or to an asset's condition beyond its original state of quality, efficiency, or useful life expectation.~~

~~Annually, the minimum level of capital spending the town should target year to year should be equivalent to 6% of the prior year's General Fund budget, endeavoring to draw equally from within levy debt and cash capital sources. The chosen ratio of cash capital vs. in-levy debt used to fund capital may vary based on available cash capital, interest rates, and other factors.~~

~~The 6% target shall guide how much capital spending can be planned in each year of the CIP.~~

~~1. The Town Manager shall establish criteria to determine capital asset prioritization, including but not limited to:~~
   - ~~Risks to public safety~~
   - ~~Legal requirements~~
   - ~~Equitable provision of services (e.g. Americans with Disabilities Act compliance)~~
   - ~~Revenue producing or cost savings~~
   - ~~Improvement of operating efficiency~~
   - ~~Funding sources availability~~
   - ~~Systematic replacement or repair~~
   - ~~Supports community plans (e.g. Master Plan)~~
   - ~~Enhancement of quality of life (e.g. preservation of conservation, historic, and recreation resources)~~

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2. Annually, the Town Manager shall request 5- and 15-year capital plans from Town Department Heads, SPS, and LSRHS. The Town's obligation per the LSRHS agreement shall be factored into the Town CIP.
3. The Town Manager in consultation with Department Heads, SPS, and LSRHS, shall annually update the composition and prioritization of the 5- and 15-year capital plans and create an ordered list sorted by urgency score, with appropriate justification (identifying criteria and which department it supports).
4. A Capital Project Submission Sheet shall be required for every item listed on the five-year CIP.
5. The CIP shall not include items that cost less than $20,000 or have a useful life of less than 5 years. Items that do not meet this threshold should be included within the Town's operating budget.
6. Alongside the CIP prioritization, proposed Funding Sources shall be identified. Wherever possible, funding sources should be derived from 'cash capital' and within levy debt funding options. Funding sources for capital may include:
   - Community Preservation Act (CPA) funds (if eligible; Open Space, Recreation, Historic)
   - Town Manager's Capital Budget (items less than $100,000 in one year; less than $200,000 over multiple years; and last more than 5 years)
   - New growth dedicated to capital
   - Capital Stabilization Fund
   - Special purpose stabilization funds
   - Free Cash
   - In-levy Debt
   - Dedicated revenue sources
   - Capital Exclusion
   - Debt Exclusion
   - Grants
7. Capital Items which are CPA eligible and prioritized for the upcoming budget year (i.e. to be included in the CIB) must be locked down and presented to the Community Preservation Committee according to their application/evaluation timeline.
8. The Town will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.
9. The CIP shall not include items deemed to be departmental maintenance. Rather, such smaller, shorter life maintenance items should be included in departmental budgets.

B. Risk Management

1. The Town will maintain an effective risk management program that provides adequate coverage, minimizes losses, and reduces costs.
2. The Town will annually work with the Town's insurance carrier to update all listings of Town owned assets and the value and condition of such covered assets.

C.B. Reporting and Process

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Commented [GV60R59]: 10/13/2026 Select Board meeting , discussed how the MIIA policy works.

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1. **Community Preservation Committee (CPC) Submission:** The Town Manager shall submit all CPA-eligible projects under consideration for inclusion to the Community Preservation Committee by their deadline each year.

2. **Department and CIAC Submissions (by January 31)**

   - The Town Manager (Departments), Sudbury Public Schools and Lincoln-Sudbury Regional School District, through the Town Manager's office, shall submit to the Capital Improvement Advisory Committee (CIAC) summaries of all proposed projects exceeding $250,000 in a single year, excluding rolling stock consistent with Bylaw Article XXV, Section 2.
   - Departments shall also provide the Finance Committee with annual budget estimates and capital requests in accordance with Bylaw Chapter 11-2.

Commented [GV61]: 10/13 Select Board Meeting, fixed this section of the By-law

3. **Preparation and Distribution of the CIP:** The Town Manager shall prepare and distribute the Capital Improvement Plan (CIP), and associated Capital Project Submission Sheets to the Select Board, CIAC, Finance Committee, and other stakeholders. These materials shall describe each proposed project, its estimated cost, purpose, and funding source.

4. **Public Accessibility**: The fifteen-year Capital Improvement Plan and accompanying Capital Project Submission Sheets for the upcoming Fiscal Year shall be made available as part of the annual Town Manager's Budget on the Town's website. Updates or amendments shall be reflected as they occur to ensure transparency and consistency across committees and boards.

~~1.~~5. **Select Board Reporting (by February 5)**: In accordance with Bylaw Article IV, Section 5, the Select Board shall report all requests for capital appropriations to the Finance Committee no later than **February 5.**

~~2.~~6. **Joint Capital Planning Meeting (~~by February 15~~by end of February):** The Town Manager shall convene a joint meeting of the Select Board, CIAC, Finance Committee, Community Preservation Committee representatives, SPS and LSRHS Superintendents, and relevant department heads by February 15. Questions and materials shall be distributed in advance to promote coordinated review and discussion.

Commented [GV62]: This date falls within school vacation, it has been the following week the last two years.

Commented [GV63R62]: 10/13/2026 Select Board Meeting, fixed the date

~~3.~~7. **CIAC Recommendations (by March 19)**: The **CIAC** shall submit a written report with recommendations on all capital projects within its scope to the Select Board and Finance Committee no later than March 19, in accordance with Bylaw Article XXV, Sections 2–3.

~~4.~~8. **Town Meeting Presentation**: The Town Manager shall present the Capital Improvement Budget components, in the form of warrant articles, for consideration and approval at the Annual Town Meeting.

~~1. The Town Manager will submit CPA-eligible projects under consideration for the CIB to~~

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the Community Preservation Committee by October 15th.

Annually by January 31st:

2. The Town Manager and departments shall submit to the CIAC a summary for evaluation of projects over $100,000 for a single year, or $200,000 over multiple years[10]. The Select Board requests progress summary reports for prior year capital items approved by the Town.
3. The Town Manager shall submit Town Meeting articles for the CIB.
4. The Town Manager shall coordinate the distribution of the CIB, CIP, and associated Capital Project Submission Sheets to the Select Board, CIAC, and Finance Committee [11] and other stakeholders. These materials will detail each capital project, the estimated cost, description and funding.
5. The 5-year capital improvement plan shall be posted and accessible for committees, commissions, boards, and public view on town website, reflecting updates for any changes made. The Capital Project Submission Sheet for each project on the 5 year CIP shall be posted and linked from the CIP.
6. On or before February 5th, the Select Board shall report all requests for capital appropriations to the Finance Committee[12].
7. On or before February 15th, the Town Manager shall organize a joint meeting of the Select Board, CIAC, Finance Committee, CPC representatives, SPS/LSRHS superintendents, and department heads. They will solicit and coordinate receipt of questions in advance of this joint meeting.
8. The CIAC shall, not later than March 19th, submit to the Select Board and Finance Committee its written report with recommendations on capital projects within its scope[13].

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10 Per Bylaw Article XXV Sec. 2

11 Per Bylaw Article IV Sec. 5 "Each Town department shall annually submit to the Finance Committee, not later than January 31st, an estimate of its requirements for the ensuing year."

12 Per Bylaws Article IV Sec. 5 "Selectmen shall report all other requests for appropriations on or before February 5th."

13 Per Bylaw XXV Sec. 2-3 "CIAC shall make a report with recommendations to the Finance Committee and the Board of Selectmen." "Capital expenditures budget shall be submitted to the Sudbury Finance Committee at the same time as the budgets of other Sudbury cost centers."

The Town Manager will present components of the CIB, in the form of Town Meeting Articles, for approval at the Annual Town Meeting (generally the 1st Monday in May).[14]

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[14] ~~Per bylaw Article I Section 2 "The Annual Business Meeting shall begin on the first Monday in May at such place as the Selectmen shall determine."~~

OTHER POSTEMPLOYMENT BENEFITS LIABILITY (OPEB)

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PURPOSE

To establish aprovide the basis for a responsible and sustainable approach plan for meeting the Town's obligation to provide other postemployment benefits (OPEBs) to eligible current and future retirees. This policy sets forth the Town strategy for ensuring the long-term sustainability of OPEB funding, promoting intergeneration equity and preventing the deferral of cost to future taxpayers. provides guidelines designed to ensure OPEB sustainability and achieve generational equity among those called upon to financially support OPEBs, thereby avoiding transferring costs into the future.

APPLICABILITY

This policy applies to all decisions related to the budgeting, accounting, financial reporting, and investment of OPEB funds.This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment.

BACKGROUND

In addition to salaries, the Town of Sudbury compensates employees with benefits earned over the course of employment, some of which are received only after retirement.
These postemployment benefits, including health and life insurance, are collectively referred to as Other Postemployment Benefits (OPEB), which is distinct from pensions.

OPEBs represent a significant financial liability that must be properly measured, reported, and funded. To responsibly address this obligation, the Town established an OPEB Trust Fund pursuant to Massachusetts General Laws Chapter 32B, Section 20.

This statute authorizes municipalities to create an OPEB Trust Fund Board of Trustees, to invest and manage funds dedicated to future OPEB liabilities. The trust allows long-term investment of assets at higher expected returns than those of general operating funds and forms the foundation of the Town's plan to meet future benefit costs.
In addition to salaries, the Town of Sudbury compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health and life. These are collectively referred to as other postemployment benefits or OPEBs.

OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially. As part of a long-range plan to fund this obligation, the Town established an OPEB Trust Fund, which allows for long-term asset investment at higher rates of return than those realized by general operating funds.

POLICY

The Town of Sudbury is committed to responsibly funding the long-term cost of benefits promised to its employees. To accomplish this, the Town will:

- The Town's goal is to fund its Other Post-Employment Benefits (OPEB) liability at a level equal to or greater than the prior year's contribution, with the long-term objective of increasing annual OPEB contributions once the Town's pension liability has been fully funded;
- **Fund OPEBs proactively** by accumulating resources for future benefit payments during employees' active service;
- **Invest prudently** through the Town's OPEB Trust Fund in compliance with M.G.L. c. 32B, §20, and the Town's adopted Investment Policy;
- **Periodically evaluate funding strategies** to ensure sustainability and consistency with best practices; and
- **Assess and manage cost drivers** including benefit design, contribution structure, and healthcare trends while maintaining competitive and equitable employee benefits.

~~The Town of Sudbury is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.~~

A. Accounting and Reporting

1. **Actuarial Valuations**: The Finance Director shall obtain a biannual actuarial valuation of the Town's OPEB liability to measure and project long-term obligations in accordance with the Governmental Accounting Standards Board (GASB) requirements.

2. **Annual Financial Reporting:** The Town shall report its OPEB obligations annually in its financial statements in compliance with the latest GASB Statements 74 and 75, which govern OPEB accounting and financial reporting.

3. Audit Review: The Finance Director shall ensure that the Town's independent audit firm reviews compliance with this policy and the OPEB Trust Fund's management as part of the Town's annual audit.

~~2. The Finance Director will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board.~~

~~The Town Auditor shall ensure that the Town's independent audit firm reviews compliance with the provisions of this policy as part of its annual audits.~~

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Commented [GV64]: 10/27/2026 Select Board meeting, add this language.
Radja did suggest a % of the OPEB Liability be funded each year. We could consider reviewing this.

Commented [GV65R64]: OPEB FUNDING (clean p.19): Clean version moves contribution objective to opening paragraph, changes it to "strive to maintain" at least prior-year amount SUBJECT TO financial resources/condition, and removes duplicated bullet. Substantive softening.

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Commented [GV66]: OPEB ACCOUNTING (clean p.20): Replaced "biannual" with "every two years" and updated GASB standard reference to include amended/superseded guidance. Clarification.

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B. Mitigation

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The Town shall actively pursue strategies to reduce and control its long-term OPEB liability.

- The **Finance Director** shall monitor proposed federal and state legislation affecting OPEBs and Medicare, evaluate their impacts on the Town, and recommend responsive measures.

- The **Human Resources Director or Finance Director** shall conduct periodic audits of group insurance and retiree enrollment to ensure eligibility compliance, removing any ineligible participants based on work hours, active Medicare enrollment, or other applicable factors.

Commented [GV67]: | OPEB MITIGATION (clean p.20): Revised to "identifying and addressing enrollment discrepancies in accordance with applicable law, plan eligibility requirements, and established procedures." Alters the stated action while preserving compliance intent.

- The Town shall regularly assess healthcare cost-containment measures, benefit design adjustments, and contribution strategies that balance fiscal sustainability with fair and equitable benefits.

~~On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Finance Director shall monitor proposed laws affecting OPEBs and Medicare and analyze their impacts. The Human Resources Director shall regularly audit the group insurance and retiree rolls and drop any participants found to be ineligible based on work hours, active Medicare status, or other factors.~~

C. Funding

To address its OPEB liability, the Town shall pursue a disciplined and proactive funding approach designed to achieve full funding of the long-term obligation.

1. **Funding Sources**: The Town may appropriate funds to the OPEB Trust from a variety of legal sources, including:
   - Annual taxation through the operating budget,
   - Certified Free Cash, and
   - Any other lawful funding mechanism or contribution source.
   -
2. **Investment and Deposit**: All appropriated funds shall be deposited into the OPEB Trust Fund and invested in accordance with **M.G.L. c. 32B, §20(b)** and the Town's Investment Policy.

3. **Funding Analysis**: Decision makers shall periodically analyze available funding strategies and implement them as appropriate, considering the Town's financial condition, actuarial requirements, and long-term sustainability goals.

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List of Acronyms

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ADA - Americans with Disabilities Act

ATB - Appellate Tax Board

CIAC - Capital Improvement Advisory Committee

CPA - Community Preservation Act

CIB – Capital Improvement Budget (one year annual budget)

CIP – Capital Improvement Plan (five year plan, including upcoming CIB)

DLS – Division of Local Services

LSRHS – Lincoln Sudbury Regional High School

MGL – Massachusetts General Law

OPEB - Other Postemployment

Benefits SPS – Sudbury Public

Schools

Commented [GV68]: UPDATE Acronyms at the end once document is fully accepted.

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C.4

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.4: Review and discuss potential amendments to c. 68, Town Meeting Bylaw

Requested by: Town Manager

Formal Title: Review and discuss potential amendments to c. 68, Town Meeting Bylaw

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Review and discuss amendments to the Town Meeting bylaw intended to improve efficiency of Town Meetings.

Financial impact expected: Undetermined

Attachment(s):
TM Bylaw c68_redline_11-5-26.pdf
Town Meeting Improvements_memo_2026-08-11.docx

Chapter 68. Town Meetings

[HISTORY: Adopted by the Town Meeting of the Town of Sudbury as indicated in article histories. Amendments noted where applicable.]

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~~ change 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 in selecting a date within the months of April or May. ~~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.~~
~~[1]~~

Commented [SA1]: Consensus on 10/13/26: take it to Town Meeting

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

§ 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.

§ 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.

Article II. Procedures

[Adopted as Art. II of the General Bylaws]

§ 68-6. Warrant articles for ~~Annual~~ Town Meeting.

[Amended 4-6-2010 ATM by Art. 6]
The Warrant for each Annual Town Meeting shall be closed January 31 preceding the Annual Town Meeting in each year or such other date determined by the Select Board, but not later than the third Friday in February. No article, including articles consisting of resolutions, shall be taken up at Town Meeting unless it appears in the printed warrant. The preceding sentence shall not apply to resolutions memorializing townspeople and Town employees. ~~Except as hereinafter specified, the Warrant for any Special Town Meeting shall be closed at least 25 days prior to the scheduled date of the meeting; provided, further, that there~~ There shall be at least 10 days between the call of any Special Town Meeting and the closing of the Warrant therefor. This section shall not apply to any Special Town Meeting held for the purpose of considering the approval or disapproval of an amount of debt authorized by a regional district school committee, in accordance with MGL c. 71, § **16(d)**, or held for an emergency purpose.

Commented [SA2]: GL c. 39, s. 10 requires the warrant be posted for 7 days before the Annual Town Meeting and 14 days before a Special Town Meeting.

§ 68-7. Quorum required.

Except for the election of Town officers, no meeting shall be legal unless a quorum is present, and a quorum shall consist of 100 registered voters; once a quorum has been assembled, the continued existence of a quorum shall be presumed until a count of the voters present, which shall be taken upon the call of seven or more registered voters, establishes that a quorum is not present.

§ 68-8. Call to order.

The Moderator shall, at the time and place appointed, call the meeting to order, and forthwith proceed to read the call for the meeting, and the return of the person or persons who served it.

§ 68-9. Powers and duties of ~~presiding officer~~the Moderator.

The powers and duties of the ~~presiding officer~~Moderator, not especially provided for by law or by these bylaws, shall be determined by the rules and practices contained in the most recent edition of Town Meeting Time, so far as they are adapted to the conditions and powers of the Town.

§ 68-10. Duties of Moderator.

The Moderator while presiding over a Town Meeting shall not participate in the discussion of any matter under consideration of the said Town meeting, but they may upon request answer all questions relating to procedure in Town meetings as may be submitted to them and to correct any errors of procedure which may occur.

§ 68-11. Speaking at meetings.

Every person speaking shall address the ~~Chair~~ Moderator standing and uncovered. No person not a voter shall address the meeting without first obtaining consent of the meeting.

§ 68-12. Nonvoting members.

Every nonresident appointed representative of the Town shall be a nonvoting member of Town Meeting.

§ 68-13. Order of consideration for warrant articles.

No article in the Warrant for any Town Meeting shall be taken up for consideration out of the order in which it appears therein, except by a four-fifths vote of the voters present and voting thereat.

§ 68-14. Motions to be in writing.

All motions shall be reduced to writing before being submitted to the meeting, if required by the ~~presiding officer~~Moderator or Clerk.

§ 68-15. Proponents of warrant articles.

When an article comes before any session of the Town Meeting, the proponent(s) shall be recognized first for the purpose of making a motion under the article and then for making a presentation in support thereof, if the motion is seconded. If the proponent is an elected or appointed board or committee within which there is a minority position in opposition to the article, a spokesperson for that position will be recognized next. Thereafter, the Finance Committee shall be recognized if it wishes to speak on the article, followed by the Planning Board and/or any other Board or Committee which is required by law to report on the article.

§ 68-16. Limitations on speech.

No person shall speak more than twice upon any question, except to correct an error or make an explanation until all others who have not spoken upon the question and desire to do so shall have an opportunity. The initial presentation by the proponent(s) of an article may not exceed 10 minutes in length, and no other speech may exceed five minutes in length unless consent is given by a majority of those present and voting.

§ 68-17. Debate.

