

1993
ANNUAL TOWN REPORT

SUDBURY, MASSACHUSETTS 01776

SHERMAN'S BRIDGE

over the SUDBURY RIVER

A timber bridge for vehicular and pedestrian traffic has existed at the site of Sherman's Bridge since 1743. The setting is rural, in the midst of the Great Meadows National Wildlife Refuge. The locale is steeped in history dating back to Colonial times — the original wooden bridge was traversed by the Minutemen on their way to Concord; Sherman's Bridge is noted in Thoreau's writings; the bridge was an important link to markets for the early New England farmers of the area.

The new Sherman's Bridge replaces a wooden bridge built in 1925 and extensively renovated in 1947. The bridge was closed and barricaded in the Fall of 1989 due to its decrepit and unsafe condition. The new bridge is constructed with seven spans placed across six pile bents. The general appearance of the bridge is similar to the bridges that have spanned the River at this location since the 1740's and which have played a part in the local history.

"Today the bridge is still a wooden bridge, no wider, no longer, hardly different than it was in the mid 1700s. The noise of wheels on wooden planks is the same as that the carts made 200 years ago...The views of the widely meandering river are the same...The essence of the bridge is historic.

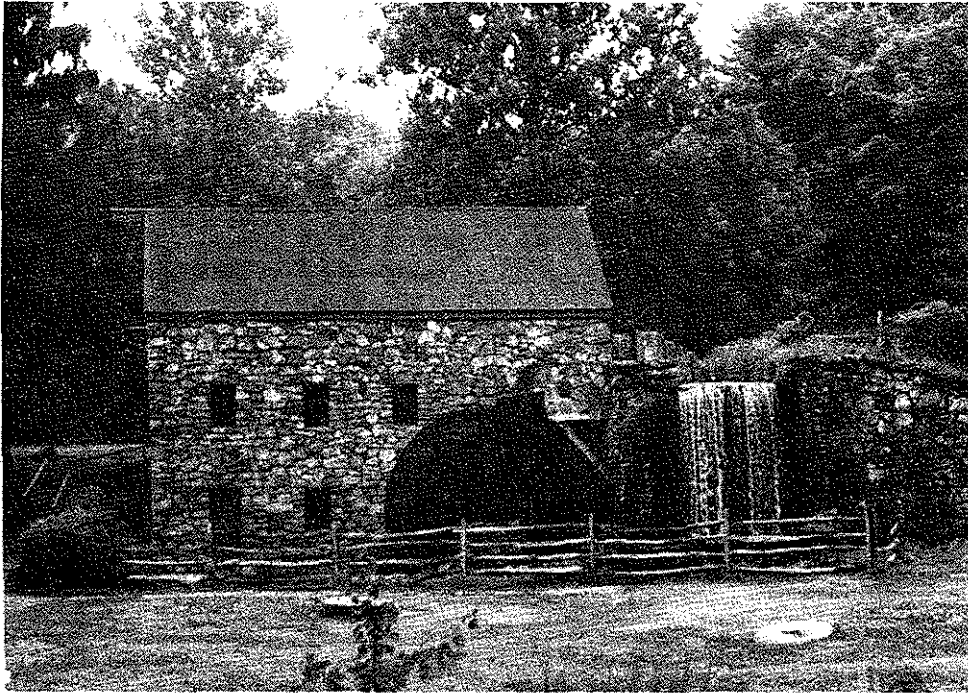
"Because of the dominance of the Wildlife Refuge on the site, it is possible to stand on the bridge, watch the sunset over the dramatically meandering river, see the great blue heron and the purple loosestrife in all its menacing glory, and feel a strong association with Thoreau or anyone in the past 200 years who has appreciated the beauty of this spot.

"...it is the feeling and association with the past which are the strongest aspects of this site, and which should be preserved."

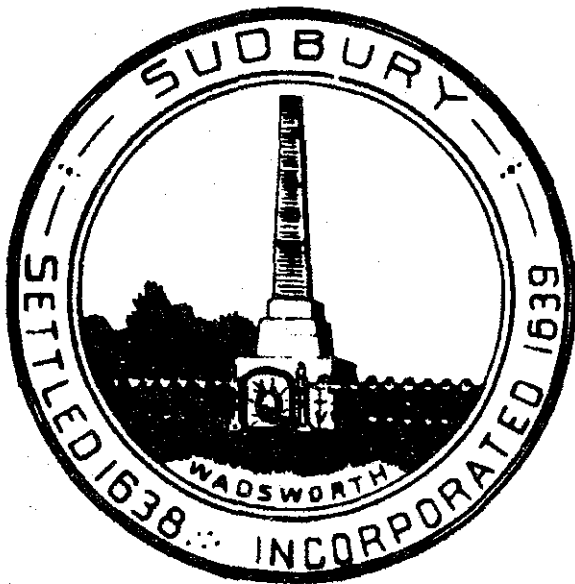
Deborah Bulkley Kruskal
March 21, 1990

Statistics:

60 Red Pine piles in 6 bents and 2 abutments
Main Beams - Southern Yellow Pine
Bridge deck - Northern Red Oak
Seven 16'-0" spans
Roadway width 20'
Sidewalk width 5'



Grist Mill, Wayside Inn. (Photo by Patricia LeBlanc Gedney)



354th Annual Report
of the Official Boards of

Sudbury, Massachusetts

year ending December 31, 1993

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FEDERAL, STATE AND COUNTY OFFICIALS

Residence Office Tel. No.

United States of America

President	William Clinton	Washington, DC	(202) 973-2600
Vice President	Albert Gore, Jr.		
Senators	Edward M. Kennedy	Boston	(617) 565-3170
	John F. Kerry	Boston	(617) 565-8519
Representative			
5th Congressional District	Martin T. Meehan	Lowell	(508) 459-0101

Commonwealth of Massachusetts

Governor	William F. Weld	Cambridge	(617) 727-3600
Lieutenant Governor	A. Paul Cellucci	Hudson	(617) 727-7200
Secretary	Michael J. Connolly	Boston	(617) 727-9180
Treasurer and Receiver General	Joseph D. Malone	Watertown	(617) 367-6900
Auditor	A. Joseph DeNucci	Newton	(617) 727-2075
Attorney General	L. Scott Harshbarger	Cambridge	(617) 727-8400
Councillor			
3rd Councillor District	Robert B. Kennedy	Lowell	(617) 727-2756
Senator			
Middlesex/Worcester District	Robert A. Durand	Marlborough	(617) 722-1120
Representative			
13th Middlesex District	Nancy "Hasty" Evans	Wayland	(617) 722-2460

Middlesex County

Commissioners	Francis X. Flaherty	Arlington	(617) 494-4110
	Edward J. Kennedy, Jr.	Lowell	(617) 494-4120
	Thomas J. Larkin	Bedford	(617) 494-4115
Clerk of Courts	Edward J. Sullivan	Cambridge	(617) 494-4010
Registrar of Deeds			
Middlesex South District	Eugene C. Brune	Somerville	(617) 494-4510
Treasurer	James E. Fahey, Jr.	Watertown	(617) 494-4125
Registry of Probate and Insolvency	Donna M. Lambert	Natick	(617) 494-4530
District Attorney	Thomas F. Reilly	Watertown	(617) 494-4050
Sheriff	John P. McGonigle	Wakefield	(617) 494-4400

NOTE: Officials in office as of January, 1994.

ELECTED TOWN OFFICIALS

(Effective After the Annual Election
March 29, 1993)

	Term Expires
Assessors, Board of	
Fred N. Haberstroh	1995
Thomas H. Hillery, Chairman	1996
David E. Tucker	1994
Constables	
James D. Conboy	1996
Derilyn L. Forte	1995
Phillip L. Lindsay	1994
Goodnow Library Trustees	
Martha C. A. Clough	1994
Howard N. Goldsmith	1996
Carol Hull	1995
Hans J. Lopater	1996
Ivan H. Lubash, Chairman	1994
Kenneth L. Ritchie	1995
Health, Board of	
Hugh Caspe, Chairman	1996
Donald C. Kern	1995
Michelle Stakutis	1994
Highway Surveyor	
Robert A. Noyes	1994
Lincoln-Sudbury School District Committee	
William C. Hewins	1994
Sarah Cannon Holden, Chairman	1994
Janet Miller	1996
Geraldine C. Nogelo	1995
Frederick Pryor	1996
David P. Wilson	1995
Moderator	
Thomas G. Dignan, Jr.	1994
Park & Recreation Commission	
Patricia Burkhardt, Chairman	1996
Elizabeth J. Nikula	1995
Barbara W. Ryan	1995
Donald Soule	1994
Nancy K. Thomson	1994
Planning Board	
Richard A. Brooks	1994
Carmine L. Gentile	1995
Ursula Lyons	1996
Lael M. Meixsell	1994
John O. Rhome	1995
Board of Selectmen	
Lawrence L. Blacker	1995
Judith A. Cope, Chairman	1994
John C. Drobinski	1996
Sudbury Housing Authority	
Virginia M. Allan	
(State Appointed - through 09/20/93)	1994
Jeanne Rowlands	
(State Appointed - appointed 09/21/93)	1994
Virginia L. Howard	1998
Bettie H. Kornegay (appointed 1/10/94)	1994

Rence Reiner (res.)	1994
Steven J. Swanger, Chairman	1997
Sidney Wittenberg	1996

Sudbury School Committee	
Stephenie K. Cook	1995
Cynthia M. Maloney, Chairman	1994
Andrew M. Schwarz	1996
Robert J. Weiskopf	1994
Kenneth A. Zito	1996

Town Clerk	
Jean M. MacKenzie	1995

Water District Commissioners	
Robert F. Boyle	1996
Lee H. Goodstone, Chairman	1994
Robert H. Sheldon	1995

APPOINTED TOWN OFFICIALS

(For the appointment year commencing
May 1, 1993)

Administrative Assistant to the Board of Selectmen	
Janet Silva	

Affirmative Action Officer	
Terri Ackerman	

Aging, Council on	
Henry J. Chandonait, Jr.	
Daniel L. Claff, Chairman	
Kenneth W. Clark	
Anne W. Donald (res.)	
Fred N. Haberstroh	
Katherine D. Hepting	
Louise J. O'Connor	
Edward P. Rawson	
Anne B. Schoechert	
Patti M. Wilde	
Director of Health	
Director, Visiting Nurses	
Housing Authority Chairman	
School Superintendent	

Americans with Disabilities Act (ADA) Coordinators	
Terri Ackerman - employment compliance	
Jack B. Hepting - structural compliance	

Animals, Inspector of	
Betsy M. DeWallace	
Paula E. Adelson (effective 07/01/93)	

Appeals, Board of	
Maryann K. Clark	
Patrick J. Delaney, III	
Thomas W. H. Phelps, Chairman	
Lawrence Shluger	
Eben B. Stevens	

Appeals, Board of (Associates)

Jeffrey H. Jacobson
Marshall A. Karol
Ronald E. Myrick

Assessor/Appraiser

Daniel A. Loughlin

Assistant Assessor

Mary H. Walsh

Auction Permit Agent

Janet Silva

Bike Trail Committee

Gerald B. Berenson
F. Daniel Buttner
Ronald B. Conrado, Ex-officio
John C. Drobinski, Chairman
Deborah Montemerlo, Ex-officio
David J. Roddy

Budget & Personnel Officer

Terri Ackerman

Buildings, Inspector of

John B. Hepting
Earl D. Midgley, Deputy

Cable Television Committee

Jacqueline Fergione
Michael Gonnerman
Mark Thompson, Ex-officio
R. Christopher Trimper
Frederick G. Walker, Ex-officio
Jeffrey Winston, Chairman

Cemeteries, Superintendent of

Robert A. Noyes

Chief Procurement Officer

Richard E. Thompson

Civil Defense

Michael C. Dunne, Director
Robert A. Noyes, Assistant Director
Marvis M. Fickett, Radio Operator

Community Social Worker

Martha E. Lynn

Conservation Commission

Cheryl Baggen, Chairman
Frances H. Clark (res.)
Parker L. Coddington
Gordon D. Henley
Robert A. Lancaster
Stephen M. Meyer
Steven C. Roderick
Loring La Barbera Schwarz

Conservation Coordinator

Deborah Montemerlo

Constables

Curtis P. Donelan
Lawrence E. Hartnett, Jr.
Sean B. McCarthy
Theodore Milgroom
Jerrald M. Vengrow

Design Review Board

Marilyn N. Benson
Deborah W. Bulkley Kruskal
Lynn K. Myrick
Frank W. Riepe, Chairman

Disability, Commission on

Ivan Lubash
Irina Petsch-Schmid
Mary T. Pihl
Robert B. Williams

Dog Officer/Animal Control Officer

Betsy W. DeWallace (Assistant 07/01 - 11/01/93)
Paula E. Adelson, Assistant (Dog Officer 07/01 - 11/01/93)

Earth Removal Board

Jeffrey H. Jacobson
Marshall A. Karol, Chairman
Ronald E. Myrick

Election Officers - Democrat**Precinct One**

Warden - Ethel V. Johnson
Deputy Warden - Ellen M. Consales
Inspector - Donna Ellis
Deputy Inspector - Judith S. Gross
Additional Inspector - Carmel B. O'Connell
Deputy Additional Inspector - Susan F. Abrams

Precinct Two

Clerk - Vera R. Gazza
Deputy Clerk - Robert D. Abrams
Inspector - Sheila J. Boyce
Deputy Inspector - Marion F. Garrigan
Additional Inspector - Mary J. Skinnion
Deputy Additional Inspector - Ann Vanderslice

Precinct Three

Warden - JoAnn Savoy
Deputy Warden - M. Elizabeth Moylan
Inspector - Mary Farry
Deputy Inspector - Margaret B. Surwilo
Additional Inspector - Lorraine S. Knapp
Deputy Additional Inspector - Mary A. Pinto

Precinct Four

Clerk - Jeanne M. McCarthy
Deputy Clerk - Dorothy Sears
Inspector - Joanna Tober

Deputy Inspector - Paula E. Adelson
Additional Inspector - Margaret Sifferlin
Deputy Additional Inspector - Jacqueline A. Bausk

Tellers

Tina Ball
Linda Hench-Gentile
Rosalind Hill
Robert J. Marsh
Karen Moore
Jane Meyrow
Henry P. Sorett
Maxine Yarbrough

Emergency Inspectors

Deborah C. Allan
Virginia M. Allan
Maureen A. Dolan
G. Robert Evans
Jonathan D. Fridman
Carmine L. Gentile
Christine Hayami
Regina Hunter
Jean C. Jordan
Berthe Lessard
Christine McLeod
Judith A. Merra
Lawrence Prager
Marilyn Shields
Nancy J. Somers
Cynthia B. Stocking
Sylvia M. Throckmorton
Ellen Zellner

Election Officers - Republican

Precinct One

Warden - Louise P. Card
Deputy Warden - Jean A. Griffin
Inspector - Alice B. McMorrow
Deputy Inspector - Thalia Rasmussen
Additional Inspector - Anne N. Lehr
Deputy Additional Inspector - Catherine M. Lynch

Precinct Two

Warden - Fay W. Hamilton
Deputy Warden - Roberta G. Cerul
Inspector - Janet G. Payson
Deputy Inspector - Kathleen R. Paderson
Additional Inspector - M. Patricia Becker
Deputy Additional Inspector - Catherine J. Stauffer

Precinct Three

Clerk - Jane P. Nixon
Deputy Clerk - Barbara B. Haynes
Inspector - Nancy A. Bates
Deputy Inspector - Jacqueline P. Hauser
Additional Inspector - Madeline R. Gelsinon
Deputy Additional Inspector - Barbara E. Bell

Precinct Four

Clerk - Elizabeth W. Newton
Deputy Clerk - Lorraine L. Bauder
Inspector - Ann Beckett
Deputy Inspector - Joan D. Weston
Additional Inspector - Jodie B. Barnett
Deputy Additional Inspector - Marcia D. Fickett

Tellers

Mitchell Z. Bistany
Joseph E. Brown
Clifford A. Card
Royal E. Haynes, Jr.
Richard A. Hilperts
June E. Koss (res.)
John P. Nixon, Jr.
John G. Paderson
Joseph Sliwkowski
Robert T. Trimper

Emergency Inspectors

M. Catherine Brown
Ralph S. Butcher
Betsy M. Hunnewell
Marguerite E. Keith
William Koss (res.)
Judy Ann Mitchell
Joanne Riddle
Sheila Sliwkowski
Laura L. Sibley
James A. Spiegel
Donald M. Stacy
Norman T. Steed
Robert A. Vannerson
Marjorie A. Walker
Elizabeth J. Wallingford
Linda P. Warren
Richard L. Warren

Employment Practices Task Force (ADA)

Terri Ackerman
David Brown
Anne Murnane
Irina Petsch-Schmid
Robert Williams

Executive Secretary and Clerk to the Board of Selectmen

Richard E. Thompson

Fair Housing Committee

Virginia M. Allan
Jody Kablack, Ex-officio
Thomas W. H. Phelps
Janice M. R. Robinson
Richard E. Thompson, Ex-officio

Fair Housing Program, Director of

Jody Kablack

Fence Viewers

Lawrence L. Blacker

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Sheila Sliwkowski
Laura L. Sibley
James A. Spiegel
Donald M. Stacy
Norman T. Steed
Robert A. Vannerson
Marjorie A. Walker
Elizabeth J. Wallingford
Linda P. Warren
Richard L. Warren

Employment Practices Task Force (ADA)

Terri Ackerman
David Brown
Anne Murnane
Irina Petsch-Schmid
Robert Williams

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Richard E. Thompson

Fair Housing Committee

Virginia M. Allan
Jody Kablack, Ex-officio
Thomas W. H. Phelps
Janice M. R. Robinson
Richard E. Thompson, Ex-officio

Fair Housing Program, Director of

Jody Kablack

Fence Viewers

Lawrence L. Blacker

Judith A. Cope
John C. Drobinski

Finance Committee

Karen Anderson-Palmer
David C. Asheim
Michael T. Fitzgerald
Joseph M. Proud
Barbara W. Pryor
John J. Ryan
Roy T. Sanford
Steven D. Stolle
Steven R. Wishner

Fire Department

Michael C. Dunne, Chief and Forest Warden

Fire Captains

James Devoll II
Peter Devoll
Joseph Helms
Gerald Spiller

Fire Lieutenants

Douglas Allan
Michael Callahan
Michael Carroll
George Moore

Full-time Firefighters

George Abrahamson
Robert Albee
Francis Avery
John Balben
Gary Bardsley
David Boyd
Gerard Butler (res.)
Timothy Choate
David Frost
Peter Frost
John Hanley
James Jackson (ret.)
James Kane (lv. of abs.)
Brian Lewis
Kenneth MacLean
William Miles
Kevin Moreau
George Place
Robert Place
Russell Place
Stephen Reini
Robert Row
John Salmi
Douglas Stone
John Young

Gas Fitting, Inspector of

Howard P. Porter

Hazardous Waste Coordinator

Robert C. Leupold

Michael C. Dunne, Alternate

Health, Director of

Robert C. Leupold

Historic Districts Commission

Edwin A. Blackey
Alexander S. Frisch
Burton H. Holmes, Chairman
Louis H. Hough
Lorenzo Majno

Historical Commission

Clayton F. Allen
Marvis M. Fickett
Winifred C. Fitzgerald
Francis J. Kelly
Marilyn A. MacLean, Chairman
Muriel C. Plonko
Harriett P. Ritchie

Hop Brook Ponds Study Committee

Frances H. Clark (Res.)
Doran Crouse (Marlboro)
Barry Gaw (Northland Co. Rep.)
George D. Gustafson
Patricia Huston, Alternate
Ursula Lyons
Robert E. Maher
Stephen M. Meyer, Chairman
Marilyn Novak
Stephen L. Parker
Priscilla Ryder (Marlboro)

Inclusionary Zoning Study Committee

Sandra M. Bell
Richard A. Brooks
Judith A. Cope
Peter B. Endicott
Jo-Ann Howe, Ex-officio
Laura T. Johnson
Amy E. Lepak, Chairman
Renee Reiner

Industrial Accident Board, Town Agent

Richard E. Thompson

Industrial Development Commission

Joseph E. Brown
Joseph A. Dudrick, Chairman
William L. Katz
Kenneth L. Ritchie
Albert Y.C. Wong

Insect Pest Control, Local Superintendent of

Robert A. Noyes

Juvenile Restitution Program Committee

Michael Freundlich, Chairman
Rosalind R. Gurtler

Nancy Schaffer
Frank M. Vana
Arthur A. Walker
N. Jane West Young, Alternate

Keeper of the Lockup

Peter B. Lembo

Labor Relations Counsel

Richard W. Murphy

Legal Services Review Committee

Eric M. Elfman
Edward L. Glazer
Eric F. Menoyo

Library Director

William R. Talentino

Lincoln-Sudbury Regional High School

Matthew King, Superintendent/Principal

Long Range Planning Committee

Richard S. Bryant
John W. Burns
L. William Katz, Chairman
Kathleen C. Precourt

Mass. Bay Transportation Authority Designee

Richard E. Thompson

Massachusetts Municipal Association Legislative Liaison

Richard E. Thompson

**Memorial Day Committee and
World War II Commemorative Committee**

Donald A. Barbour (res.)
George Cyr
William R. Duckett, Chairman
Elizabeth M. Foley
Winifred C. Grinnell
Mary Jane Hillery
Pat Nelles

Metropolitan Area Planning Council Designee

Ursula Lyons

Middlesex County Advisory Board Designee

Lawrence L. Blacker

**Minuteman Regional Vocational Technical
School District**

Glenn L. Noland, Representative
Ronald Fitzgerald, Superintendent

Municipal Right-to-Know Coordinator

Robert C. Leupold
Michael C. Dunne, Alternate

Negotiating Advisory Committee

Wilfred T. Benoit, Jr.

Edward S. Campbell
Richard W. Murphy, Ex-officio
Roy T. Sanford
Charles R. Schwager
Richard E. Thompson, Ex-officio
Marjorie R. Wallace, Chairman

Parking Clerk

Mark R. Gainer

Permanent Building Committee

Craig E. Blake
Warren E. Boyce
Bruce Ey, Chairman
Elaine L. Jones
Michael E. Melnick
Frank Schimmoller
David Yankovich

Permanent Landscape Committee

June E. Allen, Chairman
Marylyn Benson
Robert A. Noyes, Tree Warden

Personnel Board

Wilfred J. Benoit, Jr.
Bradford J. Brown, Vice Chairman
William A. Clarke
Rebecca R. Corbin
Jane A. Evans
David M. Mandel*
Marilyn A. Tromer*

Planning Board General Agent

I. William Place

Plumbing Inspector

Howard P. Porter, Agent
William R. Hyson, Deputy Plumbing & Gas Inspector

Police Department

Peter B. Lembo, Chief
Ronald Nix, Lieutenant

Police Sergeants

Peter F. Fadgen
Peter S. Langmaid (ret.)
Thomas S. Miller
Bruce C. Noah
Anthony M. Deldon

Police Officers

Ronald B. Conrado
Todd F. Eadie
Mark R. Gainer
Richard J. Glavin
Jeffrey F. Gogan
John F. Harris
Allan C. Houghton (ret.)
Alan J. Hutchinson

Peter T. Kempinski
John A. Longo
Michael A. Lucas
Neil J. McGilvray, Jr.
Charles R. Quinn
Michael R. Shaughnessy
Wayne M. Shurling
John J. Skinnion (res.)
Raymond J. Spinelli, Jr.
Michael L. Tuomi

Reserve Police Officers
Mitchel G. Caspe
Patricia A. Grigas
Richard A. MacLean

Special Police Officers
George T. Burney
Allan C. Houghton
George A. Moore
Peter J. Walsh
Wesley M. Woodward

Special Constable
Joseph D. Bausk

Special Constables, Non-paid
Warren E. Boyce
Michael C. Dunne
John B. Hepting
Earl D. Midgley

Pound Keeper
Russell DiMauro

**Preservation & Management of Town Documents,
Committee for the**
Curtis S. Garfield
Victor J. Guethlen
Russell P. Kirby, Chairman
Jean M. MacKenzie, Town Clerk
Sally B. Wadman

Recreation Director
Patricia Savage

Registrars, Board of
Susan B. Bistany
Lisa M. Evans
Jean M. MacKenzie, Town Clerk
Jeanne M. Maloney, Chairman

Resource Recovery Committee
Craig E. Blake
Mark A. Kablack
Scott Lewis (res.)
Sue W. Pettengill, Chairman
Frank H. Van De Kerkhove
Elizabeth Van De Kerkhove
Paul J. Ward
David Yankovich

Sanitary Landfill Agent
Robert A. Noyes

Sealer of Weights & Measures
Courtney W. Atkinson

Street Lighting Agent
Robert A. Noyes

Sudbury Cultural Council
Jane E. Brown
Dorothy R. Carter
Paul B. Fredrickson
Ruth B. Howey
Donna Kruse
Kathleen E. Marshall
Anthony A. Martinelli
Lidia Scher, Chairman
Lois Z. Toepfner

Sudbury Housing Partnership Committee
Susan Berry
John Thurber

Sudbury Schools Superintendent
Henry W. DeRusha, Jr.

Sudbury Visiting Nurse Association
Nancy L. Brown, Director
John C. Drobinski, Town Representative

Surveyor of Lumber & Measurer of Wood
Russell DiMauro

Town Accountant/Director of Finance
James Vanar
Suzanne L. Petersen, Assistant

Town Clerk, Assistant
Kathleen D. Middleton

Town Computer Coordinator
James Vanar

Town Counsel
Paul L. Kenny

Town Engineer
I. William Place
Bruce A. Kankanpaa, Assistant

Town Historian
Curtis F. Garfield

Town Physicians
Melvyn W. Kramer, M.D.
Z. Stanley Taub, M.D.

Town Planner
Jody Kablack

Town Report Committee

Patricia A. Guthy, Co-Chair
Cora Holland
Patricia Huston, Co-Chair

Town Treasurer & Collector

Mary Ellen Normen Dunn
Loretta A. Bigelow, Assistant Treasurer
Carolyn McCree, Assistant Collector

Traffic Management Committee

Joy Goff (res.)
James W. McKinley, Chairman
Thomas W. H. Phelps
Sally E. Trimble

Tree Warden

Robert A. Noyes

United Nations Day Co-Chairmen

Ann H. Loos
Linda S. Sironen

Veterans' Advisory Committee

Guy L. Dietrich
Elizabeth M. Foley
Ronald J. Griffin
Winifred C. Grinnell
Vincent P. Surwilo

**Veterans' Agent,
Director of Veterans Services**

Mary Jane Hillery

Veterans' Graves Officer

Mary Jane Hillery

Voting Machines, Custodian of

Frank Howley

**Wayland-Sudbury Septage Disposal Facility,
Operational Review Committee**

Sudbury Reps:

Bruce L. Ey
Robert A. Gottberg, Chairman
Lawrence W. O'Brien
James C. Pianka
Albert St. Germain (dec.)

Wayland Reps:

Christopher Woodcock, Vice Chairman
Dr. Jack Peters
William Gagnebin
Dennis Berry
Philip Patterson

Wiring Inspector

Warren E. Boyce
David Cochran, Deputy
Arthur J. Richard, Deputy

Wood Burning Stoves, Inspector of

Michael C. Dunne

Youth Commission

Ronald Conrado, Ex-officio
Timothy B. Lee
Thomas E. Lopez, Ex-officio
Jane MODOONO, Ex-officio
Neal A. Shifman, Chairman

Zoning Enforcement Agent

John B. Hepting
Earl D. Midgley, Deputy

*Served beyond end of term until replacement found.

ADMINISTRATION

Board of Selectmen

The Board of Selectmen hereby submits the 1993 reports of all elected and appointed town officials, boards and committees giving a summary of their activities and financial transactions in accordance with Article III, Section 2, of the Town Bylaws.

Selectman Judy Cope will not be running for office next year as she will be moving to Connecticut in the Spring of 1994 to join her husband, Tony, who now serves on the National Financial Accounting Standards Board (FASB). Judy has served the Town well over these past many years. She began her service with five years on the Conservation Commission, ten years on the Operational Review Committee for the Septage Facility, and then spent one year on the Planning Board and Route 20 Task Force. Following this she has served two terms (six years) on the Board of Selectmen during which time she served and/or chaired several efforts, such as the Inclusionary Zoning Study Committee, MetroWest Growth Management Committee, Town Offices Space Study Committee and Management Study Steering Committee.

We are saddened to report this year that former Selectman Anne Donald died. Anne was the first woman Selectman in the history of the Town of Sudbury. We are also sad to report the passing of former Fire Chief Albert St. Germain. In his honor the Selectmen have prepared a memorial photo-plaque, which has been permanently placed in the new central fire station. We are also sorry to report the loss of former Treasurer and Collector Chester Hamilton.

We were most impressed this year with the outstanding achievements reported by the Minuteman Regional Vocational Technical School District, as seen later in this book. We are proud that Minuteman is part of our great secondary educational school system.

A major step has been taken this year in the town-wide self-evaluation process by way of the just completed Town Management Study done by the MMA Consulting Group. The study concludes that major reorganization is needed to bring about greater efficiencies and better performance and responsiveness to public needs. The Selectmen and staff must play the major role in formalizing, advocating and implementing such changes. There are three specific areas to be addressed:

- 1) Reorganization of governmental structure

- 2) Consolidation of facilities
- 3) Coordination of data processing.

Copies of the Management Report will be available in the Library and the Selectmen's Office. We plan to ask the local newspapers to do a series of articles encompassing the whole management report.

Our major achievements in 1993 were:

1. Our attempt to stabilize our health insurance costs. We believe we have accomplished this through negotiation with all town unions, including the elementary schools, with agreements signed in November and coverage to begin January 1994. This was no easy task and the credit for this achievement goes mostly to Selectman Blacker.

2. The Town now has replaced its Blue Cross Blue Shield Medex coverage with a self-funded supplement plan which will give the Town immediate savings.

3. The Town, with approval of the September Special Town Meeting, will now have a self-funded Workers Compensation program, which will mean large dollar savings to the Town in future years.

We hope the general public liked the new Warrant booklet that was mailed to every household listing Town Meeting articles. We included much more data and information for the voter, to follow up on previous desires of Town Meeting members. If you have any comments, please let us know.

We are sorry to report that this year we have experienced an unusual number of resignations and retirements from town departments that will leave a void for some years: Police Department - Sgt. William B. Carroll, Sgt. Peter S. Langmaid, Patrolman Allan C. Houghton, and Patrolman John J. Skinnion; Fire Department - Firefighters James Jackson and James Kane (leave of absence); Highway Department - Leah J. Capuano, Secretary II/Office Supervisor; Cecilia M. Curran, Assistant Town Accountant; Town Clerk's Office - Sheryle R. Cutler, Census & Documentation Coordinator; George Horton, Recreation Director; and Council on Aging - Marjorie Van Houten, Co-Director.

The Board assisted in the preparation of an application to the Sudbury Cultural Council at the request of E. Helene Sherman for the design of a Town Flag, a historical collage, and a cover for a future Town Report. We are happy to report that this has been given funding approval by the Council. In relation to this we

hope to be ready to ask the 1994 Annual Town Meeting to adopt a Town Flag, the drawing to appear in the ATM Warrant. This should be exciting!

TQM - Total Quality Management - the new buzzwords in public and private sectors. Implementation of this concept is becoming mandatory in federal and state rules and regulations that involve funding to cities and towns and contracts with the private sector. We are happy to report that we had our first graduates (five) from a TQM training class. We publicly thank Raytheon Company for allowing us to participate in their training sessions which the Town could not otherwise afford on its own.

The Selectmen, in conjunction with the Permanent Landscape Committee, have made improvements on the Town Common by upcutting and removing some trees. We hope you like our new appearance. In our opinion, the Common is still overgrown and may need further work.

The Sudbury Fort Devens Annex situation has not changed since last year. It is going through the federal process as a SuperFund site. In our opinion the contamination in the Sudbury portion is of a limited nature. Anyone having questions on this matter should contact the Town's liaison, who is Mr. Robert Leupold, our Health Director.

We hope residents will like the new look of Route 20. The improvements made include the rubberized railroad crossing at Nobscot Road. The bill for this project now exceeds half a million dollars, at no cost to the Town. Now, hopefully, we can concentrate on the Sudbury Village concept, for this and adjacent Route 20 areas, working in conjunction with local businesses.

We are happy to report that the preliminary master plan has been done for the exterior of the Fairbank Community Center and Haskell Field area, involving parking improvements and better utilization of the facilities. We thank Mike Coutu of Ron Boucher Associates, who gave so freely of his time. Anyone interested in viewing the plan should contact the Park and Recreation Director.

We are unhappy to report that all the previous work done involving possible regional dispatching for the new E911 system seems to have been to no avail. We still support regional dispatching and will continue to pursue it, but we do not see it happening in the immediate future, not until individual police and fire departments are willing to relinquish some of their autonomy.

So the public might understand better, we currently have an emergency 911 number to call Police and Fire. In early 1994, the Town will be going to an E911 (Enhanced 911) system, the equipment for which, by state law, will be purchased by New England Telephone. This will greatly improve our public safety personnel's

efforts to help local residents who call in any type of emergency.

With a Mass. Department of Environmental Management grant, the Conservation Commission and its Coordinator are developing a land use and trail linkage plan for the former Unisys property off Route 117. The grant will include funds for trail maps and posting of an appropriate sign encouraging public use.

A considerable amount of time has been spent working with neighborhoods on traffic safety issues concerning Dudley Road, Goodman's Hill Road, Powder Mill Road, Route 117, and Peakham Road. We will continue to devote our efforts to these traffic safety problems and those of the whole Town, but we caution the public that many of these issues will be extremely difficult to resolve if we want to continue to maintain the rural character of our roads and community.

The Selectmen took the following action on applications for site plan special permits:

1. Nancy B. Taylor, Prime Plus Two Realty Trust, 348 Boston Post Road - construction of a two-story office building consisting of 5,400 sq. ft. in floor area. (granted 11/9/92)

2. Constantine Scrivanos, 378 Boston Post Road - construction of a 26-seat Dunkin' Donuts shop. (denied 3/11/93) [Under appeal.]