When a question is under debate, motions may be received to adjourn, to lay the matter on the table, to move the previous question, to postpone indefinitely, to postpone to a time certain, to commit, and to amend; which several motions shall have precedence in the order in which they are herein enumerated, and the first three shall be decided without debate, provided that the Moderator need not allow a vote on a motion for the previous question unless, in their opinion, there has been a reasonable opportunity for debate on the question.

§ 68-18. Motions to reconsider.

[Amended 10-23-2023 STM by Art. 2]
A motion to reconsider a matter previously acted upon at the same session shall require an affirmative vote of 2/3 of those voters present and voting. A motion to reconsider a matter after adjournment of the session at which it was acted upon shall require a unanimous vote of those present and voting unless written notice of an intention to move reconsideration of the matter, signed by 15 voters who attended that session, is given to the Town Clerk on or before 12:00 noon of the next weekday (legal holidays excluded) following the session at which the matter for which reconsideration is sought was acted upon. The Town Clerk shall publish notice of such intention by advertisement or by posting in their office or elsewhere in the Town Hall. The Moderator shall at the start of the next session announce the matter on which reconsideration is sought and shall further announce that the motion for reconsideration shall be the first order of business at the

next succeeding session of the Town Meeting unless all business is completed prior to 10:30 p.m. of the same session, in which case the motion for reconsideration shall be the last item of business that evening. When the matter to be reconsidered comes before the meeting, the Moderator shall recognize for the motion the person who gave notice to the Town Clerk, unless they shall defer to another. All discussion on the motion must be confined exclusively to the merits or demerits of reconsideration. Passage of a motion to reconsider shall require an affirmative vote of 2/3 of those present and voting. If notice of reconsideration is given on more than one matter, they shall be taken up in the order in which they were submitted to the Town Clerk.

§ 68-19. New legislation by General Court.

Every vote, resolution, amendment, order or other action of the Town Meeting which instructs or requests any Town inhabitant, official, committee or board to study, propose, prepare, draft, present, file, petition for or otherwise initiate new legislation by the General Court of the Commonwealth of Massachusetts or the Congress of the United States shall specify in terms whether or not such inhabitant, official, committee or board is required to present a draft of such legislation to the Town Meeting for approval before submitting it to said General Court or Congress.

§ 68-20. Legal errors.

If a legal error in an action of the Town Meeting, attested to by the Town Counsel, is discovered, the Moderator shall, when presented with such error, recognize the Town Counsel for the purpose of identifying the error and explaining its effect. Following the explanation of the Town Counsel, the Moderator shall request a motion by the Select Board to correct the error. Such motion shall not be subject to the rules of reconsideration and shall require a simple majority unless otherwise mandated by state law or any portion of these bylaws. Action under such motion shall be limited to correction of the error.

§ 68-21. Accounting errors.

If the Town Accountant or, in their absence, the Assistant Town Accountant discovers that information presented to the Town Meeting contains an accounting error, they shall request to be recognized for the purpose of identifying the error and explaining its effect. The Moderator shall recognize the Town Accountant for such purpose. Following the explanation, the Moderator shall request a motion by the Select Board to correct the error. Such motion shall not be subject to the rules of reconsideration and shall require a simple majority unless otherwise mandated. Any voter or Town official who discovers such an accounting error shall notify the Town Accountant, who, if they concur, shall proceed as described above.

§ 68-22. Moderator to determine majority votes.

The Moderator may determine, without a count, that a two-thirds, four-fifths, or nine-tenths vote has been achieved, which determination shall satisfy the provisions of MGL c. 39,

§ **15**, or any other law requiring a two-thirds, four-fifths, or nine-tenths vote, unless a count is requested in conformance with the procedural requirements set forth in Town Meeting Time.

§ 68-23. Recognition by Moderator.

All persons speaking on any article may be recognized by the Moderator after the presentation by the proponent(s) of the article, if any, but no speaker may be recognized in accordance with any prearranged speaking order. Notwithstanding the foregoing, in the event there is no speaker identified as the proponent, the Moderator may recognize speakers after the motion on the floor has been seconded.

§ 68-24. Voting.

[Added 5-2-2022 ATM by Art. 25]

A.

Voting. When a question is put, the sense of the meeting shall be determined by a vote held using voice votes, raised hands, a placard, an electronic voting system or other voting indicia; the preference would be to use an electronic voting system, if the same is available, for action on main motions and any motion requiring more than a majority vote. For purposes of this bylaw, the term "electronic voting technology" shall mean any electronic voting system approved by the Town Clerk and the Town Moderator which allows for the counting of votes using a wireless or mobile device, including handheld clickers, mobile phone application, or the like, as it may be decided from time to time.

B.

Counting: electronic voting. If the count is taken using electronic voting technology, the Moderator shall declare the vote and provide an opportunity for any voter to notify the Town Moderator that they believe their vote was recorded in error; if so, the Moderator shall direct that the record be corrected by the Town Clerk. If seven or more voters doubt the vote, the Town Moderator may request another vote using the handheld technology or otherwise set the manner of voting. If Town Meeting approves a motion for reconsideration, the motion at issue immediately prior to the vote will be back before the voters, and the electronic voting system shall be used to record and tabulate the votes taken on the main motion.

C.

Counting: other methods. If such electronic voting equipment is unavailable, the Town Moderator shall notify the Town Meeting as to what manner of voting will be used and, unless 20 people stand in opposition, such method shall be implemented. If 20 voters do stand, then the Moderator's recommendation is pending before the meeting, subject to amendment like any other motion. If the Moderator is unable to decide the vote or if the declaration by the Moderator is immediately questioned by 10 or more voters rising in their places, the Moderator shall then direct that a count be taken, whether by counting raised hands, raised placards or other indicia of vote, or by secret ballot or otherwise, as determined by the Moderator in the Moderator's sole discretion.

~~Article III. Annual Town Forum~~

~~[Adopted as Art. III, § 11, of the General Bylaws]~~

~~§ 68-25. Frequency; participation.~~

~~[Added 5-8-2013 ATM by Art. 41; amended 5-4-2016 ATM by Art. 27]~~
~~The Town will conduct a Town Forum on an annual (minimum requirement) basis. The Forum will be an open, public meeting for Town residents. The Town Forum will provide a planned, scheduled opportunity for constructive engagement between the Town and residents. The Town participants/panel may include all department heads, committee chairpersons and trust chairpersons. The Select Board will encourage broad participation for Town officials in the Town Forum. One member of the Town panel will act as moderator. The moderator will facilitate and manage questions from Town residents to the appropriate panel member for response.~~

Commented [SA3]: The original intent of the Town Forum was to "facilitate communication and to encourage transparency regarding Town issues." Does the Town Forum still meet the original intent? Is it a good use of time?

Commented [SA4R3]: Consensus on 10/13/26: take it to Town Meeting separate from the proposed amendments to Town Meeting

Commented [SA5R3]: Consider presenting as a separate article from Town Meeting changes

TOWN OF SUDBURY
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Andrew J. Sheehan
Town Manager

MEMORANDUM

TO: Select Board
FROM: Andrew J. Sheehan, Town Manager
DATE: August 11, 2026
SUBJ.: Town Meeting Improvements
Recommendations on c. 68 of the General Bylaws

Following the conclusion of the 2026 Annual and Special town meetings, the Select Board discussed potential improvements to town meetings. A common refrain was what can be done to improve efficiency and increase participation. The Board, by consensus on June 2, 2026, asked me to review the Town Meeting Bylaw, Chapter 68 of the Town's General Bylaws (the "Bylaw"), and offer comments and recommendations. I offer this memo and the attached redline version of the Bylaw. I have also attached *A Report on Town Meeting: What Can We Do to Make Town Meeting More Effective and Accessible,* League of Women Voters – Acton Area, June 2024.

The intent of this memo is to identify ways to improve the efficiency of town meetings in order to increase participation. Participation typically runs between one- and four- percent of registered voters. This memo is not advocating for a move away from Open Town Meeting. I also raise a couple of other items for discussion purposes.

Chapter 68. Town Meetings
The current Bylaw is quite prescriptive and allows for little flexibility. In order to be more efficient and increase participation, it is recommended that some of the restraints be removed to allow for more flexibility. While we consider this, it is important to keep in mind other parties whose needs cannot be overlooked. These include but are not limited to Lincoln Sudbury Regional High School, the Sudbury Information Services Department, and SudburyTV. There is great demand for the LS Auditorium and other LS spaces; we must remain cognizant of that and work around LS's schedule. The Information Services Department and SudburyTV have involved set ups and break downs. We must keep these needs in mind.

The following discusses several sections of the Bylaw that may be suitable for revision.

S. 68-2. Annual Business Meeting
The current Bylaw dictates that the annual business meeting, a.k.a. annual town meeting, be held on weeknights beginning the first Monday in May. This requirement is certainly beneficial for scheduling and to establish a regular and predictable date and time. As noted above, it is

important to remember that the Information Services Department and SudburyTV have involved set ups and break downs. For this reason, consecutive days/nights are beneficial.

We hear occasional calls to hold a weekend town meeting as a way to improve participation. A weekend meeting would likely make one cohort of residents available at the expense of another. As the Bylaw is written, the Board has no ability to even consider a weekend annual town meeting.

Another common refrain is the need for child care. This creates some logistical and staffing challenges including where to house the children, staffing, and safety, including CORI checking all care providers. The bigger challenge is that town meetings typically run well past 9:00PM. This is largely a non-starter for parents of elementary school children, many of whom are in bed by that time.