3. Wayside Inn Corporation, 72 Wayside Inn Road — enlarge crushed stone parking lot on the southerly side of Wayside Inn Road from 55 to 99 spaces, including landscaping and lighting. (granted 8/23/93)

4. Sudbury Crossing Associates Realty Trust, 435-7 Boston Post Road, and including 225 and 239 Raymond Road - construction of a 7,200 sq. ft. addition to rear of T. J. Maxx store and revision of parking. (granted 8/23/93)

5. Patti Bros, 215 Boston Post Road - minor amendment to existing site plan involving addition of two doorway overhangs. (approved 9/13/93)

6. Michael S. Vallerand and Victor E. Toscano, 333 Boston Post Road - amendment of existing site plan to allow change in use from retail to offices; no exterior changes to be made. (approved 11/29/93)

**Grants/Gifts/Donations
(received calendar 1993)**

Miscellaneous donations to the Council on Aging transportation program	\$2,966
Donations to the D.A.R.E. (Drug Abuse Resistance Education) Program:	
Kappy's Distributors	640
Roche Bros. Supermarkets	200
Sudbury Rotary Club	1,000
B.F.I. Cares and Dominic J. Merloni, DMD	500
Kiwanis Club	400
Grants from the Sudbury Foundation to:	
Council on Aging for poetry writing workshop	235
Building Department for Flynn Building renovations for Foundation use	11,000
Friends of Goodnow Library for audio-visual equipment	4,250
Engineering Department for copy machine	2,095
Park and Recreation Department to recruit Director	4,000
Board of Selectmen toward Town Management and Organizational Study	9,950
Grant from Mass. Executive Office of Elder Affairs to Council on Aging for Serving Health Information Needs of Elders Program	10,000
Grants to Fire District #14 from Exec. Office of Communities & Development:	
Incentive Grant	23,985
Strategic Planning & Capacity Building Grants	41,000
Miscellaneous donations received for the Interfaith Fuel Assistance Account from:	
Memorial Congregational Church Missions Committee	500
Our Lady of Fatima Parish	483
Donation to the Discretionary Fund from	

Jonathan and Sue Sirota	100
Donation to Park and Recreation Dept. "Terrific Two's" program from Diane and Robert Dacey in recognition of instructors Randi Simpson and Anna Roughsedge	20
Donation to Fire Dept. Ambulance Account from Mr. & Mrs. George Kevorkian	25
Transfer of funds from the Mount Pleasant Cemetery Association for Cemetery Perpetual Care Account(s)	27,923
Gift of book, <u>Words of Light</u> , written by E. Helene Sherman, to the Fire Dept. in memory of Albert St. Germain from the Operational Review Committee.	
Gift of a Rainbow 100 Computer, a monitor, Letterprinter 100, and software from Digital Equipment Co.	
Gift of a Gamewell Master Box for the Fire Dept. from Raytheon Company.	
Gift of a used piano for the Hosmer House by Judith and Anthony Cope.	

**Board of Selectmen Receipts
July 1, 1992 - June 30, 1993**

Liquor License	\$33,083.33
Liquor License Application Fee	650.00
One Day Liquor License	35.00
Common Victualler/Innkeeper License	575.00
Public Entertainment Licenses, Lord's Day	1,075.00
Weekday Entertainment Licenses	400.00
Automatic Amusement Devices	160.00
Used Car Licenses (Class II, Class III)	150.00
Used Car License Application Fee	25.00
Cable Television Franchise Fee	1,448.00
Rental of Town Buildings/Land	2,230.00
Special Permit - Trailer	50.00
Pay Phone Commission	157.13
Taxi License	25.00
Copying/Fax Charges	167.74
TOTAL	\$40,231.20

1994 Key Objectives

1. Solid Waste Disposal: a. Continue to work with the Department of Environmental Protection on use of present landfill. b. Finalize plans for alternative disposal method; funding to be proposed at the 1995 Annual Town Meeting.
2. Inform Town residents on the detail of the recently completed Town Management Study and solicit consensus for implementation.
3. Continue to work on plans for consolidated Town offices to achieve economies in building use/maintenance costs, as approved under Article 13 of the 1993 Annual Town Meeting.
4. Resolve disposition of Loring School.
5. Implement precinct voting - a minimum of two polling locations.



Board of Selectmen Chairman Judith A. Cope

6. Prepare game plan for greater data processing coordination.
7. Expand training and implementation of TQM (Total Quality Management) concepts and process improvement teams.
8. Address zoning for housing needs of persons age 55 and older.
9. Become more active, through Massachusetts Municipal Association and state representatives, in legislative matters.
10. Improve infrastructure of town departments — will require funding of some new personnel, new equipment, and minor interior office improvements.

Conclusion

As you can see from our objectives for 1994, it is going to be a busy year for us. Any Town resident desiring to make comment or give input to the Board of Selectmen should not hesitate to do so, by writing us, or by a simple telephone call. We would welcome and appreciate your interest in helping us achieve these objectives.

We hope 1994 is a good year for all Town residents.

Judith A. Cope, Chairman
 Lawrence L. Blacker
 John C. Drobinski
 Board of Selectmen

Town Report Committee

The Town Report Committee has worked diligently to ensure the production of this year's Report. The Committee had to overcome many extenuating circumstances, therefore we need to acknowledge the high level of support which we received from the Selectmen's office, in particular from Jan Silva.

This report was produced and printed by Graphic Illusions of Dennisport, Massachusetts, and again was assembled using electronic scanning equipment. It has been printed on paper with a lower percentage of recycled stock to be fiscally sensitive to the Town's financial situation.

The Town Report is a documentation of Sudbury's history and as such ensures that future generations will know what has happened and what can be built upon and improved. In a real sense, therefore, it is a testimony for the future and as such is dedicated to our children — our responsibility for today and our hope for the future.

Thank you to the schools that have provided all of the art work for this report and to the personnel in

Town departments and on Town boards and committees who have provided the required information.

Our gratitude also goes to Boy Scout Troop #61, who, once more, has distributed the Report.

To ensure a continued quality report, the Committee is in need of new members. We invite those interested to notify the Selectmen's Office.

Personnel Board

The Personnel Board completed a salary survey of benchmark positions from surrounding towns. The results of this survey show Sudbury's jobs comparably positioned, on average, when compared to towns of similar size in our vicinity. We're particularly indebted to Jan Wheeler for her excellent work on this project.

The Board presented its warrant article at Town meeting which addressed a number of changes in laws affecting the Town; specifically, Workers' Compensation, the Family Medical Leave Act and the Americans with Disabilities Act.

The Board heard a small number of grievances during the year which had been raised by both union and non-union employees beyond their supervisor.

The Recognition Committee made awards during the Spring at Town Forum to two employees for outstanding service; Leah Capuano and Marge Van Houten.

Bill Benoit represented the Board on the Negotiating Advisory Committee.

This year saw the Board change its membership. Our thanks to Dave Mandel and Marilyn Tromer for their leadership and commitment. We welcome Bill Clarke and Jane Evans.

Town Counsel

Multi-faceted is the best way to describe the office of Town Counsel in 1993. In past years, there has been one issue or area that had overriding significance. The issues presented to Town Counsel's office included inquiries from every department of the Town.

Extensive research was performed in the development toward a new self-insurance program for Workers' Compensation. The office also was called upon to review multiple issues in the development of a revamped health insurance program for the Town.

The Nixon School renovation litigation required the review of voluminous documents and attendance at multiple depositions. We are looking toward a speedy resolution of this matter, or trial, in the early spring.

The surfacing of and widening of Route 20, which was done in conjunction with the installation of a water main by the Sudbury Water District, spawned construction litigation in 1993.

Land use matters, as usual, occupied a substantial portion of the workload including issues involving Conservation, Engineering, Board of Appeals, Planning Board and Board of Selectmen. Examples of significant land use issues involved the former Melone property, Dunkin Donuts Site Plan issues, continued questions concerning Unisys, pollution abatement, use of the Wood-Davison property, development of an Inclusionary Zoning Bylaw, and various issues concerning multiple subdivisions. Close communication is maintained with the Building Inspector, concerning zoning and building issues. A slight increase in Appellate Tax Board matters was noted, but did not seem significant in the overall workload of the department.

The ongoing litigation with the Maynard Rod and Gun Club has proceeded to the Appeals Court where briefs are due in early 1994.

This office was called upon to provide the normal day to day drafting of contracts, leases and opinions, including conflict of interest and open meeting law opinions, all of which have increased markedly. The state of the Commonwealth has required the imposition of new safeguards to protect the Town's property interest.

Town Moderator

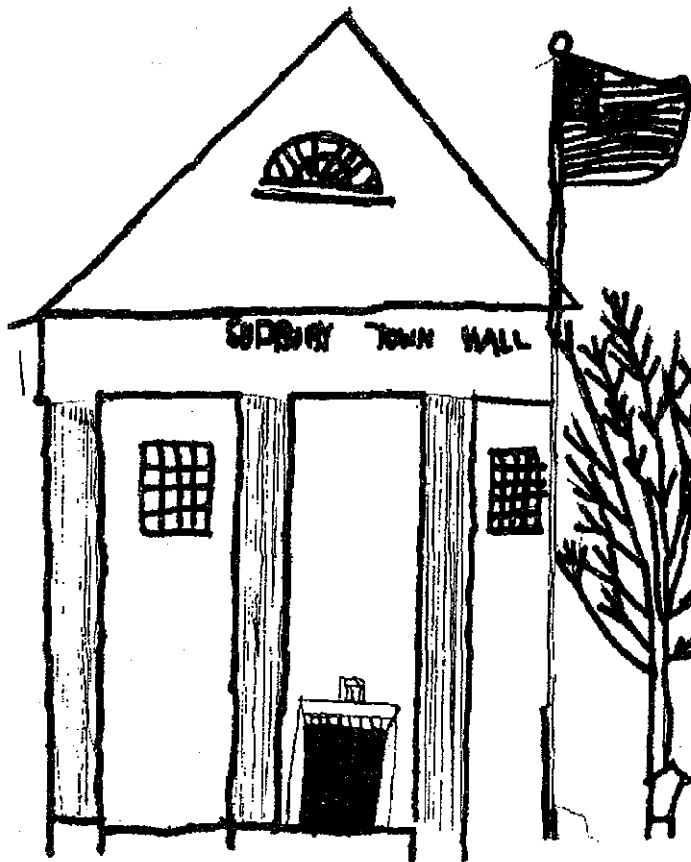
Sudbury's Annual Town Meeting was held beginning April 5, 1993. In addition, a Special Town Meeting was held beginning September 27, 1993.

During the Annual Town Meeting, fifty-one Articles were considered; during the Special Town Meeting ten articles were considered.

At the Annual Town Meeting, the voters considered two budgets: one necessitating an override, the other not. In addition, a large number of zoning articles were addressed and debated at some length.

The Special Town Meeting was necessitated by the need to formally transfer State aid funds so that those funds might be used by the school system as stipulated in the budget passed at the Annual Town Meeting. Several other articles which had been added to the warrant for the meeting had to be passed over because of legal restrictions which forbade their consideration.

The Moderator wishes to thank the many people who work so hard to see to it that the Town Meeting runs smoothly and efficiently.



Vanessa Wigel, Grade 3, Peter Noyes School

TOWN CLERK

Town Clerk's Report

It is with pleasure I submit my 11th Annual Report to the Town.

Last year, like the many years before, found the daily workload continually increasing with a backlog of work that just continues to mount due to the tremendous variety of services, programs and projects required of the department.

Though the workload continues to increase, my ongoing effort remains to keep costs down wherever possible. Consequently, this year the requested General Expense budget for FY95 is 16% less than what was appropriated last year as the Annual Town Census is now completely handled in-house.

A savings of more than \$13,000 has been realized in the Town Clerk's Department. Through an extremely generous contribution of Russell Kirby, a long time resident, the department now enjoys the rewards of his 35-years of computer expertise and the immeasurable amount of time he spent developing new software and programs for this department. The market value is said to be more than \$10,000. The Town has gained much more than a monetary savings because of Mr. Kirby's valuable talents and dedication. The new system greatly enhances the efficiency of the office and simplifies the sharing and exchange of information be-

tween all departments, as it is completely compatible with all IBM or IBM compatible computer systems.

Services valued around \$1,000 for installation and maintenance of equipment were also generously donated by another benefactor.

With the replacement of the obsolete software, this past year, for the first time, the Annual Town Census was completely handled in house, whereby an additional \$2600 savings was realized.

When the department is not preparing for elections, completing and recording all the transactions of Town Meeting, conducting special voter registration sessions, processing state & local petitions, renewing dog licenses as well as underground storage licenses, doing the Annual and School Census, not to mention providing the innumerable services required and requested, a major focus of the department is the reorganization and data entry of those extensive files and information frequently requested. Certain files have been started and others completed, such as the Town's Zoning and General Bylaws, Road File, Appointment Book, Selectmen's Rules & Regulations, Traffic Rules and Regulations, and Business Certificates. Many others have yet to be started. Due to the high volume of activity of the department, it will be sometime before this priority project is completed.

Two elections, the Annual Town Election and a Special were held this past year. Though there are

STATISTICAL INFORMATION

	1989	1990	1991	1992	1993	1983	10Yr. Diff.
POPULATION	15,662	15,800	14,891	14,543	15,325	14,548	+ 777
REGISTERED VOTERS	9,621	9,576	9,372	10,057	9,992	8,045	+1947

1993: Democrats: 2,595 Republicans: 2,012 Unenrolled: 5,385

VOTER PARTICIPATION

VOTER PARTICIPATION

	1989	1990	1991	1992	1993	Average
ELECTIONS						
Annual Town	48%	32%	23%	31%	16%	30%
Special Town	26%	52%	(2) 35%	—	37%	33%
			15%			
TOWN MEETINGS - Average percentage of attendance for each meeting. Number of sessions in ().						
Annual	4% (5)	5% (4)	3% (6)	2% (6)	4% (7)	4%

close to 10,000 registered voters in Town only 16% or 1,623 cast their ballots at the Town Election whereas 37% voted at the Special Election when two ballot questions relative to schools and walkways were decided upon. It can be seen that when there are issues, more voters tend to participate.

Presently Sudbury has 9992 registered voters. This number may soon swell to more than 10,000 again with the passage of the Motor Voter Bill that was submitted to the General Court and approved by both the House and the Senate. At this writing, it awaits the Governor's signature. If approved, the bill will provide residents the opportunity to register when they get their driver's license renewed or register a car. The bill will also afford people greater convenience and availability by permitting them to register to vote at other state agencies as well. Hopefully, with more registered voters, there will be a greater outpouring of voters at all elections - local, state and federal.

VITALS (Births, Marriages and Deaths)

	1989	1990	1991	1992	*1993	1983
Births	165	177	163	187	127	153
Marriages	105	115	116	111	92	95
Deaths	99	68	91	84	98	83

* The 1993 birth figure does not include late returns.

In closing, I wish to sincerely thank the Board of Registrars as well as the many people in the Town departments, boards and committees, officers and residents of the Town who continue to provide their support and cooperation.

Respectfully Submitted

Jean M. MacKenzie, CMC
Town Clerk.

TOWN CLERK FINANCIAL REPORT July 1992 - June 1993

Town Clerk Fees		\$ 13,885.18
List of Persons		1,040.00
Voting List		40.00
Bylaws W/Zoning Maps		1,475.00
Dog Fines & Duplicate Tags		1,236.00
Maps		86.00
Planning Board Rules & Regulations		120.00
Copies		277.95
Postage		47.47
Dog License Fees		2,319.00
Kennel Fees		9.00
Transfer Fees		.25
Hunt & Fish Fees		197.80
Kennel Licenses (3)	(net)	166.00
Dog Licenses (1547)	(net)	8,205.00
Total		\$29,104.65

Summary of 1993 Town Meetings

The following is a summary prepared by the Board of Selectmen of the actions taken by the Annual and Special Town Meetings on resolutions and articles in the warrant for that meeting. More detailed official Town Meeting Proceedings appear in a separate document, Part II of the Annual Report.

Annual Town Meeting April 5, 7, 12, 13, 14, 26, 27, 28

IN MEMORIAM RESOLUTION:

Resolved that the Town extend its heartfelt sympathy to the families of the following deceased citizens and employees who contributed public service and gave of their time and talent to enrich the quality of life in the Town: Marion O. Clausen, Helen Flynn, Chester Hamilton, Dorothy A. Jennings, Virginia K. Kirchner, Eugenie C. Mader, Edward K. Martin, George E. Mills, Robert J. Myers, Angelina Oulton, Edna M. Smith, and Isabelle K. Stone.

Article 1.

HEAR REPORTS:

Voted unanimously to accept reports of the town boards, commissions, officers and committees as printed in the 1992 Town Report.

Article 2.

AMEND BYLAWS, ART. XI - PERSONNEL CLASSIFICATION AND SALARY PLAN:

Voted to amend Article XI of the Bylaws, entitled the Personnel Administration Plan, by deleting the Classification and Salary Plan, Schedules A & B, in its entirety, and substituting therefor Plan entitled: "Town of Sudbury - FY94 Schedule A - Classification Plan Schedule B - Salary Plan", as set forth in the Warrant (providing for a general salary increase of 4% effective July 1, 1993, with a few exceptions; reclassifications; and new positions).

Article 3.

AMEND BYLAWS, ART. XI.7(2) - PERSONNEL ADMINISTRATION PLAN:

Voted unanimously to amend the Personnel Administration Plan by deleting the ninth paragraph of Section 7(2) and substituting: "In the case of an employee who is receiving weekly benefits under the Workers' Compensation Law, M.G.L. Chapter 152, the provisions of said Chapter 152 shall apply with respect to the use of sick leave."

Article 4.

AMEND BYLAWS, ART. XI.9A - PERSONNEL ADMINISTRATION PLAN:

Voted unanimously to amend Section 9A of the Personnel Administration Plan by: 1) deleting the

fifth through seventh sentences of the first paragraph and substituting: "In the event that an employee claims to be out of work and disabled as a result of a work-related injury, the Town may require the employee, from time to time, to submit medical evidence concerning the nature of the injury, the degree of disability and the prognosis for recovery and to submit to medical examinations by physicians or other health care providers selected by the Town, to the extent permitted by M.G.L. Chapter 152."; and 2) deleting the second paragraph and substituting therefor the following: "Employees may be required to return to work in accordance with the provisions of M.G.L. Chapter 152."

Article 5.

AMEND BYLAWS, ART. XI.9 - PERSONNEL ADMINISTRATION PLAN:

Voted to amend Section 9 of the Personnel Administration Plan by deleting the first sentence and substituting: "The Town Board or Commission or department head of each department shall determine, from time to time, in accordance with applicable laws, the job categories for which physical examinations shall be required of successful applications for employment. Applicants who accept a conditional offer of employment for such a position shall, prior to the start of their employment, submit to a physical examination by a Town Physician, appointed for such purposes by the Board of Selectmen. Said examination shall be for the purpose of determining whether the person is capable of performing the essential functions for the position offered."

Article 6.

ACCEPT SECTION 48 OF CHAPTER 133 OF THE ACTS OF 1992 - RETIREMENT INCENTIVE:

Indefinitely Postponed on motion of the Board of Selectmen an article to accept the above statute to establish an early retirement incentive program for municipal employees, or the provisions of any amendment made thereto or special or General Law, the acceptance of which is determined to be necessary to secure to Town employees the benefits of said Section 48; because it was believed to be too costly.

Article 7.

FY93 BUDGET ADJUSTMENTS:

Indefinitely Postponed action under this article because no adjustments to the FY93 Budget appropriations were required.

Article 8.

UNPAID BILLS:

Indefinitely Postponed; there being no unpaid bills.

Article 9.

GOODNOW LIBRARY REVOLVING FUND:

Voted unanimously to authorize for FY94 the use of a revolving fund by the Goodnow Library for maintenance and utility charges for the multi-purpose room, to be funded by receipts from room reservations; the amount to be expended not to exceed \$1,200.

Article 10.

BUDGET:

The Finance Committee presented two budgets for consideration by the Town Meeting Warrant with the understanding that enactment of the higher "Override" budget would require an additional affirmative vote at a special election to override appropriation limitations of the so-called Proposition 2 1/2 legislation. The two budgets were voted affirmatively in the order given under the limiting motions as follows and subsequent main motions setting individual departmental budget category amounts and funding.

VOTED: That the amount appropriated under the "Override" Budget not exceed the sum of \$29,226,328.

VOTED UNANIMOUSLY: That the amount appropriated under the "Non Override" Budget not exceed the sum of \$29,041,286.

Summary of FY 93-94 Operating Budget (Non Override) appropriation votes as authorized by unanimous vote of Town Meeting; [Ballot Question No. 1 for a \$185,042 general override failed to receive a majority vote at the May 24, 1993 Special Town Election]:

DEPARTMENT	VOTED
110 Sudbury Schools	\$9,738,706
130 Lincoln-Sudbury Reg. H. S.	6,942,562
140 Minuteman Reg. Voc. Tech. H. S.	300,448
200 Debt Service	1,156,017
310 Fire Department	1,545,545
320 Police Department	1,434,607
340 Building Department	327,755
350 Dog Officer	20,502
360 Conservation Commission	40,107
370 Board of Appeals	11,800
410 Highway	1,341,452
460 Landfill	333,303
501 Board of Selectmen	223,453
502 Engineering Department	228,479
503 Law Department	121,657
506 Town Clerk	147,662
510 Permanent Building Committee	500
511 Personnel Board	4,793
512 Planning Board	51,211
513 Ancient Documents Committee	1,600
514 Historic Districts Commission	165
515 Historical Commission	1,600
516 Cable Television Committee	800
517 Design Review Board	2,030
518 Council on Aging	66,823
561 Accounting Department	159,291

563	Treasurer/Collector	203,325
564	Board of Assessors	156,819
568	Finance Committee	6,982
600	Library	405,016
700	Park and Recreation Commission	170,988
701	Pool	290,936
710	Youth Commission	1,600
800	Board of Health	201,547
900	Veterans	17,651
950	Unclassified	3,246,925
970	Transfer Accounts	136,488
	Total	\$29,041,145

[See 9/27/93 Special Town Meeting adjustments: Article 1 - \$282,135 added to Acct. 110; and Article 8 - \$3,500 added to Acct. 310.]

This amount of \$29,041,145 to be raised by transfer of \$373,714 from Free Cash, \$179,383 from Abatement Surplus, \$90,000 from Ambulance Fund, \$4,125 from Wetlands Protection Account, \$14,000 from Cemetery Funds, \$23,400 from 1990ATM Article 24, \$6,454 from Dog Licenses, use of \$740,710 in Enterprise Funds Receipts, and the balance of \$27,609,359 on the tax levy.

It was further unanimously voted that appropriations within departmental budgets under Personal Services, Expenses, Capital Spending, Snow and Ice, net Sudbury Public Schools, Sudbury Assessment (Schools), Total Debt Service, and Total Unclassified must be expended within those categories unless, in each instance, the Finance Committee grants prior approval; and that automobile mileage allowance rates shall be paid in accordance with Federal Internal Revenue Service mileage allowance regulations.

Article 11.

ACCEPT M.G.L. CH. 40, SEC. 8J - CREATE COMMISSION ON DISABILITY:

Voted to accept the provisions of the aforementioned statute authorizing the Town to establish a permanent Commission on Disability for the purpose of developing, coordinating or carrying out programs designed to meet the needs of persons with disabilities, in cooperation with the Mass. Office on Disability and Town agencies.

Article 12.

PURCHASE VOTING EQUIPMENT:

Defeated an article submitted by the Selectmen and Town Clerk to appropriate \$42,200 for purchase of optical scan voting system and booths contingent upon approval of a Proposition 2 1/2 Capital Expenditure Exclusion.

Article 13.

FLYNN BUILDING & TOWN HALL ARCHITECTURAL SERVICES:

Voted to appropriate \$16,000 to be raised by transfer of \$8,532 from 1987ATM Article 14 and the balance by taxation and expended under the Perma-

nent Building Committee for professional, engineering, and architectural services, including preparation of preliminary design drawings and cost estimates, for remodeling and making extraordinary repairs to the Flynn Building, 278 Old Sudbury Road, and the Town Hall, 322 Concord Road.

Article 14.

ACCESSIBILITY TO TOWN BUILDINGS FOR THE DISABLED:

Voted unanimously to appropriate \$55,000, to be raised by transfer from 1990ATM Article 24 and expended under the Building Inspector, for remodeling or making extraordinary repairs to Town buildings to provide accessibility and toilet facilities for the disabled.

Article 15.

TOWN BUILDING REPAIRS:

Voted unanimously to appropriate \$61,600, to be raised by transfer from 1990ATM Article 24 and expended under the Building Inspector, for remodeling or making extraordinary repairs to Town buildings.

Article 16.

CURTIS AND HAYNES SCHOOL ROOFS:

Indefinitely postponed on motion by the School Committee its article to repair and/or reconstruct roofs at Curtis Middle School and Haynes School.

Article 17.

STREET ACCEPTANCES:

Voted unanimously to accept the layouts of White-tail Lane and Run Brook Circle, and to appropriate \$400 therefor.

Article 18.

MASS. 1991 TRANSPORTATION BOND ISSUE:

Voted unanimously to appropriate \$319,713, to be expended under the direction of the Highway Surveyor, for the construction, reconstruction and maintenance projects of Town and County ways pursuant to Chapter 33 of the Acts of 1991, and raised by transfer from the 1991 Transportation Bond Issue of the Commonwealth.

Article 19.

RT. 117 AND HAYNES ROAD WALKWAY:

Voted to appropriate \$5,000, to be expended by the Highway Surveyor for engineering and construction of a walkway along Rt. 117 from Willard Grant Road to Haynes Road.

Article 20.

SPECIAL ACT - DRAKE CONSERVATION RESTRICTION:

Voted unanimously to petition the General Court to pass legislation enabling release of a certain portion

of a Conservation Restriction not exceeding 11,690 square feet in exchange for a grant of a Conservation Restriction on other land, not exceeding 12,127 square feet, on land of Drake, 11 Carding Mill Road.

Article 21.

AMEND ZONING BYLAW, ART. IX.VI.A - ADMINISTRATION/ ENFORCEMENT:

Voted unanimously to amend the Zoning Bylaw, Section VI.A, by deleting in the third paragraph the words "Section VI, C, 4 of Article IX" and substituting therefor the words "M.G.L. Chapter 40A".

Article 22.

AMEND ZONING BYLAW, ART. IX.I.D.4 - SINGLE AND TWO-FAMILY RESIDENTIAL STRUCTURES:

Voted unanimously to amend the Zoning Bylaw, Section I,D by inserting a new paragraph 4 entitled, "Single and Two-family Residential Structures", as set forth in the Warrant.

Article 23.

AMEND ZONING BYLAW, ART. IX.II.C - DELETE PORTION OF BUSINESS DISTRICT 12:

Voted unanimously to delete a 50-foot strip of Business District No. 12, located off Hudson Road and owned by the Lehr family, thereby adding same to Residential Zone A-1.

Article 24.

AMEND ZONING BYLAW, ART. IX.II.C - ADD TO BUSINESS DISTRICT 12:

Defeated an article submitted by the Selectmen to add remaining portion of Devlin property located off Hudson Road to Business District No. 12.

Article 25.

COMMITTEE FOR THE PRESERVATION AND MANAGEMENT OF TOWN DOCUMENTS:

Voted to change the name of the Committee for the Preservation of Ancient Documents to the "Committee for the Preservation and Management of Town Documents," charged with maintaining a records management program for protecting and preserving original documents or facsimiles thereof that are deemed valuable or required by law to be preserved.

Article 26.

SPECIAL ACT - VOTER INFORMATION:

Voted to petition the General Court to pass legislation, as amended, authorizing the Town to publish and distribute to registered voters information on ballot questions submitted solely to the voters of the Town.

Article 27.

GRANT EASEMENT TO HOUSING AUTHORITY FOR SEPTIC SYSTEM:

Voted to authorize the Selectmen to grant to the Sudbury Housing Authority an easement to locate all or a portion of a septic system for Musketahquid Village Housing Facility on or in a portion of the Fire Station Town-owned land off Hudson Road.

Article 28.

AMEND ZONING BYLAW, ART. IX.IV.E - INCENTIVE DEVELOPMENT:

Defeated a motion made in the form of a handout by the Inclusionary Zoning Study Committee to amend the Zoning Bylaw, Art. IX.IV, Intensity Regulations, by adding a new Section E entitled, "Incentive Development."

Article 29.

AMEND ZONING BYLAW, ART. IX.V.D - SIGNS AND ADVERTISING DEVICES:

Voted unanimously to amend the above Bylaw by 1) adding a definition for "Awning Sign", 2) changing the title of subsection 6.h (Signs Which do not Require a Sign Permit) from "Special Signs" to "Vehicle Signs", 3) adding a new subsection 6.i entitled "Signs on Product Dispensing Devices," 4) revising Section 8, "Projecting Signs," 5) adding a new Section 9 entitled "Awning Signs," and 6) renumbering following sections accordingly.

Article 30.

AMEND ZONING BYLAW, ART. IX.II.I.G - WATER RESOURCE PROTECTION DISTRICTS:

Referred to the Planning Board and the Water District for further study and report back to the next Town Meeting.

Article 31.

AMEND ZONING BYLAW, ART. IX.II - REVISE WATER RESOURCE PROTECTION DISTRICTS MAP:

Voted unanimously to amend Sections I.I, I.I.1 and I.I.2 of the Zoning Bylaw to substitute a new Water Resource Protection Districts Map which revises the boundaries of Zone II and Zone III for the Raymond Road and Pratt's Mill Road well fields, identifies the Zone II and Zone III boundaries around the Powder Mill Road well, and includes the existing Zone II and Zone III delineations for Well #5 on Route 117.

Article 32.

WATER RESOURCES PROTECTION COMMITTEE:

Referred to the Planning Board and Water District for further study.

Article 33.

RESOLUTION: ACCURATE AIDS PREVENTION MODEL AT LINCOLN-SUDBURY REGIONAL HIGH SCHOOL:

Defeated resolution submitted by Petition.

Article 34.

RESOLUTION: APPROPRIATE COUNSELING OF STUDENTS AT LINCOLN-SUDBURY REGIONAL HIGH SCHOOL:

Defeated resolution submitted by Petition.

Article 35.

RESOLUTION: APPROPRIATE EDUCATIONAL MATERIALS AT LINCOLN-SUDBURY REGIONAL HIGH SCHOOL:

Defeated resolution submitted by Petition.

Article 36.

SPECIAL ACT - GRUBER CONSERVATION RESTRICTION:

Voted unanimously to petition the General Court to pass legislation enabling release of a certain portion of a Conservation Restriction not exceeding 4,767 square feet in exchange for a grant of a Conservation Restriction on other land, not exceeding 4,767 square feet, on land of Gruber, 16 Carding Mill Road.

Article 37.

STABILIZATION FUND ADDITION:

Indefinitely Postponed on motion of the Finance committee.

Article 38.

(Withdrawn).

Article 39.

OLD LANCASTER ROAD WALKWAY:

Voted to appropriate \$49,000, to be expended under the direction of the Highway Surveyor, for the construction of a walkway along Old Lancaster Road from Peakham Road to Hudson Road contingent upon approval of Proposition 2 1/2 Capital Expenditure Exclusion. [At May 24, 1993 Special Election, the Exclusion was defeated.]

Article 40.

JOINT FIRE/POLICE 911 DISPATCHING:

Passed Over this article submitted by Petition, as no motion was made.

Article 41A.

AMEND BYLAWS, ART. I, TOWN MEETING - COLLECTIVE BARGAINING:

Defeated an article submitted by Petition to amend Article I of the Town Bylaws to add a new Section 5 to require that appropriations necessary to fund

cost items included in each new collective bargaining agreement be presented to Town Meeting as a separate article, stating that if Town Meeting rejects same such cost items shall be returned to the parties for further bargaining under MGL Ch. 150E, sec. 7, when applicable.

Article 41B.

HOME RULE PETITION - COLLECTIVE BARGAINING:

Defeated an article submitted by Petition to petition the General Court to amend MGL Ch. 150E, Section 7, Paragraph b.

Article 42. AMEND BYLAWS, ART. IV.7, 8 & 9 - FINANCE COMMITTEE:

Passed Over this Petition article, as there were illegal provisions in its existing form.

Article 43A.

REQUEST SELECTMEN TO EXCESS UNISYS LAND:

Defeated a resolution submitted by Petition requesting the Selectmen to vote that the recently acquired Unisys property off Route 117 is no longer required by the Selectmen, to pave the way for transfer to the Park and Recreation Commission and the establishment of a Town beach and recreation area in conjunction with the Town of Concord.

Article 43B.

TRANSFER FORMER UNISYS LAND TO PARK AND RECREATION:

Passed Over this Petition article, because of the defeat of Article 43A.

Article 44.

AMEND ZONING BYLAW - REZONE BUSINESS DISTRICT 10 TO RESIDENTIAL A-1:

Indefinitely Postponed this article submitted by Petition.

Article 45.

AMEND BYLAWS, ART. I.2 - START OF ANNUAL TOWN MEETING:

Voted to amend Article I, Section 2, by inserting after the first sentence: "The Selectmen, after a Public Hearing, may delay the start of the Annual Town Meeting for up to 7 days provided that they act no later than January 31 preceding."

Article 46.

AMEND BYLAWS, ART. VIII.2 - PLANNING BOARD ASSOCIATES:

Defeated an article submitted by Petition to allow for the appointment by the Selectmen of up to three Associate Members to the Planning Board to serve

when the Planning Board is acting as a Special Permit Granting Authority.

Article 47.

INDUSTRIAL DEVELOPMENT COMMISSION:

Indefinitely Postponed a motion made by the Petitioner to disband the Industrial Development Commission.

Article 48.

RESOLUTION: SUDBURY VILLAGE:

Passed Over this Petition article, as no motion was made.

Article 49.

RESOLUTION: RT. 20 TRAFFIC IMPROVEMENTS:

Passed Over this Petition article, as no motion was made.

Article 50.

RESOLUTION: RT. 117 INTERSECTION IMPROVEMENTS:

Passed Over this Petition article, as no motion was made.

Article 51.