If the Town wants to explore days other than weeknights, s. 68-2 needs to be revised. Two approaches to consider:

A. Deleting the existing language: ~~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.~~

   And inserting in its place: **The Annual Business Meeting shall be called by a warrant issued by the Select Board specifying the date, time, and location and posted in accordance with GL c. 39, s. 10.**

   This gives broad flexibility for the Board to set a date on a weeknight or weekend. It may be preferable to include language that provides a window within which Annual Town Meeting is held, such as "within the months of April or May" or similar.

B. Leaving the current language largely intact but allowing the Board to change the date by announcing it by a date certain, such as: "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~~ **change** 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." As with the option above, it may be preferable to include language that narrows the permissible window.

Development of the operating and capital budgets and the reports from committees may be impacted by a significant change to the town meeting schedule. Depending on the final decision

it may be necessary to revisit other deadlines, such as the due date for the Town Manager to deliver the budget and the due date for the Finance Committee to deliver its report to the Board.

S. 68-3. Fall Town Meeting
The Bylaw requires that by the end of July the Select Board convene a public hearing to determine if a Fall Town Meeting will be held in September, October, or November. This is a very unusual requirement. A search of more than a dozen area communities turned up no similar requirement. The requirement for the Board to hold a hearing and solicit public input is an unnecessary burden without a clear benefit. It is a drain on the Board's time and diverts staff from more vital activities. Under GL c. 39, s. 10, the Select Board can call a Town Meeting whenever the need arises and without having to convene a public hearing.

Recommendation: I recommend Town Meeting be asked to delete section 68-3.

S. 68-6. Warrant articles for Annual Town Meeting
The heading for Section 68-6 suggests it pertains only to warrants for the annual town meeting. In fact, it discusses warrants for both annual and special town meetings.

Recommendation: I recommend Town Meeting be asked to rename this section "Warrant articles for Town Meetings.

In order to keep with the flexibility discussed above under s. 68-2, I suggest adding language that would allow the Board to adjust the due date for warrant articles. If the Board moves ahead with language pertaining to the date of Annual Town Meeting, I suggest amending the first sentence of 68-6 as follows: "The Warrant for each Annual Town Meeting shall be closed January 31 preceding the Annual Town Meeting in each year **or such other date determined by the Select Board, but not later than the third Friday in February**."

Section 68-6 further requires "Except as hereinafter specified, the Warrant for any Special Town Meeting shall be closed at least 25 days prior to the scheduled date of the meeting; provided, further, that there shall be at least 10 days between the call of any Special Town Meeting and the closing of the Warrant therefor. This section shall not apply to any Special Town Meeting held for the purpose of considering the approval or disapproval of an amount of debt authorized by a regional district school committee, in accordance with MGL c. 71, § 16(d), or held for an emergency purpose." This builds in a mandatory 35-day blackout period.

When the Town received a citizen petition on April 6, 2026, it necessitated the calling of a special town meeting. GL c. 39, s. 10 requires that a special town meeting be called within 45 days of receipt of a petition bearing the signatures of 200 or more registered voters. This gave the Board until May 21 to convene a meeting. Before a special town meeting could be called, the Town Clerk needed to certify signatures and the Select Board had to hold a meeting in conformance with the 48-hour posting requirement of the Open Meeting Law. All the while the 45-day clock was ticking.

The effect of the 45-day statutory requirement, the time for the Town Clerk to certify signatures, the Open Meeting Law requirement, and the availability of a space at LSRHS, combined with the

requirements in section 68-6, resulted in a 5-day window within which to hold a special town meeting.

As noted above, I surveyed more than a dozen communities. The survey turned up no similar blackout language. Holliston requires that the warrant for a special town meeting remain open for at least 48 hours. All other surveyed communities are silent. It is not clear that Sudbury's requirement serves a compelling public purpose.

Recommendation: I recommend Town Meeting be asked to delete the fourth and fifth sentences of s. 68-6.

Sections 68-9, 68-11, and 68-14
These sections pertain to the Town Moderator. The sections interchangeably use the terms presiding officer, Moderator, and chair. This is confusing particularly for residents new to or unfamiliar with Open Town Meeting.

Recommendation: I recommend Town Meeting be asked to insert the term "Moderator" in place of presiding officer or chair in sections 68-9, 68-11, and 68-14.

Section 68-16. Limitations on speech
In the interests of efficiency, the Board may wish to revisit the limitations on speech in order to expedite town meetings. Section 68-16 gives proponents 10 minutes to present an article and each speaker 5 minutes. If the Board is interested in proposing a change to this section it would be prudent to seek the input of the Town Moderator.

Article III. Annual Town Forum. Section 68-25. Frequency; participation
While considering efficiency improvements to town meetings, it is reasonable to ask whether the Town Forum still serves its original purpose. The original intent of the Town Forums was to "facilitate communication and to encourage transparency regarding Town issues." Annual Town Meeting, May 8, 2013, Article 41. Communication should not be limited to a once a year event. Participation at recent forums has been sparse and the Board frequently struggles to find a suitable topic. The Board can convene a Town Forum even if it is not mandated by the bylaws. If it no longer serves a valid purpose consideration should be given to deleting s. 68-25.

Commentary on Town Meeting Preliminaries
The Town Meeting Preliminaries (proclamations, state of the town, Finance Committee report, etc.) typically runs 30-45 minutes. This is another area where efficiencies could be found. This could be accomplished without the need for legislative action. It is advisable to coordinate in advance with the Moderator.

Thank you for the opportunity to present these recommendations.

C.5

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.5: Review and discuss Board/Committee feedback regarding use of Community Preservation Act funds toward walkway improvements: Park and Recreation Commission Community Preservation Committee Planning

Formal Title: Review and discuss Board/Committee feedback regarding use of Community Preservation Act funds toward walkway improvements:

- Park and Recreation Commission
- Community Preservation Committee
- Planning

Votes May Be Taken:

Attachment(s):
DRAFT_Support_for_CPA_Legislation_for_Walkways_Dcarty05152026 (002).docx
Fw_ PRC Feedback_ Proposal to Expand CPA Eligibility for Connecting Walkways and Multi-Use Paths.pdf
CPC - Select Board Letter Feedback.docx
PCD memo_CPA Sidewalks.pdf

Submitted by Member Dan Carty
(DRAFT - TO BE FINALIZED ON SELECT BOARD LETTERHEAD)

May 19, 2026

Representative Carmine Gentile
State House, 24 Beacon Street
Room 167
Boston, MA 02133-1054

Senator Jamie Eldridge
State House, 24 Beacon Street
Room 511-C
Boston, MA 02133-1054



Dear Representative Gentile and Senator Eldridge:

For multiple years we have heard from our constituents that there is a need for more walkways in Sudbury. Earlier this month at our Annual Town Meeting there was once again robust discussion of said need, with the discussion of possible use of Community Preservation funds to help pay for them. We are aware that in December of 2015 the town of Norwell received a ruling in Plymouth Superior Court that it was illegal to use CPA funds to construct sidewalks and since that time CPA usage for walkways has generally been confined to those directly in a recreation, historic, or affordable housing area.

Logic holds that if CPA funds can be used for a parking lot and pathways directly adjacent to a recreational area, as Sudbury has done as recently as 2024 with funds allocated for the Parkinson Field Driveway design and just last month in our 2026 Annual Town Meeting for parking and connecting paths for the Mass Central Rail Trail, it should also be an allowed use for the creation of continuous safe non-motorized passage – walking or bicycle – to recreational areas through areas not directly adjacent. By doing so it would allow users to replace their vehicle transit to and from recreational activity with more recreational activity.

Sudbury has a proud history of investing CPA dollars in our recreational facilities. Recent examples include the Bruce Freeman Rail Trail, Mass Central Rail Trail, Haskell Field, SMILE playground, Broadacres/Featherland Field, Davis Field, Fairbank Center, Parkinsons Field, Feeley Field, and various school playgrounds. We ask for your help in allowing us to get more people to those and other facilities safely and without cars. Not only will this extend recreational opportunities, it does so in an environmentally-friendly manner. Your championing of H.286 and S.148 changed CPA legislation a few years back; hopefully you will be willing to change it again.

We strongly support this proposed change to legislation and look forward to your leadership to make it a reality.

Thank you for your continued support of Sudbury.

SUDBURY SELECT BOARD

From: ParkandRecreationCommission, Chair
Sent: Tuesday, October 27, 2026 10:50 AM
To: Select Board
Cc: Park and Rec Commission
Subject: PRC Feedback: Proposal to Expand CPA Eligibility for Connecting Walkways and Multi-Use Paths

Members of the Select Board

The Park and Recreation Commission had a robust conversation about the proposal at our September 30th meeting. While we support the importance of more connectivity in Sudbury through sidewalks and other non-motorized paths, we did not support this proposal by a vote of 1 for and 4 against. There was discussion around the potential this proposed amendment would reduce funding for other important recreation projects, though it was also acknowledged that sidewalks are essential for passive recreation. Because of Sudbury's lower housing density, it creates a greater need for sidewalks to provide safe non-motorized travel along our busy streets. We were also concerned about unintended consequences of this proposal in other communities that didn't have a robust CPA fund similar to Sudbury.

The recent opening of both the Bruce Freeman Rail Trail and the Mass Central Rail Trail have encouraged more people to get out on their bikes, scooters and walking creating a higher demand for safe non-motorized travel. Expanding sidewalks in Sudbury as a recreational asset is becoming more important. The PRC recognizes this and will be discussing ways to advocate for more sidewalks in Town.

We welcome continued conversation on how to expand side walks in Sudbury.

Thank you
Mara Huston, on behalf of the Park and Recreation Commission

Park and Recreation Commission Chairperson
https://sudbury.ma.us/parkrecreationcommission/
https://sudburyrec.com/

October 13, 2026
Chair Janie Dretler
Sudbury Select Board
Flynn Building
278 Old Sudbury Road
Sudbury, MA 01776

Dear Chair Dretler,

Thank you for seeking feedback from the Community Preservation Committee (CPC) and other relevant Town committees regarding the proposed petition for the expansion of allowable uses of Community Preservation Act (CPA) funds.

During the committee's October 7th meeting the CPC reviewed the proposal and heard additional context from Select Board Member Dan Carty, who also serves on the CPC.

While the Committee did not take a formal vote or adopt an official position, members engaged in a substantive discussion regarding the proposal's objectives, potential implications, and considerations for implementation. In response to your request, I am providing a summary of the principal points raised during that discussion for the Select Board's consideration.

- Several members expressed the view that the proposed letter, while well-intentioned, may be premature given the absence of identified pending or proposed state legislation or proposals by the Community Preservation Coalition (to the best of the Committee's knowledge) to expand the allowable use of CPA funds for sidewalk projects beyond current statutory limitations
- The idea of taking a "home rule approach" was discussed and viewed favorably
- Members noted that not all of the 200+ CPA communities may be supportive of the concept and the focus should be on Sudbury and what our residents have interest in using CPA funds for, and why
- Committee members raised concerns about the potential for expanded eligibility to compete with existing CPA funding priorities
- Members expressed strong support for the ability to connect existing town properties, especially those funded with CPA funds via sidewalks but the specifics on what the limits of those connections would be was debated
- Some members voiced that if allowable CPA usage was to expand, clear guidelines on how and where funds could be used would be an important consideration

The discussion reflected an openness to explore what an expansion of allowable use for sidewalks could look like, but stopped short of any form of endorsement without greater clarity regarding statutory framework, scope, and financial implications.

It was also noted that ensuring current beneficiaries of CPA funds have continued access to capital to improve and preserve our town should be considered in any future discussion. Some concern was expressed that if a change in allowable use occurred, CPC could assist, but not fix the overarching challenge of meeting the need for widespread sidewalks throughout Sudbury.

Multiple members of the committee expressed a home rule approach would be more feasible so as not to speak for other CPA communities without their explicit support.

We appreciate the Select Board soliciting feedback and taking other committee’s perspective under consideration.

As this feedback reflects the Committee's discussion rather than a formally adopted position, it should not be construed as an endorsement of or opposition to any specific legislative proposal, letter of support, or change to existing statute.

Best,

Sam Markuse
Chair, Community Preservation Committee

Town of Sudbury

Planning & Community Development Department

Adam R. Burney, MPA, Director

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

To: Janie Dretler, Chair
Sudbury Select Board

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

Date 19 November 2026

RE: CPA Eligibility for Sidewalks and Multi-Use Path Connections

The Planning Board discussed the email sent by the Chair of the Select Board on 13 August 2026 relative to the draft petition to the legislative delegation for an amendment to Chapter 44B of the General Laws (the Community Preservation Act).

In reviewing the request, the Planning Board voiced unanimous support for sidewalks, multi-use paths, and all other means of non-vehicular connections between recreative spaces, housing, job centers, and commercial areas. The ability of residents, visitors, and those who work in our community to safely and efficiently access the numerous community spaces provides physical, mental, and financial benefits.

Expanded non-vehicular transportation infrastructure is included in multiple places throughout the Master Plan, Open Space and Recreation Plan, and aligns with the recently adopted Walkway Request Policy developed by the DPW and adopted by the Planning Board. Additionally, the review of non-vehicular access and safety are consistently part of the Board's process when permitting new or redevelopment of residential and commercial projects.

Essentially, the Planning Board is supportive of all new and existing planning efforts that call, propose, and/or support an increase in walkability throughout Sudbury. With that said the Planning Board remains neutral on the proposed petition for the alteration of the Community Preservation Act. The Board's neutrality is informed by the membership's consideration of the scope of its work, which leans heavily on the process of engaging the public, ensuring safe, appropriate design, and consistency. The Planning Board feels that the nature/source of funding for these walkway projects is beyond the scope of its practice.

Please let me know if I can be of further assistance.

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS
C.6: Charter review discussion

Formal Title: Charter review discussion

Votes May Be Taken:

Attachment(s):
SUDB - charter review power point.pdf
Town Charter 2026-07-30.docx

OVERVIEW OF CHARTER REVIEW

Town of Sudbury

September 28, 2026

Presented by Lauren F. Goldberg

KP LAW
THE LEADER IN PUBLIC SECTOR LAW



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Attorneys at Law

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What is a Charter?

- A charter governs the form, structure and organization of government
- A charter is the "constitution" of the municipality
- Supersedes bylaws, regulations and policies, and, in many cases, state law

Why have a charter?

Alters application of state law with respect to:

- Change size of select board
- Change form of government - representative town meeting, council
- Create position or define powers of town manager or administrator
- Transfer power from select board or other statutory board or office to another entity, such as a town manager or administrative staff
- Professionalize certain staff
- Coordinate operation of various departments

Two Main Ways to Adopt or Amend a Charter

Special Act

- on petition approved by the voters of a town, with respect to a law relating to that town; (a "Home Rule Petition")
- Majority vote
- No ballot question required



Statutory Process

- Pursuant to G.L. c.43B, §10
- Requires a 2/3 vote of Town Meeting
- Submitted to AG for review and approval as "not inconsistent with law"
- Must be submitted to voters at next annual election occurring at least 90 days after submission to AG for review and approval

Special Act

- Approval of a Home Rule petition, including for charter adoption or amendment, requires only majority vote of town meeting
- Article may appear on a warrant for town meeting by vote of the select board or by petition of ten registered voters for an annual meeting or 100 registered voters for a special meeting (unless a charter or special act requires otherwise)
- No requirement for approval by the voters
- Can be added, by the Town Meeting or the General Court – typically included when major changes
- Political process – no real way to predict how long it will take to become effective
- Provides flexibility with regard to personnel transitions

Statutory Method

- Path 1: Charter Adoption or "Major" Charter Revision
  - Election of 9-member charter commission
  - At least one public hearing
  - Preparation of preliminary and final reports
  - Mailing to all registered voters at least 14 days prior to date of election
  - Ballot question at next regular election occurring at least 90 days after submission to AG for approval

- Path 2: Charter Amendment or "Minor" Charter Revision (G.L. c.43B, 10) Path
  - 2/3 vote of the legislative body and
  - Approval by the voters at an election

Statutory Method - Content Limitations

- Must be consistent with state law
- A charter adopted in this manner cannot:
  - Regulate elections
  - Levy, assess or collect taxes
  - Borrow money or pledge credit of municipality
  - Dispose of park land
  - Govern civil relationships (such as those between landlord and tenant)
  - Define and punish a felony, or impose imprisonment as a punishment

Statutory Method - Adoption and "Major" Amendments

- Only an elected charter commission may recommend major amendments (can also use a special act to accomplish this)
- To create an elected charter commission, a petition must be circulated on a particular form prepared by the state (Select Board cannot order the election of a Charter Commission
- The petition must be signed by no less than 15% of the registered voters of the municipality as of the last state election

Statutory Method – "Major" Amendments

- Public hearing
- Preliminary report to Attorney General, DHCD, newspaper of general circulation
- Within 45 days after publication, hold another public hearing
- Attorney General must issue opinion on consistency of proposed charter revision with state law and constitution
- Within 18 months after election, commission must submit final report to Select Board, which must include the text of the charter or charter amendment
- Copies must be sent to the Attorney General, and EOHLC
- ***No later than two weeks prior to the election, the report must also be sent to the residence of each registered voter in the municipality***

Statutory Method – "Minor" Amendments

- May be proposed by town meeting
- Requires approval by a 2/3 vote
- Proposed amendment forwarded to Attorney General and EOHLC
- If Attorney General finds consistent with state law and constitution, order becomes effective 30 days after submission
- Question to approve amendment must appear on ballot at the next regular election occurring at least 60 days after effective date of order
- **At least two weeks prior to election, proposed amendment must be forwarded by Select Board to all registered voters in the municipality**

Practical Issues – Appointed Charter Review Committee

When a committee is appointed (rather than elected):

- Scope of authority
- Effect of recommendations
- Role in preparing, presenting and "defending" proposed amendments
- Relationship to appointing authority, legislative body, and role if amendments are approved
- Involvement of stakeholders – municipal officials and employees, public, established interest groups

Common Questions - Comprehensive Review

- What's working and what's not working?
- Review operational issues – who has what responsibility? Is what's happening "on the ground" what is contemplated by Charter?
- Does the Charter need to change or do operations need to change?
- Are there proper checks and balances?
- Who is responsible to who?
- Who can make policies?
- Who makes personnel decisions?
- Who is appointed and who is elected?
- Who can be removed, and by whom?