PEAKHAM ROAD WALKWAY:

Voted to appropriate \$9,180, to be raised by transfer from Free Cash and expended under the Highway Surveyor for engineering and construction of a walkway along Peakham Road from the railroad tracks to Robert Best Road.

**Special Town Meeting
September 27, 1993**

STM Article 1.

FY94 BUDGET ADJUSTMENT — SCHOOLS:

Voted unanimously to amend the vote taken under Article 10 of the 1993 Annual Town Meeting by adding the sum of \$282,135 to Account 100, Education, Sudbury Public Schools FY94 Operating Budget.

STM Article 2.

FY94 BUDGET ADJUSTMENT — SCHOOLS:

Indefinitely Postponed on motion of the School Department.

STM Article 3.

SALE OF FORMER LORING SCHOOL:

Indefinitely Postponed on motion of the Selectmen due to a technical legal difficulty.

STM Article 4.

DEMOLISH FORMER LORING SCHOOL:

Indefinitely Postponed on motion of the Selectmen, as above.

STM Article 5.

SECURE FORMER LORING SCHOOL FOR FUTURE DISPOSITION:

Indefinitely Postponed on motion of the Selectmen, as above.

STM Article 6.

WORKER'S COMPENSATION FUND — ACCEPT MGL CH. 40, S.13A:

Voted unanimously to accept the provisions of Mass. General Laws Ch. 40, Sec. 13A, for the purpose of establishing a Worker's Compensation Fund.

STM Article 7.

WORKER'S COMPENSATION FUND - APPROPRIATION:

Indefinitely Postponed on motion of the Selectmen, as no additional funds were needed.

STM Article 8.

FY94 BUDGET ADJUSTMENT - FIRE DEPT.:

Voted unanimously to appropriate \$3,500 for Acct. 310-255, Fire Dept. Contracted Services, to be added to the FY94 Fire Dept. Budget voted by the 1993 Annual Town Meeting under Article 10 and raised by transfer from the Ambulance Reserve for Appropriation Account.

STM Article 9.

STABILIZATION FUND ADDITION:

Voted unanimously to appropriate \$100,000, to be added to the Stabilization Fund and raised by transfer from Free Cash.

STM Article 10.

AMEND ZONING BYLAW ART. IX.III.D - RESEARCH DISTRICT:

Town Meeting was unable to take action on this article to amend the permitted uses of the Research District, submitted by the Selectmen, because the Planning Board decided not to submit a report to the Town Meeting required by statute in order to proceed.



*Michael and Matthew Antonellis are a little too young to vote, so they're checking out the scene.
Photo: Town Crier*

ELECTIONS

ANNUAL TOWN ELECTION MARCH 29, 1993

The Annual Town Election was held at the General John Nixon School. The polls were open from 7 a.m. to 8 p.m. There were 1,623 votes cast including 68 absentee ballots. The number of ballots cast represents sixteen percent of the Town's 9,992 registered voters. Twenty-three voting machines were used. The results were announced by the Town Clerk, Jean MacKenzie, at 11:35 p.m.

SELECTMEN: FOR THREE YEARS

John C. Drobinski	1,242
Scattering	-
Blanks	381

MODERATOR: FOR ONE YEAR

Thomas G. Dignan, Jr.	1,269
Scattering	-
Blanks	354

BOARD OF ASSESSORS: FOR THREE YEARS

Thomas H. Hillery	1,055
Scattering	-
Blanks	568

CONSTABLE: FOR THREE YEARS

James D. Conboy	642
Richard Fryatt	446
Scattering	-
Blanks	535

GOODNOW LIBRARY TRUSTEES: FOR THREE YEARS

(Vote for Two)	
Richard Goldberg *	796
Howard N. Goldsmith	675
Hans J. Lopater	665
Scattering	-
Blanks	1,110

*Candidate moved out of state after withdrawal deadline and before the election.

GOODNOW LIBRARY TRUSTEES: FOR ONE YEAR

Martha A. Clough	1,108
Scattering	1
Blanks	515

BOARD OF HEALTH: FOR THREE YEARS

Hugh Caspe	1,069
Scattering	-
Blanks	553

BOARD OF HEALTH: FOR ONE YEAR

Michelle Stakutis	1,029
Scattering	-
Blanks	594

SUDBURY HOUSING AUTHORITY: FOR FIVE YEARS

Virginia Howard	1,114
Scattering	-
Blanks	509

PARK & RECREATION COMMISSIONERS: FOR THREE YEARS

Patricia H. Burkhardt	1,124
Scattering	-
Blanks	499

PARK & RECREATION COMMISSIONERS: FOR TWO YEARS

Barbara W. Ryan	1,072
Scattering	-
Blanks	551

PARK & RECREATION COMMISSIONERS: FOR ONE YEAR

Nancy K. Thompson	1,024
Scattering	-
Blanks	599

PLANNING BOARD: FOR THREE YEARS

Ursula Lyons	1,052
Scattering	-
Blanks	571

SUDBURY SCHOOL COMMITTEE: FOR THREE YEARS

(Vote for Two)	
Edward S. Campbell	655
Bruce J. Biller	510
Andrew M. Schwarz	905
Kenneth Zito	836
Scattering	-
Blanks	340

LINCOLN-SUDBURY REGIONAL DISTRICT SCHOOL COMMITTEE: FOR THREE YEARS

(Vote for Two)	
Fred Pryor	1,161
Janet Miller	974
Scattering	1
Blanks	1,110

SPECIAL TOWN ELECTION**MAY 24, 1993**

The Special Town Election was held at the General John Nixon School. The polls were open from 7 a.m. to 8 p.m. There were twenty-three voting machines used. The number of votes cast were 3,760 including 153 Absentee Ballots. The results were announced by the Town Clerk, Jean M. MacKenzie, at 9:45 p.m. (37% of the town's registered voters cast ballots.)

QUESTION 1

Shall the Town of Sudbury be allowed to assess an additional \$185,042 in real estate and personal property taxes for the purposes of providing funds for the Sudbury Public Schools operating budget and School-related Unclassified Employee Benefits account to provide for staffing, administrative and other costs of the Nixon School for the fiscal year beginning July 1, 1993?

YES	1,594
NO	2,151
BLANKS	15

QUESTION 2

Shall the Town of Sudbury be allowed to assess an additional \$49,000 in real estate and personal property taxes for the purposes of constructing a walkway along Old Lancaster Road from Peakham Road to Hudson Road for the fiscal year beginning July 1, 1993?

YES	1,791
NO	1,937
BLANKS	32

A true record, Attest:

Jean M. MacKenzie, CMC
Town Clerk

(Note: Members of Lincoln-Sudbury Regional District School Committee were elected on an at large basis pursuant to the vote of the Special Town Meeting of October 26, 1970, under Article 1, and subsequent passage by the General Court of Chapter 20 of the Acts of 1971. The votes recorded above for this office are those cast in Sudbury only.)

A true record, Attest:

Jean M. MacKenzie, CMC
Town Clerk

FINANCES

Finance Committee

The Finance Committee is a representative group of nine citizens appointed by the Moderator. The Committee's charter is to examine and consider in as much depth as necessary, all matters of Town business with emphasis on the financial aspects of the Town's operation. It reports, and makes recommendations to Town Meeting which is the official decision making body. The "Fincom" itself has no formal authority or decision making power except with respect to the Reserve Fund, a small annual appropriation set aside for unforeseen situations and emergencies.

Sudbury's financial situation on an operating basis has improved and stabilized over the past year as the local economic recovery and several management actions have taken hold. The Fiscal Year 1994 Budget, recommended and approved at Annual Town Meeting in the spring, represented a reversal of the cuts in staffing and expenditures that have taken place in each of the four previous years. Modest staffing increases were possible in several town departments, in the Sudbury Public Schools and at Lincoln-Sudbury Regional High School (LSRHS). In addition, a number of often delayed capital and maintenance projects were funded.

The reversal can be attributed to several developments. First, the economic recovery and lower interest rates have accelerated building activity and have added significantly to town revenues. Second, changes to employee health plans are expected to stabilize these costs after several years of unmanageable increases. Third, the Education Reform Act passed by the legislature gave a small amount of additional aid to both school systems but brought with it a number of other requirements. Fourth, two building projects were completed under budget and the savings were used for other similar projects. In addition, wage renegotiations in which town and school unions stretched a one-year wage increase over two years through FY1994, thereby moderated salary increases.

Although the situation has stabilized, overall service levels are not what they once were. There are fewer policemen, firefighters and other town employees than several years ago. Expense and maintenance budgets are lower in the Building, Park and Recreation, Engineering and Highway Departments. Library staffing and book budgets are also lower than in the 1980's despite increases in FY1994. The Sudbury Public Schools (K-8) have experienced strong growth in en-

rollment since the late 1980's. They are charged with educating 300 to 400 additional students, the equivalent of 15 to 20 additional classes of children, with approximately the same staff and classroom space. Despite these reductions, town and school employees have continued to do a remarkably professional, efficient and creative job in delivering services to the Town.

Sudbury's overall financial position is currently sound. Quarterly tax billing, cash management efforts and tax collection activity have eliminated the need for short term borrowing. Tax delinquencies however are running at an historically high 8 to 9 percent, well above other area towns, and are of some concern but should subside as the economy strengthens and the miscues of refinancings are eliminated.

Total long term debt issued is \$8.33 million. Scheduled debt service (principal and interest payments) is currently \$1.1 million and represents 3.9 percent of the FY1994 operating budget. On both counts, Sudbury is in good shape relative to other Massachusetts towns and our credit rating very strong. These figures exclude LSRHS which is treated as a separate entity.

However, after several years of very tight fiscal constraints and service cuts, the Town's primary reserves, Free Cash and the Stabilization Fund are relatively weak. Free cash reserves of \$443,577 remain after September's Special Town Meeting, not a large sum considering that \$482,894 was used to balance the FY1994 budget and that over \$1,000,000 was used to balance the budget in both 1988 and 1989. The Stabilization Fund, the official town savings account, has a current balance of \$378,118 after Special Town Meeting approved a \$100,000 addition from the Free Cash balance. This is down from a high of \$629,812 in 1989. At 1.3 percent of the operating budget, this is not a large sum but is substantially greater than many towns. The Finance Committee generally believes that these reserves are adequate but not plentiful, just as one might expect coming out of a difficult financial period.

Looking forward to the Fiscal Year 1995 budget, the Finance Committee's general outlook is positive and we expect that some incremental service additions will be possible within the limits of Proposition 2 1/2, but again overall service levels will be below the experience of the 1980's.

In FY1995 and over the next several years, Sudbury will be struggling with four issues that will keep the financial pressure on us. First, rising school enroll-

ments primarily in the K-8 system will require more staff and more space. Second, there is a growing backlog of capital projects including building repair and renovation, equipment purchases and the restoration of recreation facilities. Third, although state revenues will be rising, Sudbury will probably see very little of it and state mandates such as Education Reform threaten to impose additional costs on us. Fourth, tax increases beyond the Proposition 2 1/2 limit will continue to face difficult odds unless the Town can be reasonably united in its purpose.

In order to maintain Sudbury's sound financial position and service levels, the Finance Committee, town officials and its citizens must carefully consider the current round of salary negotiations since personnel costs represent approximately 80 percent of the annual budget. The Negotiating Advisory Committee, appointed in 1993 by the Selectmen at the request of the Fincom, is now in process to coordinate and advise the parties as to the Town's resources and the impact of proposed contract terms. Inflation as measured by various indices is quite low and should leave room for fair and reasonable settlements. Where services can be built, we must build selectively in the highest priority areas and only when the Town's projected resources can maintain these increments in future years. When economic times are relatively good, we must build our reserves for difficult times in the future.

Finally, after four years of budget and service reductions, there is very little left to cut, adjust and improve. To increase efficiency and productivity, Sudbury's town government needs to be reorganized. To this end, a consulting study was completed in 1993 as a possible roadmap in this direction. It should be considered carefully and expeditiously.

The FinCom welcomes and invites voter participation in its budget preparation. Each department will present its budget in a public hearing during January and February. There will be other public hearings both before and after the final budget is voted by the Committee for recommendation to Town Meeting. Further, we are attempting to continue our efforts to provide more meaningful information to the voters primarily through expanded reporting in the Town Meeting Warrant.

Town Treasurer and Collector

The Town Treasurer and Collector Office is responsible for the receipt, investment and disbursement of all Town funds; and billing and collection of all taxes. The Treasurer is also responsible for debt management and sits on the Middlesex County Retirement

System Advisory Board. The Treasurer is also one of four members of the Trustees of Town Donations. The Town Treasurer and Collector is appointed by the Board of Selectmen for a three-year term.

Short-Term Investments

For the year ended June 30, 1993, the Town's short-term investment activities earned an average return of 2.57%. During the fiscal year, short-term interest rates continued to plummet, reaching twenty-year lows. The Town's investment income dropped to \$130,000. This rate of return was down sharply from previous years.

Debt and Credit Rating

On July 15, 1992, an 18-year bond issue of \$2,010,000 was sold at an interest cost of 5.24%. The issuance funded the land acquisitions located at 142 North Road owned by Unisys Corporation (1,010,000) and North Road owned by Anthony Melone (1,000,000).

In connection with this debt issuance, Moody's Investors Service assigned their credit rating of Aa to the Town's General Obligation debt. This credit rating has been held since 1990. The benefit of the credit rating is realized in lower interest cost on the Town's long-term debt issues.

Fiscal Year	All Debt			
	Principal	Interest	Total	Out-standing
1993	675,000	374,649	1,049,649	9,282,894
1994	765,000	381,133	1,146,133	8,136,761
1995	765,000	338,603	1,103,603	7,033,159
1996	765,000	295,473	1,060,473	5,972,686
1997	765,000	252,908	1,017,908	4,954,779
1998	765,000	210,864	975,864	3,978,915
1999	765,000	168,033	933,033	3,045,883
2000	635,000	124,633	759,633	2,286,250
2001	460,000	90,205	550,205	1,736,045
2002	435,000	65,470	500,470	1,235,575
2003	110,000	50,600	160,600	1,074,975
2004	110,000	45,045	155,045	919,930
2005	110,000	39,380	149,380	770,550
2006	110,000	33,605	143,605	626,945
2007	110,000	27,665	137,665	489,280
2008	110,000	21,560	131,560	357,720
2009	110,000	15,400	125,400	232,320
2010	110,000	9,240	119,240	113,080
2011	110,000	3,080	113,080	

Tax Collections

The Town's collection rate for current year taxes committed is 96.5%. During FY93 over \$1.2 million was transferred to Tax Title. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim. For a second year in a row, tighter collection procedures have resulted in the esti-

mated local receipts to come in higher than anticipated. The Town's collection efforts on back taxes significantly contributed to the collection of an additional \$296,688 in local receipts than originally estimated for FY93. The increase in collections of local receipts made up for the Town's declining investment income due to declining short-term interest rates. At June 30, 1993, 256 properties were in Tax Title status, amounting to an accumulated balance of \$1.7 million (compared to an accumulated balance of \$479,000 on June 30, 1992).

In addition to the increased income realized from the Tax Title process in local receipts, the Board of Assessors released \$197,000 to the Town for the FY94 Budget from the Abatement Surplus Account. Their ability to release these funds is determined by the amount of the open receivables still showing on the Tax Collector's books at year end. Tax Titles release the liability held against the Abatement Surplus Account.

Town Trust Funds

The Town Trust Funds have been audited and now show that the principal balance has increased from \$281,000 in FY91 to \$715,000 at the end of FY93. The Trust Fund income balances are also sound. Efforts are continuing with the Informal Investment Advisory Group to have all funds invested at all times.

Fund	6/30/92 Principal Balance	FY93 Capital Gain	Income Transferred to Principal	6/30/93 Principal Balance	6/30/93 Income Balance
Forrest Bradshaw Memorial	1,000.00			1,000.00	332.15
Goodnow Library	249,574.28	4,812.02	0.00	254,386.30	15,229.30
Lydia Raymond Rhoades Memorial	837.95	16.84	0.00	854.79	153.99
	3,693.49	99.97	0.00	3,793.46	103.53
Total Goodnow Library	255,105.72	4,928.83	0.00	260,034.55	15,818.97
Annie Thorpe/Public Health	6,052.16	170.11		6,222.27	5,359.44
Discretion- ary/Charity Raymond Mausoleum	50,255.47	1,015.20		51,270.67	11,818.74
	1,000.00	20.10		1,020.10	1,658.51
Scholarship	14,092.25	287.25		14,379.50	36.21
School Fund	270.20	5.91		276.11	1,458.11
Town Cemeteries	147,626.01	7,143.77	227,923.07	382,692.85	20,133.83
Total Town Trust Funds	474,401.81	13,571.17	227,923.07	715,896.05	56,283.81

Market Value on 6/30/93: \$789,757
Investment income on 6/30/93: \$31,445



Photo: Courtesy Town Crier

Town Accountant

In accordance with the provisions of Chapter 41, Sections 60 and 61 of the General Laws of the Commonwealth, the following is the statement of all financial transactions during the Fiscal Year July 1, 1992 to June 30, 1993. Included in this report are receipts, fund accounts, the balance sheet, and appropriations and expenditures.