Trends in Charter Review

- Name and size of chief executive body
- Consolidation of financial functions under Finance Director
- Chief administrative officer with independent authority over hiring and firing of employees
- Broad outline of budget process
- Certain positions/boards change from elected to appointed
- Authorizing chief administrative officer to sign warrants for payment
- Consolidation of like functions for administrative purposes – finance department, department of public works, land use boards department
- Allowing transfers between line items by financial staff

Common Issues to Address

Regardless of overall scope of review:

- Clarify ambiguous language
- Address gender, numbering, and grammatical issues
- Fix internal inconsistencies
- Address changes in state law

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Chapter C

CHARTER

Part I.
INCORPORATION AND AUTHORITY.

Section 1. Incorporation continued.
Section 2. Short title.
Section 3. Powers of the town.

Part II.
LEGISLATIVE BRANCH.

Section 4. Town meeting.

Part III.
CHIEF EXECUTIVE FUNCTION.

Section 5. Select board.

Part IV.
ADMINISTRATIVE OFFICER/TOWN MANAGER.

Section 6. Appointment, qualifications for the town manager.
Section 7. General responsibilities of the town manager.
Section 8. Appointment responsibilities.
Section 9. Personnel management responsibilities.
Section 10. Financial management responsibilities.
Section 11. Administrative responsibilities.

Part V.
ADMINISTRATIVE ORGANIZATION.

Section 12. General power to reorganization.
Section 13. Department of public works.

Part VI.
ELECTED TOWN OFFICERS.

Section 14. Elected town officials.
Section 15. Transition provisions.

Part VII.
GENERAL PROVISIONS.

Section 16. Severability.
Section 17. Existing law.
Section 18. Existing employees.

[HISTORY: Adopted by the General Court of the Commonwealth of Massachusetts by Acts 1993, c. 131, approved 9-2-1994. Amendments noted where applicable.]

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Part I.
INCORPORATION AND AUTHORITY.

Section 1. Incorporation continued.

The inhabitants of the Town of Sudbury, within its territorial limits as now or may hereafter be established by law, shall continue to be a body politic and corporate, known as the Town of Sudbury.

Section 2. Short title.

This instrument may be cited and shall be known as the Sudbury Home Rule Charter Act.

Section 3. Powers of the town.

The intent and purpose of this act is to secure for the voters of the town of Sudbury, through the adoption of this act, all the powers possible to secure for their government under Article LXXXIX of the Amendments to the Constitution of the Commonwealth and laws of the commonwealth, as fully and as though each such power were specifically and individually enumerated herein. To the extent that the provisions of this act modify or repeal existing general laws and special laws or the body of law which constitutes the town charter under Section 9 of Article LXXXIX of the Amendments to the Constitution of the Commonwealth, this act shall govern.

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Part II.
LEGISLATIVE BRANCH.

Section 4. Town meeting.

The legislative powers of the town shall continue to be exercised by a town meeting open to all voters of the town.

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Part III.
CHIEF EXECUTIVE FUNCTION.

Section 5. Select board. [Amended by Acts 2012, c. 410, approved 1-4-2013; Acts 2020, c. 245, approved 12-29-2020]

(a) Composition, term of office.

There shall be a select board composed of 5 members elected for terms of 3 years each, so arranged that the term of at least 1 member shall expire each year.

(b) Powers and duties.

The executive powers of the town shall be vested in the select board. The select board shall have all of the powers and duties given to boards of selectmen under the constitution and laws of the commonwealth and such additional powers and duties as may be authorized by this act, by by-law or by other town meeting vote. The select board shall cause the laws and orders for the government of the town to be enforced and shall cause a record of its official acts to be maintained. The select board shall be the chief policy making board of the town and shall act by the issuance of policy statements and guidelines to be followed and implemented by all town agencies serving under the board.

The select board shall be the licensing authority of the town and shall have power to issue licenses, to make all necessary rules and regulations regarding the issuance of such licenses, and to attach such conditions and restrictions thereto as it deems to be in the public interest, and to enforce the laws relating to all businesses for which it issues licenses.

To aid the select board in the conduct of its official business and duties, the select board shall appoint a town manager.

(c) Appointment powers.

The select board shall appoint a town manager, town counsel, and town accountant. The select board shall also appoint all boards, committees, and commissions except as otherwise provided by this act, by by-law or other vote of the town meeting and such other regional authorities, districts, or committees in accordance with any applicable laws, or interlocal agreement.

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Part IV.
ADMINISTRATIVE OFFICER/TOWN MANAGER.

Section 6. Appointment, qualifications for the town manager. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The select board shall appoint a town manager who shall serve at the pleasure of the board. The town manager shall be especially fitted by education, training and experience in public or business administration to perform the duties of the office. Any vacancy in the office of town manager shall be filled as soon as possible by the select board. Pending the appointment of a town manager or the filling of any vacancy, the select board shall appoint a suitable person to perform the duties of the office. In the event of temporary absence or disability of the town manager, the select board may designate a qualified person to serve as acting town manager and to perform the duties of the town manager during such temporary absence or disability. The town manager shall receive such compensation for services as the select board shall determine, but such compensation shall not exceed the amount appropriated therefor by the town.

Section 7. General responsibilities of the town manager. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The town manager shall be the chief administrative officer of the town, shall act as the agent for the select board and shall be responsible to the select board for the proper operation of town affairs for which the town manager is given responsibility under this act. The town manager, under the policy direction of the select board, shall supervise, direct and be responsible for the efficient administration of all officers appointed by the town manager and their respective departments and of all functions for which the town manager is given responsibility, authority or control by this act, by by-law, by town meeting vote, or by vote of the select board. The town manager shall have the power to delegate, authorize or direct any subordinate or employee of the town to exercise any power, duty or responsibility which the office of town manager is authorized to exercise under this act. All actions that are performed under such delegation shall be deemed to be the actions of the town manager.

Section 8. Appointment responsibilities.

Except as otherwise provided by this act, the town manager shall appoint, based upon merit and fitness alone, a director of finance, a police chief, a fire chief, a town clerk, a treasurer-collector, a director of assessing, a director of public works arid[1] all department heads and officers, subordinates, and employees under the direct supervision of the town manager and officers, subordinates, employees for whom no other method of selection is provided in this act,, except employees of the school and health departments. The town manager may appoint ad hoc committees as is deemed necessary.

Section 9. Personnel management responsibilities.

The personnel management powers, duties and responsibilities of the town manager shall include, but are not intended to be limited to, the following:

(a) To administer and to adopt personnel policies, practices, or rules and regulations, any compensation plan and any related matters for all municipal employees and to administer all collective bargaining agreements, except for school department agreements, entered into by the town.

(b) To fix compensation of all town employees and officers appointed by the Town Manager within the

1. **Editor's Note: So in original.**

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limits established by appropriation and any applicable compensation plan and/or collective bargaining agreements.

(c) To be responsible for the negotiation of all contracts with town employees over wages, and other terms and conditions of employment, except employees of the school department; such contracts shall be subject to the approval of the select board. The town manager may, subject to the approval of the select board, employ special counsel to assist in the performance of these duties. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

Section 10. Financial management responsibilities.

The town manager, with the assistance of the finance director and the treasurer-collector, shall be responsible for all the financial management functions of the town, unless otherwise provided by this act. Such functions shall include, but are not intended to be limited to, the following:

(a) To prepare and submit, after consultation with all town departments, an annual operating budget and capital improvement program for all town departments.

(b) To insure that complete and full records of the financial and administrative activity of the town are maintained and to render reports to the select board as may be required. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(c) To approve warrants for payments of town funds prepared by the town accountant.

(d) To be responsible for the purchase of all supplies, materials, and equipment, except books and other educational materials for schools and books and other media materials for libraries. The town manager shall award all contracts for all town departments with the exception of the school and health departments, subject to the approval of the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(e) To keep the select board and finance committee fully informed as to the financial condition of the town and to make recommendations to the select board and to other elected and appointed officials as the town manager deems necessary or expedient. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(j) To prepare, annually, a financial forecast of town revenue, expenditures and the general financial condition of the town.

Section 11. Administrative responsibilities.

The administrative powers, duties and responsibilities of the town manager shall inelude,[2] but are not intended to be limited to, the following:

(a) To attend all regular and special meetings of the select board, unless excused. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(b) To attend all sessions of the town meeting and to answer all questions addressed to the town manager which are related to the warrant articles and to matters under the general supervision of the town manager.

(c) To administer either directly or through a person or persons supervised by the town manager, in

2. **Editor's Note: So in original.**

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accordance with this act, provisions of general or special laws, by-laws and other votes of the town meeting.

(d) to investigate or inquire into the affairs of any town department or office, under the supervision of the town manager.

(e) to coordinate activities of all town departments, officers, boards or commissions of the town.

(f) To keep the select board fully informed as to the needs of the town requiring action by them, or by the town, as the town manager deems necessary or expedient. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(g) To be responsible for the efficient use, maintenance and repair of all town facilities, except those under the jurisdiction of the school committee.

(h) To develop and maintain a full and complete inventory of all town owned real and personal property.

(i) To perform such other duties as necessary, or as may be assigned by this act, by-law, town meeting vote, or vote of the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

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Part V.
ADMINISTRATIVE ORGANIZATION.

Section 12. General power to reorganization. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The town manager may reorganize, consolidate or abolish, create, merge, or divide, alter the term of office, the manner of selection of any town department, office, agency or function under the jurisdiction of the town manager.

The select board may reorganize, consolidate or abolish, create, merge, reassign responsibilities and duties or divide, alter the term of office, the number of members, the manner of selection, of any board, commission or committee of the Town under the jurisdiction of the select board.