SCHEDULE A GROSS RECEIPTS

JULY 1, 1992 - JUNE 30, 1993

GENERAL FUND RECEIPTS:

<u>PROPERTY TAX REVENUE (GROSS)</u>	<u>REAL ESTATE</u>	<u>PERSONAL PROPERTY</u>	
Prior Years	156,623	0	
1991	117,991	201	
1992	476,302	5,238	
1993	21,571,337	666,800	
Liens	397,399	0	
Totals	22,719,652	672,239	
TOTAL PROPERTY TAX REVENUE			23,391,891
 <u>OTHER REVENUE (GROSS)</u>			
Motor Vehicle	1,312,336		
Other Excise	2,723		
Penalties & Interest	329,158		
Payment in Lieu of Taxes	65,844		
Departmental Receipts	450,587		
Licenses & Permits	816		
Fines	125,721		
Interest on Investments	132,079		
State Receipts (Net)	1,550,895		
TOTAL OTHER REVENUE			3,970,159
TOTAL REVENUE (GROSS)			27,362,050
OTHER RECEIPTS			171,037
TOTAL GENERAL FUND RECEIPTS			27,533,087
 <u>SPECIAL REVENUE FUND RECEIPTS</u>			
Cherry Sheet Offset Receipts	441,100		
Special Purpose Receipts	220		
Federal Funds (Schools)	154,559		
Town Other Receipts	435,967		
Schools Special Receipts	402,118		
Revolving Funds	384,897		
Reserve for Appropriation	54,107		
TOTAL SPECIAL REVENUE FUND RECEIPTS			1,872,968
 <u>OTHER FUNDS</u>			
Atkinson Pool Receipts	300,767		
Landfill Receipts	328,863		
Septage Facility Receipts	516,414		
Expendable Trust Fund Receipts	390,797		
Capital Improvements Receipts	2,141,730		
TOTAL OTHER FUNDS			3,678,571
TOTAL RECEIPTS			33,084,626

SCHEDULE B APPROPRIATIONS & EXPENDITURES

Account Number		Appropriation 1992-93	Transfers	Expenditures 1992-93	Ending Balance*
110	Education - Sudbury Schools				
	Salary Expense	7,379,373.00	0.00	7,152,325.61	227,047.39
	Expense	1,661,993.00	0.00	1,659,797.91	2,195.09
	Expense C/F	325,488.96	0.00	325,488.96	0.00
	Total Sudbury Schools	9,366,854.96	0.00	9,137,612.48	229,242.48
130	Education - L/S Regional HS	6,539,191.00	0.00	6,539,190.67	0.33
140	Education - Minuteman Tech.	381,446.00	0.00	381,446.00	0.00
200	Debt Service				
	Temporary Interest	38,641.00	0.00	21,189.28	17,451.72
	Bond Interest	355,194.00	0.00	338,287.25	16,906.75
	Principal	675,000.00	0.00	675,000.00	0.00
	Interest Refund	0.00	0.00	947.55	(947.55)
	Note Expense	5,000.00	0.00	584.00	4,416.00
	Debt Bond Interest C/F	10,119.00	0.00	10,119.00	0.00
	Note Expense C/F	550.24	0.00	526.50	23.74
310	Fire Department				
	Salary Expense	1,311,643.00	26,427.46	1,337,663.72	406.74
	Expense	96,530.00	(4,000.00)	84,987.46	7,542.54
	Expense C/F	2,946.00	0.00	446.00	2,500.00
	ATM 91/16 Gas Tanks	1,197.50	0.00	0.00	1,197.50
320	Police Department				
	Salary Expense	1,266,394.00	(4,100.00)	1,245,510.89	16,783.11
	Expense	86,773.00	4,100.00	90,502.73	370.27
	Capital Items	15,000.00	0.00	15,000.00	0.00
	Expense C/F	2,561.69	0.00	2,561.69	0.00
340	Building Department				
	Salary Expense	187,838.00	0.00	187,365.96	472.04
	Expense	112,152.00	0.00	111,205.02	946.98
	Expense C/F	28,825.38	0.00	20,226.13	8,599.25
	Salary Res. Fund Transfer	0.00	2,400.00	1,855.00	545.00
	Expense Res. Fund Transfer	0.00	9,600.00	6,326.01	3,273.99
350	Dog Officer				
	Salary Expense	19,413.00	0.00	19,411.95	1.05
	Expense	1,089.00	0.00	1,037.76	51.24
	Expense Res. Fund Transfer	0.00	480.00	249.00	231.00
360	Conservation				
	Salary Expense	28,896.00	0.00	28,896.00	0.00
	Expense	2,687.00	0.00	1,903.75	783.25
	Expense C/F	14,951.89	0.00	340.99	14,610.90
	ATM 87/19 Wetland	13,325.00	0.00	0.00	13,325.00
370	Appeals				
	Salary Expense	8,659.00	350.00	8,902.08	106.92
	Expense	830.00	(350.00)	315.45	164.55
	Salary Res. Fund Transfer	0.00	1,820.00	1,820.00	0.00

Account Number		Appropriation 1992-93	Transfers	Expenditures 1992-93	Ending Balance*
410	Highway Department				
	Salary Expense	578,569.00	0.00	577,630.20	938.80
	Expense	489,516.00	0.00	483,883.80	5,632.20
	Expense C/F	52,166.42	0.00	850.00	51,316.42
	ATM 88/22 Goodman Walk	10,455.29	0.00	0.00	10,455.29
	STM 86/6 Roof	1,459.54	0.00	0.00	1,459.54
420	Snow & Ice				
	Salary Expense	41,703.00	0.00	112,874.13	(71,171.13)
	Expense	94,754.00	0.00	161,806.10	(67,052.10)
460	Landfill				
	Salary Expense	187,976.00	0.00	172,750.47	15,225.53
	Expense	150,517.00	0.00	93,452.93	57,064.07
	Capital Items	12,500.00	0.00	8,525.66	3,974.34
501	Selectmen				
	Salary Expense	183,382.00	0.00	182,842.94	539.06
	Expense	12,336.00	0.00	12,087.68	248.32
	ATM 92/09 Street Acceptance	500.00	0.00	347.00	153.00
	STM 88/18 Aquifer	10,000.00	0.00	0.00	10,000.00
502	Engineering				
	Salary Expense	194,966.00	100.00	195,065.16	0.84
	Expense	9,760.00	(100.00)	9,581.75	78.25
	Capital Items	6,000.00	0.00	6,000.00	0.00
	Expense C/F	8,500.00	0.00	8,500.00	0.00
	ATM 86/32 Walkway	1,076.48	0.00	0.00	1,076.48
	Salary Res. Fund Transfer	0.00	554.26	554.26	0.00
503	Law				
	Salary Expense	57,978.00	0.00	51,908.77	6,069.23
	Expense	63,679.00	0.00	55,614.16	8,064.84
506	Town Clerk				
	Salary Expense	122,186.00	0.00	121,487.04	698.96
	Expense	34,252.00	0.00	28,795.66	5,456.34
510	Permanent Building Committee				
	Salary Expense	1,175.00	0.00	0.00	1,175.00
	ATM 90/26 Asbestos Removal	27,968.10	0.00	0.00	27,968.10
511	Personnel Board				
	Salary Expense	4,438.00	0.00	4,205.16	232.84
	Expense	360.00	0.00	335.20	24.80
512	Planning Board				
	Salary Expense	38,488.00	(1,833.31)	36,654.69	0.00
	Expense	2,822.00	1,833.31	2,004.72	2,650.59
	Equipment C/F	300.00	0.00	225.00	75.00
513	Ancient Documents Committee				
	Expense	1,600.00	0.00	1,600.00	0.00
514	Historic Districts Commission				
	Salary Expense	80.00	0.00	75.00	5.00
	Expense	85.00	0.00	59.25	25.75

Account Number		Appropriation 1992-93	Transfers	Expenditures 1992-93	Ending Balance*
515	Historical Commission Expense	1,625.00	0.00	1,617.78	7.22
516	Cable TV Committee Expense Res. Fund Trans. C/F	400.00	0.00	355.31	44.69
517	Design Review Board Salary Expense	1,795.00	0.00	1,486.39	308.61
	Expense	616.00	0.00	178.61	437.39
518	Council on Aging Salary Expense	49,176.00	0.00	49,162.90	13.10
	Expense C/F	1,501.00	0.00	1,501.00	0.00
522	Long Range Planning Committee ATM 87/14 Space Study	8,532.66	0.00	0.00	8,532.66
561	Finance Director/Accounting Salary Expense	115,989.00	0.00	115,988.86	0.14
	Expense	12,577.00	0.00	11,910.92	666.08
	Expense C/F	4,172.40	0.00	3,856.08	316.32
	Salary Res. Fund Transfer	0.00	2,022.00	2,022.00	0.00
	Expense Res. Fund Transfer	0.00	3,123.00	81.19	3,041.81
562	Treasurer/Collector Salary Expense	119,296.00	1,063.00	120,359.00	0.00
	Expense	61,645.00	(1,063.00)	54,789.45	5,792.55
	Expense C/F	21,163.38	0.00	20,428.39	734.99
	ATM 91/36 Melone Property	70,531.00	0.00	55,414.59	15,116.41
563	Assessors Salary Expense	119,547.00	0.00	118,591.18	955.82
	Expense	29,053.00	0.00	7,441.06	21,611.94
	Expense C/F	21,393.25	0.00	19,252.88	2,140.37
564	Finance Committee Salary Expense	6,218.00	0.00	6,215.86	2.14
	Expense	260.00	0.00	257.93	2.07
600	Library Salary Expense	290,435.00	1,720.00	292,034.75	120.25
	Expense	73,094.00	0.00	73,094.00	0.00
700	Park & Recreation Salary Expense	129,939.00	0.00	122,799.35	7,139.65
	Expense	23,082.00	0.00	22,950.03	131.97
	Expense C/F	83.63	0.00	45.01	38.62
701	Town Pool Salary Expense	189,119.00	0.00	172,569.72	16,549.28
	Expense	118,665.00	0.00	115,265.37	3,399.63
710	Youth Commission Expense	1,600.00	0.00	810.55	789.45

Account Number		Appropriation 1992-93	Transfers	Expenditures 1992-93	Ending Balance*
800	Board of Health				
	Salary Expense	116,152.00	0.00	116,010.49	141.51
	Expense	70,245.00	0.00	67,521.62	2,723.38
	Expense C/F	5,618.37	0.00	1,630.70	3,987.67
	Expense Res. Fund Transfer	0.00	6,000.00	5,619.32	380.68
900	Veterans				
	Salary Expense	3,613.00	0.00	3,613.00	0.00
	Expense	3,750.00	0.00	3,750.00	0.00
	Salary Res. Fund Transfer	0.00	218.00	218.00	0.00
	Expense Res. Fund Transfer	0.00	13,264.20	13,053.70	210.50
950	Unclassified				
	Audit	0.00	0.00	12,000.00	(12,000.00)
	Prop/Liab. Insurance	215,000.00	0.00	117,170.92	97,829.08
	Town Report	8,000.00	0.00	4,687.79	3,312.21
	Memorial Day	1,325.00	0.00	1,324.18	0.82
	Town Meeting	18,000.00	0.00	14,759.57	3,240.43
	Postage	30,000.00	0.00	29,963.46	36.54
	Telephone	43,000.00	0.00	24,270.27	18,729.73
	Copying	9,000.00	0.00	3,661.84	5,338.16
	Expense C/F	31,368.59	0.00	31,368.59	0.00
951	Employee Benefits				
	Health Insurance	1,646,000.00	0.00	1,605,535.72	40,464.28
	Life Insurance	4,600.00	0.00	4,394.20	205.80
	Retirement Assessment	951,667.00	0.00	986,344.04	(34,677.04)
	Worker's Compensation	180,000.00	0.00	115,778.00	64,222.00
	FICA/Medicare	100,000.00	0.00	55,144.39	44,855.61
970	Reserve Fund				
	Transfer Accounts	100,000.00	(39,481.46)	0.00	60,518.54
	Salary Contingency	34,941.00	(24,147.46)	0.00	10,793.54
972	*See Schedule C for Carried Forward Accounts				

SCHEDULE C UNEXPENDED APPROPRIATION BALANCES CARRIED FORWARD TO FY94

Schools	229,242
Police Department	370
Building Department	12,568
Conservation	15,394
Highway	56,000
Law	6,349
Town Clerk	2,000
Planning Board	2,500
Cable TV	45
Accounting	4,024
Treasurer	6,528
Assessors	18,189
Board of Health	2,035
Unclassified	<u>81,702</u>
TOTAL	436,946

SCHEDULE D (See Trust Fund Report under Town Treasurer)

SCHEDULE E COMBINED BALANCE SHEET - ALL FUND TYPES & ACCOUNT GROUPS

JUNE 30, 1993

	GOVERNMENTAL FUNDS		PROPRIETARY FUNDS		FIDUCIARY FUNDS	ACCOUNT GROUPS		Total
	General Fund	Special Revenue	Pool Entprs	Landfill/Septage	Trusts	Long Term Debt	Capital Improvement	
ASSETS								
Cash	2,532,112	1,098,700	(18,471)	456,517	1,187,564		823,617	6,080,039
Investments	335,357				396,433			731,790
RE & PP Receivables	1,624,994							1,624,994
MV & Other Rec'ables	163,658							163,658
Tax Liens Receivable	1,012,470							1,012,470
Tax Foreclosures A/R	12,547							12,547
Other Receivables								0
Other Assets								0
Construct'n in Progress							7,792,751	7,792,751
Funding for Bonds Adjustment						1,030,194		1,030,194
								0
TOTAL ASSETS	5,681,138	1,098,700	(18,471)	456,517	1,583,997	1,030,194	8,616,368	18,448,443
LIABILITIES								
Warrants Payable	349,476		9,610	8,864				367,950
Accounts Payable								0
Payroll Deductions	158,087							158,087
Other Liabilities	27,114							27,114
Notes/Bonds Payable						1,030,194	131,368	1,161,562
Abatements	860,815							860,815
Deferred Revenue	1,952,855							1,952,855
Adjust for May								0
Construct'n in Progress								0
TOTAL LIABILITIES	3,348,347	0	9,610	8,864		1,030,194	131,368	4,528,383
FUND EQUITY								
Fund Balances Reserved for:								
Encumbrances	436,946							436,946
Deficits								0
Over/Under Estimates	(119)							(119)
Debt & Interest								0
Special Purposes	80,598							80,598
Expenditures	382,894							382,894
Unres. Fund Balances	1,432,472	1,098,700			1,583,997		8,485,000	12,600,169
Retained Earnings			(28,081)	447,653				419,572
TOTAL FUND EQUITY	2,332,791	1,098,700	(28,081)	447,653	1,583,997	0	8,485,000	13,920,060
TOTAL LIABILITIES & FUND EQUITY	5,681,138	1,098,700	(18,471)	456,517	1,583,997	1,030,194	8,616,368	18,448,443

Board of Assessors

During the past year, the Assessors maintained Sudbury's long tradition of direct electoral accountability with forward-looking plans for technological modernization. The office has taken strides to implement the Department of Revenue's Computer Assisted Mass Appraisal (CAMA) System to facilitate state certification of real estate and personal property tax assessments. This system has been approved by all Middlesex communities involved with it, according to a survey conducted by our own appraiser, Dan Loughlin, as President of the Middlesex County Assessors' Association.

The Board maintained its policy of meeting with any taxpayer who requests personal contact with them. The elected Board continues to feel strong commitment to accessibility by the taxpaying public.

The Board, consisting of Fred Haberstroh, Dave Tucker, and Tom Hillery are all certified assessors in the Commonwealth of Massachusetts by the Department of Revenue. In addition, Assessor Hillery is a Massachusetts Accredited Assessor.

The Board is concerned with providing a high level of public service in fiscally austere times. They constantly evaluate procedures to find economies, which must be balanced with public accessibility.

Public approval of the Assessors' function is demonstrated by the fact that Sudbury has 6,015 real and personal property parcels on the tax rolls, and the value of only one parcel per year on average has had to be resolved by the state Appellate Tax Board for at least 7 years.

Response to public concerns is demonstrated by the Board's standing commitment to providing significant tax incentives to people to maintain open land.

The Board of Assessors appreciates the Town's support, and looks forward to continuing to serve the needs of Sudbury.

BOARD OF ASSESSORS RECAPITULATION FISCAL 1993

Appropriations	27,774,848
Cherry Sheet Offsets	217,587
Pool deficit	47,015
State and county charges	360,050
Overlay of current year	350,979
Final court judgments	0
TOTAL AMOUNT TO BE RAISED	28,750,479
Estimated Receipts from Cherry Sheet	2,093,288
Prior year overestimates	250
Local Estimated receipts	2,122,577
Free cash	361,536
Other available funds	393,288
Revenue sharing	0
Enterprise Funds	790,688
TOTAL ESTIMATED RECEIPTS & REVENUE FROM OTHER SOURCES	5,761,627
Total Amount to be Raised	28,750,479
Total Estimated Receipts & other revenue	5,761,627
Taxes Levied on Property	22,988,852
Total valuation: Real and personal property	1,401,185,500
Tax rate per thousand:	
Class I	15.51
Class III, IV	25.43



Jeff Gordon, Grade 5, Curtis Middle School

EDUCATION

Sudbury Public Schools

Space Issues

As the year began, the Sudbury Public Schools faced crowded buildings and high class sizes for the second consecutive year. Anticipating continued enrollment increases in the fall of 1993, the School Committee requested funding to open and operate the newly renovated Nixon School building. The Finance Committee recommended that an override in the amount of \$185,042 be presented to the Town with the additional appropriation of \$142,000 to be added to the override amount for the purpose of offsetting the costs to open Nixon and hire four new classroom teachers. It was understood between the Finance Committee and the School Committee that if the override did not pass, the \$142,000 would be applied to the repair of a roof rather than applying it to the educational program.