Section 13. Department of public works. [Amended by Acts 2020, c. 245, approved 12-29-2020]

Until such time as another form of organization is provided for in accordance with section twelve of this act, there shall be established a department of public works. The department of public works shall be charged with responsibility for the management of public works operations of the town including, but not limited to, the following: highways; solid waste and recycling activities; maintenance of cemeteries, town property, open space, public memorials, and commons; engineering services; building maintenance of all town buildings, except those of the school department; maintenance of vehicles and equipment; and other operations, and functions as may be deemed necessary or desirable. The department of public works shall also perform such functions and responsibilities as required by bylaw, vote of the town meeting or upon direction of the town manager or select board. The functions of the highway surveyor and the tree warden shall be incorporated into the department of public works. The town manager shall appoint a director of public works. The director shall be especially fitted by education, training and experience to perform the duties of the office; the director shall have such other qualifications as the town manager may from time to time provide.

Until such time as another form of organization is provided for in accordance with section twelve of this act, personnel responsible for building inspection and zoning enforcement, electrical, gas and plumbing inspection shall be under the direction of the director of public works.

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Part VI.
ELECTED TOWN OFFICERS.

Section 14. Elected town officials. [Amended by Acts 2020, c. 245, approved 12-29-2020]

The registered voters of the town of Sudbury shall, in accordance with any applicable laws, by-laws, votes of the town, or interlocal agreement continue to elect the following: Board of assessors Board of health select board Moderator School committee Library trustees Planning board Housing authority Park and Recreation commission Other such regional authorities, districts, or committees as may be established by law or interlocal agreement.

Section 15. Transition provisions.

(a) Upon the adoption of this act the incumbent serving as town clerk, shall continue to serve in said office for the balance of the term for which the town clerk was elected. Thereafter, the town clerk shall be appointed in accordance with this act.

(b) Upon the adoption of this act the incumbent serving as highway surveyor shall continue to serve in said office for the balance of the term for which elected. Upon the expiration of said term of office or if a vacancy shall sooner occur, the functions of the office shall be transferred to the department of public works.

(c) The incumbents serving as constables shall continue to serve in said offices for the balance of the terms for which they were elected. Upon the expiration of said terms of office or if a vacancy shall sooner occur, the offices shall be appointed by the select board. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

(d) The department of public works shall become operational thirty days after the appointment of the director of public works.

(e) Within six months of the effective date of this act the select board shall appoint a town manager. **[Amended by Acts 2020, c. 245, approved 12-29-2020]**

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Part VII.
GENERAL PROVISIONS.

Section 16. Severability.

The provisions of this act are severable. If any of the provisions of this act are held to be unconstitutional or invalid, the remaining provisions of this act shall not be affected thereby.

Section 17. Existing law.

All laws, bylaws, votes, rules and regulations, whether enacted by authority of the town or any other authority, which are in force in the town of Sudbury on the effective day of this act, or any portion or portions thereof, not inconsistent with the provisions of this act shall continue to be in full force and effect until otherwise provided by other laws, by-laws, votes, rules and regulations, respectively.

Nothing contained herein shall impair contractual rights established prior to the adoption of this act, or any amendment thereto.

Section 18. Existing employees.

Any person holding a town office, or employment under the town, shall retain such office or employment, and shall continue to perform their duties until provisions shall have been made in accordance with this act, for the performance of said duties by another person, or agency. No person in the permanent full-time service or employment of the town shall forfeit pay grade for time in service.

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SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS

C.7: Approve Meeting Minutes: October 13, 2026

Formal Title: Approve Meeting Minutes:

- October 13, 2026

Votes May Be Taken:

Attachment(s):
SB_draft1_10.13.26_minB.docx

IN SUDBURY SELECT BOARD

TUESDAY, OCTOBER 13, 2026

7:00 PM

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

ZOOM Meeting

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

CALL TO ORDER

Chair Dretler called the meeting to order at 7:00 PM and recognized the presence of Select Board Members Radha Gargeya, Lisa Kouchakdjian, Dan Carty, and herself. Roll call was taken: Gargeya-present, Kouchakdjian-present, Carty-present, Dretler-present

Opening Remarks by Chair

Chair Janie Dretler

- Hoped all enjoyed the good weather during the long weekend
- Stated that she attended many meetings in the last week

Reports from Town Manager

Town Manager Sheehan stated that he had nothing to report at this time

Reports from Select Board

Vice-Chair Radha Gargeya

- Recognized the well-attended Liberty Ledge/Sewataro Advisory Committee public input session held on 10/8/26, which lasted approximately two (2) hours

Member Lisa Kouchakdjian

- Reminded Board Members that registration is now open for the MMA (MA Municipal Association) Conference, and that she recently registered for the Conference
- Stated that she attended this month's MAGIC (Minuteman Advisory Group on Interlocal) meeting, which included a legislative update and discussion with MAPC (Metropolitan Area Planning Council) regarding government affairs as well as discussion regarding agricultural farmland and best practices with MAPC Public Health and Food Systems Planner

- Mentioned a brief telephone conversation with Town Manager and the Superintend of Minuteman Vocational Education School and related next steps; and hoped that the Minuteman Superintendent would be attended a Select Board meeting in the next couple of months
- Announced the upcoming accessible trick-or-treat event in the Meadowbrook Road/Meadowbrook Circle neighborhood on Halloween between the hours of 5:00 – 7:00 PM; she stated that the event is open to all and thanked the Sudbury Commission on Disability for sponsoring the event

Member Dan Carty

Board Member Dan Carty stated that he had nothing to add at this time.

Public Comments

Resident Manish Sharma, 77 Colonial Road, stated that on October 8th the FBI posted a briefing regarding a former Plymouth MA Public School Director who was sentenced for stealing food and equipment from that Town. He acknowledged that he submitted a request to the LSRHS School Committee and the SPS School Committee regarding his concerns about such financial matters. He commented that recent Select Board Office Hours were cancelled.

Mr. Sharma went over his allotted three-minute comment period.

Chair Dretler acknowledged that the Select Board Office Hour session was held on October 7th at 7:00 PM at the Fairbank Community Center.

A.Consent Calendar (2 items)

1. Proclamation of 100th birthday for resident

2. Accept memorandum from the Assistant Town Manager/Finance Director and vote the Trust Fund Spending Limits for FY2027

Vice-Chair Gargeya motioned to approve Consent Calendar Items 1 and 2 as presented. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To approve Consent Calendar Items 1 and 2 as presented

Vice-Chair Gargeya referenced tonight's packet page #9 regarding investment income for FY24, FY25 and FY26 reflects interest rates and interest is earned on free cash as well.

Miscellaneous

Chair Dretler detailed that the two Candidates would be interviewed by the Board this evening and would check to ensure that two posts are available in consideration of the number of Members stepping down from membership.

Appoint Anne Devine, 24 Polonoket Avenue, to the Sudbury Cultural Council with a term to expire 5/31/2029

Present: Anne Devine

Ms. Devine stated that she has volunteered in the Town for many years and has experience bringing folks in at Loring.

Vice-Chair Gargeya asked about related top priorities. Ms. Devine said she would like to work on getting teenage residents involved in the community activities.

Board Member Kouchakdjian thanked Ms. Devine for her continued volunteerism in Town.

Board Member Carty thanked Ms. Devine and was pleased to see residents wanted to be on the Cultural Council.

Chair Dretler stated that Ms. Devine would likely be officially appointed to the Cultural Council at the next Select Board Meeting.

Appoint Sri Nikhitha Kasibhatta, 244 Bay Drive, to the Sudbury Cultural Council with a term to expire 5/31/2029

Present: Sri Nikhitha Kasibhatta

Ms. Kasibhatta stated she was very community oriented and has been volunteering at the Loring School PTO and the Girl Scout troop in Town. She stated she has interest in the Cultural Council.

Vice-Chair Gargeya asked about priorities. Ms. Kasibhatta suggested monthly newcomer coffee meetings and multi-cultural experiences to children.

Board Member Kouchakdjian thanked Ms. Kasibhatta for her interest and willingness to serve the community.

Member Carty stated he was happy to see people stepping up to become members on the Cultural Council and thanked Ms. Kasibhatta for her interest in joining.

Chair Dretler explained that Board Members needed to assess how many people were coming off the Sudbury Cultural Council before the Board could officially vote on the two appointments at this meeting.

3. Hear Annual Report from Sudbury Access Corp (SAC) and: Vote whether to accept Annual Report Vote on 3-year contract extension Vote whether to approve list of obsolete equipment for disposal or resale

Present: Lynn Puorro, Jeff Winston, Terry Lockhart

Mr. Winston stated that SudburyTV is providing more coverage than ever thanks to a great crew headed by Lynn Puorro.

Vice-Chair Gargeya noted that the Town provides great coverage to the public because of SudburyTV and every aspect of civic dialogue is presented to everyone in the community.

Board Member Kouchakdjian asked if the group had everything that they need from a technical/equipment perspective. Ms. Puorro responded that the Sudbury Access Corp (SAC) has

provided her team with all that is needed and is very supportive. She added that upcoming considerations include accessibility services, captioning and audio descriptions.

The "SudburyTV Fiscal Year 2026 Programming Report – July 1, 2025 to June 30, 2026" by Lynn M. Puorro was presented as submitted to the Sudbury Access Corporation Board of Directors.

Board Member Carty inquired about the level of related cable subscriptions. Mr. Winston acknowledged that cable subscriptions continue to decrease and related billing has not been implemented yet.

Board Member Carty asked about "end of life" equipment status. Ms. Puorro explained that the Flynn Building is not covered much anymore since most meetings in Sudbury are conducted remotely.