Utilizing these limited resources, the School Committee developed a plan in which Nixon and Haynes would become K-2 schools, Noyes a 3-5 school, and Curtis a 6-8 school. Even with this additional space, a portable classroom would need to be added at Haynes to accommodate the need for a State-mandated early childhood program. The override budget passed at Town Meeting but an override of \$185,042 was defeated at the polls in May.

The 1993-94 school year began with 2064 students housed at Haynes, Noyes (both pre-K through grade 4) and Curtis (grades 5-8). The addition of five new teachers to accommodate increased enrollment (provided for in the approved '93 budget), put additional space demands on already crowded facilities. Class sizes at four grade levels (grades 1, 2, 3, and 8) continued to exceed the School Committee's class size guidelines. Two portable classrooms were leased for use at Curtis Middle School and, in all three buildings, space previously used for art, music, etc. was turned into classrooms. These special area classes were then relocated to auditorium stages or placed "on wheels" to travel from classroom to classroom. In addition, some special area classes had to be changed from once a week to once every six days in an effort to handle the larger number of classes being serviced.

With enrollment projections showing an even greater number of students entering the K-8 schools in the fall of 1994, School Committee discussions quickly returned to the use of the Nixon building. The "Nixon As a Comparable School" committee determined that to open Nixon as a comparable K-5 school in the fall of 1994, additional cafeteria/gymnasium and library space was required. Even with full use of the Nixon facility, projections showed that as many as five additional classrooms would be needed in order to meet the approved class size guidelines of 20 students per



Haynes School Kindergarten teacher Polly Gavin (left) greets parents and their Kindergarten children on the first day of school. (photo by Ed Hopfman) Courtesy: Town Crier



*Jason Baker competes in the "hoop roll" at Colonial Day Part Deux at Heritage Park.
(Photo by Ed Hopfmann) Courtesy Town Crier*

kindergarten class, 22 students per class in grades 1 and 2, and 24 per class in grades 3-8. As 1993 draws to a close, both the School Committee and the administration are continuing discussions with the Finance Committee about the best way to address the September 1994 space needs of the Sudbury Public Schools.

Building Maintenance

The primary maintenance concerns for this year were the roofs at Haynes and Curtis. The additional \$142,000 which the Finance Committee allocated to the opening of Nixon was applied to one of the two needed roof repair projects at the Haynes School. The second roof project (\$189,000) was charged to the original 1989 Nixon renovation article which was amended at the April 1992 Town Meeting to include costs of other school building roof repairs. Completion of the two Haynes roof projects provided the much needed attention to a severe problem existing at the Haynes School.

The schools have prepared and presented to the Long Range Planning Committee a six-year maintenance plan that outlines future critical maintenance needs such as Curtis roof repairs, heating systems at Haynes and Curtis, restroom renovations in all buildings, fire alarm panel replacement, exterior door replacement, elevator repairs, and playground renovations.

System-Wide Goals

Each year the School Committee and the entire Sudbury education community adopt system-wide

goals as areas of special focus for the current year. Throughout the school year, specific strategies are designed by each school to reflect these goals. This year our goals were in five areas:

- to plan for the successful opening of Nixon School in September of 1994;
- to continue development of open, two-way communication practices throughout the entire school organization and between the schools and the community-at-large;
- to maintain all established curricula and instructional practices in writing, literature and K-5 science; to continue implementation of curriculum review process in reading, mathematics, and physical education; and to develop a three-to-four year plan of technology implementation across the curriculum;
- to increase the overall achievement of all students through identification of successful teaching strategies and specific organizational strategies; to promote increased awareness of specific factors that enhance school achievement by students of color; and,
- to build broad-based understanding of the new Education Reform Act of 1993 and to work toward full implementation of its provisions.

Curriculum

New curriculum initiatives were taken in reading, writing, and physical education as these subject areas continued through the Curriculum Review Cycle, a process by which all major subject areas are examined for revision every four to five years. In the fall, thanks to a grant from the Sudbury Foundation, we were able to hire a part-time Reading curriculum specialist. Together with the Math curriculum specialist, these positions enable the schools to focus particular attention on the areas of math and reading as both initiatives move into the piloting phase of the Curriculum Review Cycle.

Through the efforts of the Technology Committee formed at the end of last year, the school system embarked on a system-wide assessment of where we are technologically and focused on where we want to be in three to four years. As the year draws to an end, the Technology Committee is in the final stages of formulating a Technology Plan which will guide the school system through the planning, acquisition, and implementation phases involved in expanding our technological capabilities and educational experiences.

In addition to the Sudbury Foundation grant already mentioned, the Sudbury Schools were the recipient of substantial grant monies from the Sudbury Education Resource Fund (SERF). Grants supported core curriculum initiatives, staff development activities, and mini-grants to teachers for innovative instruction. Addi-



The fifth-grade team of Walker/Walsh/Epling held Grandparents' Day on Dec. 22. The "grandparents only" holiday celebration included musical entertainment by Jeff Cole (left) and Zack Stein, poetry recitation, holiday readings and refreshments. For those students whose grandparents were unable to attend, invitations were extended to "adopted grandparents" from the Sudbury Senior Center.

tional SERF donations provided funding for major equipment purchases in the Music and Physical Education departments.

Education Reform Act of 1993

In late spring the State legislature passed the long-anticipated Educational Reform Act of 1993. While the bill itself is multi-faceted, the areas which will have significant impact on the Sudbury Public Schools are the formation of School Councils and the redefining of the responsibilities of the School Committee, the Superintendent, and the principals. With the intent to move toward more site-based management within the schools, the bill provides a catalyst for Sudbury's schools to continue their efforts in that direction. School Councils were established in the fall with each building's Council consisting of the principal, teachers, parents, and non-parent community members. The group's responsibility is to advise the principal in the areas of the school budget, school improvement, and the educational needs of the students.

Looking to the Future

With the enrollment increases that are anticipated, the Sudbury Public Schools will continue to grow. As the new year begins, the School Committee will continue to focus attention on how we can effectively meet the space needs required by these additional students. We will continue to seek class-size corrections for those grade levels which currently exceed the School Committee's recommended class size guidelines.

The School Committee will continue the recently begun process of developing a vision statement for the

system. This statement will communicate the philosophy of our schools and help in the identification of future directions in our continuing pursuit for excellence in education.

As we begin the new year, the Sudbury Schools seeks to improve on the educational environment in which our students learn, providing them with adequate space, greater access to technology, increased use of facilities, and exposure to new and innovative learning practices so that all our students will be better equipped to succeed in today's world. To achieve this end we will continue to need the active support of all residents in the Town of Sudbury.

Sudbury School Committee



After receiving their diplomas, the class of 1993 celebrates by throwing up a shower of graduation caps. Photo: James Hwang. Courtesy Town Crier

Lincoln-Sudbury Regional High School District Committee

The School Committee worked very hard to continue to keep the High School at the top of the Commonwealth's public high schools. Setting goals at the beginning of the year, and then meeting these goals to better the educational experience of the high school student, was top on our agenda. Working with our Superintendent/Principal, Matt King, all committee members feel we accomplished those goals.

Again, LS21, our planning effort to explore what subjects and experiences each graduating senior will need in the next century, has taken much of our time. Seven committees worked the entire year before presenting their results to the School Committee in the Fall. Committee members Sarah Cannon Holden, Janet Miller and Gerry Nogelo worked with teachers, administrators, parents and students on the various Committees. Although the work has not been completed, we

foresee final decisions on the Committee's recommendations by the middle of 1994.

The new Educational Reform Bill was passed by the State Legislature in 1993. Although it has not had a major impact on the School Committee, we spent time deciphering some of its language. Matt King appointed a School Council, as an advisory body, per the Bill's language. Fortunately, the High School's budget came in at the State's minimum funding level so no further cash was needed from the towns.

The plant facility underwent several major changes. Installing new boilers was commenced. When the High School went out to bid on the ten year bonds for the boilers, we were able to obtain a 3.725% interest rate. This was the lowest rate for a school bond in the State in twenty years. A new public address system was installed during the summer, along with a new gym floor and a modernization of the locker room facilities. A wheelchair van was purchased for special needs students, and some roof repairs were made also.

A fulltime health educator was hired to work with all students. Particular emphasis has been placed on providing health education for entering 9th graders. The School Committee has been very supportive of

health education as a subject to work hand in hand with the parents and the communities.

The School Committee continues to feel that community outreach has and will be very important. We made an effort to send people from the High School to community events on a regular basis. Teachers and students alike have spoken at or played music at various community group meetings. Of course, the School Committee welcomes the use of the High School facility when available by all members of the community.

Teaching aided by technology and computers continued to grow at the High School. A fully computerized Math Lab plus computers in the Science labs have provided hands-on learning for all students. Teaching using computers may expand in the future to foreign languages. The School Committee is supporting these efforts.

Janet Miller was elected to the School Committee in April. She replaced Phyllis Rappaport, who retired after two terms. Fred Pryor was re-elected for his second term. Fred Pryor and David Wilson were named, Chair and Vice Chair.

Lincoln-Sudbury Regional High School Placement Of The Last Five Graduating Classes

	Class of 1989		Class of 1990		Class of 1991		Class of 1992		Class of 1993	
	#	%	#	%	#	%	#	%	#	%
Four-Year College	268	85.35	202	86	218	90	194	89	191	91
Jr. & Comm Colleges	19	6.05	17	6	14	6	7	3	10	5
Prep. Post Grad. Schs.	3	.009	2	1	2	1	6	3	1	1
Spec. Tech Schools	0	0	3	1	0	0	0	0	0	0
All Post Secondary Education Total	290	92.36%	224	94%	234	96+%	207	95%	202	96%
OTHER										
Employed	17	5.41%	10	4%	6	2%	7	3%	5	2%
Apprentice	0	0	0	0	0	0	0	0	0	0
Military	3	.009	0	0	1	1	0	0	0	0
Foreign Exchange Students	4	1.27	0	0	0	0	0	0	0	0
Misc.	3	.009	7	2	2	1	5	2%	4	2%
Total	27	6.70%	17	6%	9	3+%	12	5%	9	4%
Total Placements	317	99.04%	241	100%	243	100%	219	100%	211	100%

Superintendent-Principal's Report

Life at Lincoln-Sudbury continues to be very full and exciting. Throughout the year our students are involved in music, drama, athletics, community service and numerous clubs which provide important learning experiences for them and make positive contributions to the community. In our classrooms students study under the tutelage of outstanding faculty who are constantly looking for ways to better reach and involve students.

Among our improvement efforts, we are especially pleased with the progress we are making integrating computers in the curriculum. Following the addition of a state-of-the-art computer lab for the Mathematics Department, this year we added a lab for the Science Department, made possible by another grant from the Sudbury Foundation, and the funds received through the Education Reform Act. Additional funds from the state have also enabled us to add a Health Educator to our faculty and to significantly strengthen what we are offering students in the area of health.

This year we also have seen the passage of the long-awaited and highly-touted Education Reform Act. This complex piece of legislation is changing some of the ways that we conduct business. In general, the bill emphasizes the School Committee's role as the policy-making body and the Superintendent-Principal's role as the educational leader responsible for personnel and the implementation of policy. Because there is a great deal that has not been worked out yet by the Department of Education, we do not know the full force of the bill, especially in curriculum areas where the state now has a role in establishing curriculum standards and frameworks.

Since writing in last year's report about LS 21 we have now received the recommendations from seven committees on topics including Civic Understanding, the Arts, Scheduling, Outcomes and Assessment, Physical Education, and Advising. Following four months of review and assessment by faculty, students, and parents, we expect the School Committee to eventually decide which of the proposals will be implemented and over what period of time. As we move closer to the point of decisions we continue to be energized by the possibilities as we grapple with the many complex issues being considered. At a time when there is so much public discussion about planning for the next century we are well on our way toward crafting a program which will better prepare our students for the future.

Distribution Of Pupils Attending Regional High School As Of October 1

	1989	1990	1991	1992	1993
Lincoln	99	98	93	99	102
Sudbury	771	749	710	710	704
METCO	83	75	68	73	71
Other (Tuition)	13	9	17	19	18
Total	966	931	888	901	895
Boys	478	458	437	430	427
Girls	488	473	451	471	468
Total	966	931	888	901	895
9th Grade	226	224	212	230	227
10th Grade	240	218	231	217	228
11th Grade	261	237	220	235	226
12th Grade	239	252	225	219	214
Total	966	931	888	901	895
Tuition Pupils Attending Other Schools	32	30	28	23	22

Annual Regional District Election

The Regional District Election was held in conjunction with the elections in Lincoln and Sudbury on Monday, March 29, 1993 and certifications of the results were received from Nancy J. Zuelke, Town Clerk of Lincoln and Jean M. MacKenzie, Town Clerk of Sudbury, as follows:

For two 3-year terms:	Lincoln	Sudbury	Total
Frederick M. Pryor	537	1,161	1,698
Janet Miller	673	974	1,647
Blanks	564	1,111	1,675
Total	1,774	3,246	5,020

**Linclon-Sudbury Regional School District
Treasurer's Report
July 1, 1992-June 30, 1993**

Prepared by Pauline M. Paste, Business Manager/Treasurer

TOTAL CASH BALANCE JULY 1, 1992		1,283,452.17
DISTRICT FUND		
DISTRICT FUND CASH BALANCE JULY 1, 1992		1,013,857.83
RECEIPTS:		
OPERATING ACCOUNTS		
Sudbury Assessment	6,539,190.67	
Lincoln Assessment	898,420.41	
TOTAL ASSESSMENTS		7,437,611.08
Chapter 70	679,463.00	
Chapter 71	467,399.00	
Transportation Aid	220,961.00	
TOTAL STATE AID		1,367,823.00
ANTICIPATED RECEIPTS	196,165.72	196,165.72
Miscellaneous Income	100,350.59	
Petty Cash Refund	1,000.00	
Tailings	0.00	
TOTAL SUNDRY INCOME		101,350.59
TOTAL OPERATING RECEIPTS		9,102,950.39
BOND ANTICIPATION NOTE	1,000,000.00	
TOTAL BAN		1,000,000.00
PER PUPIL EDUCATION GRANT	88,800.00	88,800.00
DEDUCTION ACCOUNTS		
Federal Withholding Tax	782,203.15	
MA Withholding Tax	327,159.88	
Federal Withholding Tax FICA	32,433.33	
Health Insurance	147,318.09	
MA Teachers' Retirement	286,620.04	
Middlesex County Retirement	106,334.95	
Disability Insurance	25,806.64	
Tax Sheltered Annuities	262,981.31	
Credit Union	385,931.20	
L-S Teachers' Association	26,797.00	
PEBSCO	9,203.18	
United Way	1,036.00	
TOTAL DEDUCTION RECEIPTS		2,393,824.77
TOTAL DISTRICT FUND RECEIPTS		12,585,575.16
TOTAL DISTRICT FUND INCOME		13,599,432.99
DISBURSEMENTS:		
OPERATING ACCOUNTS		
Operating Budget	8,711,533.74	
Equipment Budget	72,342.00	
Capital Projects	0.00	
Debt Service -principal	150,000.00	
-interest	13,725.00	
TOTAL BUDGET DISBURSEMENTS		8,947,600.74
PETTY CASH ADVANCE	1,000.00	1,000.00

EXCESS & DEFICIENCY FUND	0.00	0.00
CAPITAL PROJECT (BOILERS, ET AL)	137,100.77	137,100.77
PER PUPIL EDUCATIONAL GRANT	88,800.00	88,800.00
DEDUCTION ACCOUNTS		
Federal Withholding Tax	782,203.15	
MA Withholding Tax	327,159.88	
Federal Withholding Tax FICA	32,433.33	
Health Insurance	148,173.50	
MA Teachers' Retirement	286,620.04	
Middlesex County Retirement	106,334.95	
Disability Insurance	27,228.22	
Tax Sheltered Annuities	262,981.31	
Credit Union	385,931.20	
L-S Teachers' Association	26,797.00	
PEBSCO	9,203.18	
United Way	1,224.00	
TOTAL DEDUCTION DISBURSEMENTS		2,396,289.76
TOTAL DISTRICT FUND DISBURSEMENTS		11,570,791.27
CASH BALANCE DISTRICT FUND JUNE 30, 1993		2,028,641.72
CASH BALANCE REVOLVING ACCOUNTS ON JUNE 30, 1993		369,066.26
TOTAL CASH BALANCE JUNE 30, 1993		2,397,707.98

Class of 1993

Adam N. Aarons
Rebekah J. Abrams
Micah D. Abrams
Brian E. Allenberg
Ashley Marie Anderson
Rachael H. Anderson*
Katherine Elizabeth Andrews
Ethan R. Arenson
Craig Arnold
Robyn E. Art
Paul Athanas
Ronisha Shani Austin

Justin B. Bagby
Jeff Barber
Christopher W. Batton
Heather Beagin
Kevin Bedard
Christopher Belanger
Mary Elizabeth Bennett
Stephen R. Bergman
Lageria Maria Beverly
Senta M. Billingslea
Sarah J. Bizer
David Scott Blank
Sarah J. Bleiweiss
Jeremy M. Bloomenthal
Geoffrey T. Boak
Deborah A. Bohne

Nancy S. Bonn
Emily S. Bornstein
Todd Bowman
Richard A. Brewer
Karissa Natalie Brown
Tyler G. Brown
Colin Brown
Rebecca Lin Bryant
Jonathan Budinoff
Cindy Ann Buonopane
Jennifer L. Burke
Nicole Burnett

Shannon Leigh Caldwell
Emily Bradbury Cannon
Shane Patrick Cavanagh
Leif M. Cefalo
Sandy Ming-i-Cheng
Elizabeth R. Clark
William M. Clements
Dewitt Clinton
Braam A. Coetzer
Robert L. Collier
Joshua Edward Conlon
Alexander K. Cunha
Thomas J. Curran

Jennifer G. D'Annunzio
Jonathan Howard Dakss*
Sarah Daly

Kimberly M. Daniels
John Michael Dealy
Christopher Degnan
Jennifer M. DeRegno
Patrick E. Delsoin
Richard J. Demers, Jr.
Danielle A. DePeter
Nicholas DeSantis
Catherine E. Downey
Amy Denise Durfee
Joseph S. Durgin

Paul Ehrlich
Meredith L. Ellavsky*
Benjamin C. Ey

Andrew Fabrizio
Courtney Fagan
Angela Elizabeth Farkas
Alessandra M. Favoretto
Cara Feinzig
Deirdre Crescentia Fernandes
Darcy Lin Fernandes
Matthew S. Fitts
Mandy Flier
David J. Florence
Keith M. Frazier
James H. Frick
Raymond E. Fryer

Elizabeth Anne Gainer
Eric Alexander Galburt*
Amy Lynn Garabedian
Eva Gasiorowska
Deirdre M. Gavin
Jennifer Ann Gazza
Brendan William Glass
Ronald Glickman
Everett Gong*
Peter Gracey
Brian K. Graney
Douglas Griesel
Jeremy Grossman

David Hammer
Zoë Samantha Harte
Brian J. Haughey
Kendra G. Hayden
Gregory D. Hayden
Scott P. Hays
Kathryn A. Healy*
Seth Patrick Heckman
Andrew N. Hitz
Matthew Hornick
Jeffrey S. Horwitz*

Gillian Howey
Matthew Hyotte

Joseph Intoccia

Pele A. James
Lynn Jean-Denis
Ronnie J. Jordan
Steve J. Joyce
Betsy Jean Justason*

Timothy Kahle
Brette Beatrice Kameny*
Heather Sue Kaplan
Simone Linnea Kaplan
Robin Kaplan
John Karash
Karena E. Kates
Judy Kawaf
William Francis Keeney
Sarah L. Kelly
Anthony D. Kennedy
Jason Kennedy
Karin Koenig
Elizabeth Koenig*
Hollis N. Kramer
Christopher E. Kurth

Christian Lacharite
Veronique Claire Latimer*
John L. Leone
Elizabeth Yujing Li
Paul W. Liebgott
Gregory M. Lief*
John J. Lioio
Rachel Farrington Lipsey
Carolyn Ann Lucey*

Lisa MacDonald
Brooke R. MacInnis
Kerri Lee MacKinnon
Melissa A. Marshall
Joanne K. Maxwell
Jeannette Millard
Rebekka Monahan
Nicole C. Moore
Michelle Moore
Caroline Elizabeth Mueller*
Laura A. Mummolo
Sarah Murdock
Daniel J. Murdock
Tobie M. Murphy

Jonathan G. Nagy
Daniel Navisky

Matthew P. Naylor
Marisa Nopakun

Leah Paciulan
Stacey L. Parker
Liba Pejchar*
Bethany Percoco
Matthew J. Peterson
Jennifer Lynn Phillips
Joseph Polizzotti, Jr.
Tricia Lynn Pollinger
Heide Lynn Przybylinski

David E. Ragonese*
Brenda Lee Rando
Alexander Remington*
Edward O. Rice*
Rachelle A. Riessle
Amy Elizabeth Roberts
Jesse Rocco
Brelonda Rodgers
Alan David Rosen
Robert W. Russell

David Benjamin Sanborn
Kevin Matthew Schirf
Reed G. Selby*
Frederic F. Selvais
Amy Anne Shaw
Matthew J. Sheehan
Suzanne Denise Shibley
Regan Shields
Lisa Ann Shluger*
Russell Shpritzer
Aaron Z. Sidlo
Christina Marie Simon
Nazanin Sioshansi*
Amea Jana Smigel
Colby Smith
Joe Lewis Smith, II
Daniel S. Spiewak
Jennifer Joyce Sussman*
Jill E. Swartz*
Scott Sykes

Neil W. Talancy
Steven Jerome Taylor
Brian J. ten Brinke
Dianna Lynn Terrell
Lily Christina Thorne
Seth M. Thurman
Joel F. Torian
Kevin Treacy
Elizabeth A. Trott
Diana Tsals

Johann van der Bogert
Nancy Verma

Virginia Lane Warner
Miasauma Veronique Wigfall
Tamara Nichole Wilcox
Heide Williamson*
Sharon E. Wilson
Joyelle D. Wright
Gregory F. Wylie

Daniel Yazlovitsky
David Yuan*

Peter Andrew Zink

*Cum Laude Society

Student Exchange Students

Nis Glavind
Katri Hati
Nadine Schrader
Raphael Zellweger

Lincoln-Sudbury Scholarship Fund, Inc.

The Lincoln-Sudbury Scholarship Fund, through the generous contributions of the citizens and business organizations of Lincoln and Sudbury, and the staff of Lincoln-Sudbury High School, in 1993, increased the endowment 11% to \$729,347. This increase is a direct result of the phonathon and mail campaign held in November which is moving the capital campaign toward its goal of a \$ 1,000,000 endowment.

The Sudbury Foundation has established a matching gift program where it will match the first \$1,000 of each personal gift up to \$50,000 per year for each year of the campaign. Additional direct scholarship money, \$7,500, was raised by Springthing which is held the second Saturday in May. The success of Springthing is directly attributable to that large group of friends who so generously donate their time and talents.

A faculty committee selects the recipients based on criteria established by the Fund Committee. The fund is available to Lincoln-Sudbury senior class members with definite college plans and financial need.

The recipients of the 1993 scholarship awards were:

Lincoln-Sudbury Scholarships

Stephen Bergman	Christopher Degnan
Lynn Jean-Denis	Meredith Ellavsky
Angela Farkas	Dierdre Fernandes
Elizabeth Gainer	Everett Gong
Pele James	Amy Roberts

Named Scholarship Awards

Seth Heckman	Sudbury Foundation Scholarship
Everett Gong	Frank Heys Memorial Scholarship
Joseph Polizzotti	John K. Wirzburger Memorial Scholarship
Christopher Kurth	John R. Kirshner Memorial History Award
Eric Galburt	Bramwell B. Arnold Physics Award
Jesse Rocco	Lilly T. Spooner Memorial Scholarship
Brooke MacInnis	Malcolm L. and Eleanor L. Donaldson Scholarship
Tobie Murphy	Edward J. McCarthy Memorial Scholarship
Danielle DePeter	Virginia Kirshner Memorial Scholarship
Scott Hays	Robert Wentworth Music Award
Kathryn Healy	Ambika Ramachandra Memorial Scholarship
Karin Koenig	Sterling Bank Scholarship
Karin Koenig	High Tech Classic Road Race Scholarship
Jonathan Dakss	MassPort Scholarship

Statement of Revenue, Expenditures and Fund Balance

Revenue:	1993	1992	1991
Matching Funds Received	\$53,209	\$54,038	\$56,065
Contributions	\$55,541	\$45,980	\$47,942
Investment Income	\$31,175	\$39,915	\$32,219
Springthing	\$7,500	\$7,000	\$10,000
TOTAL REVENUE	\$147,425	\$146,933	\$146,236
Expenditures	1993	1992	1991
Total Scholarships Awarded	\$33,500	\$32,000	\$38,000
Operating Expense	\$15,462	\$8,508	\$13,972
Provision for uncollectable pledges	\$26,000		
Total Expenditures	\$74,962	\$40,508	\$42,972
Excess of revenue and support over expenses before net gains (losses) on securities	\$72,463	\$106,425	\$99,041
Net gains (losses) on securities	(\$8,567)	(\$1,524)	
Excess for year	\$63,896	\$104,901	\$99,041
Fund Balance Ending	\$729,347	\$665,451	\$560,550

For Information concerning the Lincoln-Sudbury Scholarship Fund Inc., call the Regional High School at 443-9961 or Pat Mullen 443-3168.

**LINCOLN-SUDBURY REGIONAL SCHOOL
DISTRICT BALANCE SHEET
June 30, 1993**

ASSETS

Bank of Boston 1	181,116.90
Bank of Boston 2	(13,022.70)
Baybank 1	71,853.60
Baybank 2	862,899.23
MMDT	1,165,323.59
Boston Safe	18,048.86
Boston Safe	111,488.50
TOTAL ASSETS	2,397,707.98

LIABILITIES & RESERVES

Surplus Revenue(Reserved for Assessments)	796,134.58
Excess & Deficiency	279,289.42
Tailings	700.78
FY '93 Encumbrances	56,281.00
Health Insurance	25,853.26
Disability Insurance	7,483.45
Adult Education	6,620.67
Athletics	20,894.73
Booster Club	18,048.86
Building Use	33,112.03
Cafeteria	(13,413.52)
Capital Project	862,899.23
Capital Outlay	7,510.46
Computer Contract	20,403.69
Damage to School Property	(129.88)
Donations	20,816.17
GAAD Grant - FY '93	122.40
Library Copy Machine	7,198.98
Lost Books	9,765.17
Medical Claims Trust Fund	141,852.30
Nursery School	7,126.63
PL 94-142 Grant - FY '93	505.28
SPED Prereferral Grant - FY '93	3,286.10
Tuition	85,346.19
	2,397,707.98

OUTSTANDING DEBT

School Bonds (final payment 08/15/93, 6.1% interest)	150,000.00
Bond Anticipation Note (Note due 10/28/93, 2.2% interest)	1,000,000.00
TOTAL DEBT	1,150,000.00

EXCESS & DEFICIENCY FUND

Cash Balance July 1, 1992	154,289.42
Approved Transfer	125,000.00
Disbursements	0.00
Cash Balance, June 30, 1993	279,289.42

STABILIZATION FUND

Voted establishment spring town meeting	
1992	0.00
FY '93 Funding	0.00
Cash Balance, June 30, 1993	0.00

MISCELLANEOUS INCOME

Interest Income	59,848.40
Insurance Refund	104.65
Telephone	591.54
Misc. Refunds	387.14
FY '92 Sundry	3,203.86
FY '92 Encumbrance	36,215.00
	100,350.59

ANTICIPATED RECEIPTS

Athletic User Fees	99,320.00
Building Rental	66,845.72
Athletic Booster Donation	30,000.00
	196,165.72

Student Exchange Committee

The Student Exchange Committee is a voluntary group of residents of both Lincoln and Sudbury and staff members of the regional high school. The committee promotes international understanding through several interesting projects. Each year up to four foreign students spend the entire academic year at the high school. These students live for five months with each of two host families. Exchange students take a full load of academic classes, participate in the sports program and extra curricular activities, and come to perfect their English and to experience life in America.

The past several years have brought students from Denmark, Germany, Switzerland, Spain, Russia, Norway, Hungary, and Gabon. We are pleased to welcome Ana Maria Larrea from Ecuador, Ayako Nishine from Japan, and Juan Pablo Perez from Mexico for the 1993 - 1994 school year. We hope that you will have an opportunity to meet the foreign students this year. Perhaps your son or daughter has a class or activity with one of them. They have been very well received at the high school. Exchange students share information about their home countries with the schools at all grade levels, and with civic and professional groups in the area.

Presently Ming Hui Cheng, a student at Lincoln - Sudbury Regional High School, is living and studying in France. Her trip was partially funded as an award for being selected as a student ambassador. Two other

award winning students also received partial funding for their summer homestay experience. Jessica Helsingson traveled to the Ivory Coast, and Siri Schwartzman to France last summer. Applicants for the 1994 year's competition are currently awaiting the results of the judging.

The Student Exchange Committee supports several visits of shorter duration (some two to three weeks in length) by offering homestays in our communities, social events with our students, travel to other cities in the United States, and travel within New England. Trips to and from Germany, England, and France have enhanced the education of many!

Fundraising and donations support the Student Exchange projects. The Schooner Fare Concert, sales of international jewelry, high school calendar, and town meeting refreshments help to generate funds available to our high school students for foreign travel programs. If you would like to find out more about hosting a foreign student, or joining in this interesting and important work, please contact any member of the committee or Anita Pearson at Lincoln-Sudbury Regional High School.

Olivia Andrews, Chairperson
Audrey Newton, Vice-Chairperson

MINUTEMAN REGIONAL VOCATIONAL TECHNICAL SCHOOL DISTRICTS

Minuteman Tech is proud of its record of providing high school students with the skills they need to be successful in college and in the work force and providing adults with the lifelong learning so essential to their career success. The United States Department of Education recognized this excellence by naming Minuteman Tech's Electromechanical Manufacturing Technology and Biomanufacturing Technician Training programs as the most Outstanding Vocational Education programs in the northeast area of the U.S. Minuteman's Biomanufacturing Technology program which enjoys a 100% placement record was also designated the number one training program in the area by the Massachusetts Biotechnology Research Institute and the Massachusetts Biotechnology Council. The first high school graduates of the program are currently studying biotechnology at the University of Massachusetts/Lowell.

In 1993, twenty-three Minuteman staff members were trained in use of a new Total Quality Management (TQM) curriculum for students. By June of 1995,

every student receiving a diploma will have completed the entire curriculum. This will make Minuteman Science-Technology High School one of the first schools in the nation to graduate students ready to use TQM procedures in business and industry.

Results of the statewide curriculum testing program issued late in 1992 showed Minuteman Tech students scoring above students from all of the other technical schools in the state in all the areas tested. These included reading, mathematics, science and social studies.

In June, 1993 Minuteman Tech was notified that its Automobile Technician training program had earned Master certification from the National Institute for Automotive Service Excellence. This is the highest level of achievement recognized by the institute and indicates that all eight areas in the program meet strict industry standards. In his congratulatory letter, ASE President Ronald H. Weiner said, "Many educational institutions strive for this certification, but only a small percentage achieve it."

In recognition of the school's outstanding Auto Body Repair program, the DuPont Company asked Minuteman Tech to provide state-of-the-art training for 110 paint technicians in the Boston area. In return, the

company donated \$26,000 in equipment, computer software and training materials to Minuteman Tech and gave a group of students and staff members a three-day intensive training session at the National DuPont Training Center in Lionsville, Pennsylvania.

At the New England Flower Show, Minuteman Tech Horticulture students continued their eight-year unbroken record of winning blue ribbons and medals for the excellence of the exhibits they design and build. A group of Minuteman Tech Culinary Arts students planned, cooked and served an elaborate gourmet meal to win first prize in Newbury College's 1993 High School Exposition. Baking student Kari Paulat of Bolton spent 40 hours creating an elaborate cake which won first prize in the American Culinary Foundation's Best Cake of New England Competition. It included gum paste sculpture simulating an ocean scene.

Nineteen Minuteman Tech students won medals in the 1993 state Vocational Industrial Clubs of America (VICA) Skill Olympics. Five students won gold medals: Post-graduate Michael Carey of Arlington and senior Mike Weatherbee of Acton in Air Conditioning/Refrigeration, Tasha Sevland of Arlington in Child Care, Steven Taliadouros of Dracut in Robotic Workcell Technology and Post-graduate Frank Lepera of Belmont and junior Eric Anderson of Arlington in

Enrollment October 1, 1991							Enrollment October 1, 1992							Enrollment October 1, 1993						
TOWN	95	94	93	92	PG	TOTAL	TOWN	96	95	94	93	PG	TOTAL	TOWN	97	96	95	94	PG	TOTAL
Acton	9	9	15	8	14	55	Acton	13	10	9	13	6	51	Acton	2	9	10	7	13	41
Arlington	40	53	33	38	36	200	Arlington	35	39	56	29	28	187	Arlington	36	30	35	46	25	172
Belmont	8	7	5	8	9	37	Belmont	9	8	6	6	7	36	Belmont	5	9	9	5	7	35
Bolton	1	5	1	1	0	8	Bolton	1	1	6	1	0	9	Bolton	0	1	0	6	1	8
Boxborough	4	2	2	0	1	9	Boxborough	4	3	2	2	4	15	Boxborough	3	4	2	2	3	14
Carlisle	3	1	3	0	0	7	Carlisle	0	3	0	2	1	6	Carlisle	1	1	3	1	4	10
Concord	8	2	4	8	4	26	Concord	6	7	1	4	3	21	