Mr. Winston presented the SAC Annual Report, highlighting expanded programming and technical advancements, especially the completion of wiring at the multi-purpose room and the Fairbank Community Center.

Town Manager Sheehan confirmed that the SAS Contract had not changed, expires on 11/15/26 and would be extended through 11/15/29.

Vice-Chair Gargeya motioned to accept Sudbury Access Corp (SAC) FY26 Annual Report - Financial and Operating Reports as required by their contract. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To accept Sudbury Access Corp (SAC) FY26 Annual Report - Financial and Operating Reports as required by their contract

Vice-Chair Gargeya motioned to extend the Sudbury Access Corporation (SAC) contract for a three-year term to expire November 15, 2029. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To extend the Sudbury Access Corporation (SAC) contract for a three-year term to expire November 15, 2029

Vice-Chair Gargeya motioned to approve the list of obsolete equipment for disposal or resale. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To approve the list of obsolete equipment for disposal or resale

4. Energy & Sustainability Committee Update

Present: Olga Faktorovich Allen, Chair; Venk Gopal, Vice-Chair – Energy & Sustainability Committee

Ms. Allen detailed that the Committee is requesting an update to the Committee Mission Statement which includes updates to ongoing energy initiatives including climate change aspects and solar program management.

Ms. Allen also presented updates on what the Committee is currently working on and the importance of increased non-reliance on fossil fuel modes. She acknowledged that it had been some 17 years since the mission statement was updated and stressed climate resilience.

Chair Dretler mentioned aspects of the solar revolving fund which reflects new language as presented. Town Manager Sheehan commented that current initiatives are more focused on electrification and opined about solar incentives helping to offset some of the Town's increased electricity costs, by adding more solar areas around Town.

Vice-Chair Gargeya asked about Climate Resiliency topics such as associated climate hazards such as wild fires, flooding, and how the public might be kept informed about these occurrences.

Board Member Carty asked about Sudbury being labeled "a community of choice." Ms. Allen responded such status involves leading in preparedness, and affordable clean energy.

Board Member Carty inquired about working on described incentives with the Sudbury Sustainability Coordinator. Town Manager Sheehan confirmed that the Committee works closely with the Sustainability Coordinator and the Committee has supported related funding over the years. Board Member Carty agreed with combined efforts with securing associated grants.

Board Member Kouchakdjian thanked the Committee for the important work they undertake and was pleased to see Town groups, committees, commissions and boards working closely to advance such efforts as well. She mentioned the benefit of increased involvement with the Conservation Commission and the Historical Commission regarding related matters and stressed the human impact regarding climate change.

Chair Dretler stated that the Committee will come back at a future Select Board meeting to present suggested updates as detailed at this meeting. Ms. Allen was in agreement.

Mr. Gopal confirmed he has been working with the Sustainability Coordinator on the battery storage topic and also speaking with various Town stakeholders and departments for presentation to the Select Board. Chair Dretler stated that such detail regarding a battery storage bylaw and related financial policies would be considered at an upcoming Select Board meeting.

5. Review and discuss Financial Management Policies: Debt Management, Investments, Capital Assets, Other Post Employment Benefits Liability (OPEB), and List of Acronyms

Town Manager Sheehan and Finance Director Garofalo presented policy topics including debt management, investments, capital assets and other OPEB considerations and related list of acronyms.

Board Member Carty commented about maintaining certain policy language regarding debt terms and reporting obligations. Mr. Garofalo recognized that many such requirements were mandated by State law. Mr. Garofalo agreed to revise language concerning maximum debt terms.

Regarding Town investments and capital assets, Mr. Garofalo confirmed that towns have a certain amount of flexibility. Board Members requested that investment performance reports be included in discussion.

Edits and modifications to the capital assets topic were discussed. Board Member Kouchakdjian indicated her agreement with proposed capital prioritization criteria as explained by Mr. Garofalo.

Chair Dretler stated that the OPEB topic would be continued to the next Select Board meeting.

Vice-Chair Gargeya recommended that a clean report version be presented. Board Members agreed that additional review was required before a clean version could be presented to the Finance Committee.

6. Review and discuss proposed amendments to c. 68, Town Meeting Bylaw

Town Manager Sheehan reviewed aspects associated with the timing of Town Meeting to allow for a meeting date to not necessarily be held on the first Monday in May, which has been the custom. Members indicated no opposition to changing such date.

Board Member Carty mentioned that the Town Meeting date scheduled in April or May would be good. Board Member Kouchakdjian mentioned that April or May would be preferrable and suggested the Board consider a Saturday Town Meeting.

Chair Dretler expressed some concern about night meetings and seniors not driving at night. Members agreed to experiment with a day meeting.

Town Manager Sheehan presented the Fall Town Meeting topic and possible elimination of mandatory discussion by the Board in July. Board Members agreed that such elimination of a July decision would not be problematic.

Town Manager Sheehan suggested eliminating the last two sentences in Section 68-6 and recommended that Sections 68-9, 68-11 and 68-14 be consistent with use of the "moderator" term. Board Member Carty agreed with displaying consistency with this term.

Town Manager Sheehan mentioned changing the public speaking time allocation. Board Members indicated that there was no reason to change such guideline.

Town Manager Sheehan asked Board Members if the mandatory annual Town Forum continued to serve a purpose. Vice-Chair Gargeya recommended that such consideration be voted on at Town Meeting. Board Members were in agreement.

Board Member Kouchakdjian recommended that a related pro vs. con listing be prepared for review. Town Manager Sheehan confirmed he would report Select Board decisions to Town Counsel.

7. Fall 2026 Select Board Newsletter Topic Discussion

Related discussion took place and Members presented their topics:

Chair Dretler - Budget Working Group article

Board Member Kouchakdjian - Vocational Education article

Board Member Carty - Agricultural Committee article

Vice-Chair Gargeya - DPW article

8. Approve Meeting Minutes: August 11, 2026, September 1, 2026

8/11/26 Open Session Minutes

Vice-Chair Gargeya motioned to approve the Select Board 8/11/26 Open Session minutes, as edited. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To approve the Select Board 8/11/26 Open Session minutes, as edited

9/1/26 Open Session Minutes

Vice-Chair Gargeya motioned to approve the Select Board 9/1/26 Open Session minutes, as edited. Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To approve the Select Board 9/1/26 Open Session minutes, as edited

9. Upcoming Items

- Town Bylaw Revisions
- Financial Policies
- Charter Review discussion for future meeting

C. Executive Session/Adjourn Open Session

1. Vote to close Open Session and enter Executive Session pursuant to G.L. c. 30A, s. 21(a)(7) to review and approve executive session meeting minutes "[to] comply with or act under the authority of any general or special law or federal grant-in-aid requirements. (Purpose 7)

- September 1, 2026 Executive Session Minutes

Vice-Chair Gargeya motioned to close open session and enter Executive Session pursuant to G.L. c. 30A, s. 21(a)(7) to review and approve executive session meeting minutes "[to] comply with or act under the authority of any general or special law or federal grant-in-aid requirements. (Purpose 7)

- September 1, 2026 Executive Session Minutes

Board Member Kouchakdjian seconded the motion.

It was on motion 4-0; 4-0; Gargeya-aye, Kouchakdjian-aye, Carty-aye, Dretler-aye

VOTED: To close open session, enter into Executive Session pursuant to G.L. c. 30A, s. 21(a)(7) to review and approve executive session meeting minutes "[to] comply with or act under the authority of any general or special law or federal grant-in-aid requirements. (Purpose 7) and not return in open session.

There being no further business, the meeting was adjourned at 11:00 PM.

SELECT BOARD
Tuesday, November 24, 2026

MISCELLANEOUS
C.8: Upcoming Items

Formal Title: Upcoming Items

Attachment(s):
Upcoming_Items_11-24-26.docx

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

MEETING/EVENT	DESCRIPTION
December 1	2027 Annual Town Meeting Warrant
Future items/TBD*	Policies & Procedures Subcommittee; policies to adopt
	Youth Committee cont.
	Town Forum update
	Town Meeting bylaw revisions
	Review/approve/release Executive Session minutes re: Eversource
	Updates on FY28 Budget Working Group
	Update from Diversity, Equity & Inclusion Committee
	Sidewalks and walkways discussion
	Community Preservation Act legislation change
	Process for advertising committee openings
	Town Manager Project Portfolio
	Route 20 and Economic Development Update
	Combined facilities working group update
	Fairbank Community Center Building Project: after-action/lessons learned report
	Training/Professional Development: Select Board/Town Manager Code of Conduct, Open Meeting Law**,** Public Records Law, and other procedural training
	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.
	ARPA update Memo from Finance Director
	Charter Review: each member identifies sections to address

SELECT BOARD
Tuesday, November 24, 2026

EXECUTIVE SESSION

D.1: Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" (Purpose 7): April 13, 2016

Formal Title: Vote to close Open Session and enter Executive Session: pursuant to G.L. c. 30A, §21(a)(7) to review and approve executive session meeting minutes "[t]o comply with, or act under the authority of, any general or special law or federal grant-in-aid requirements" (Purpose 7):

- April 13, 2016

Votes May Be Taken:

SELECT BOARD
Tuesday, November 24, 2026

EXECUTIVE SESSION

D.2: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares (Purpose 3): Opioid Settlement

Formal Title: To discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the public body and the chair so declares (Purpose 3): Opioid Settlement

Votes May Be Taken: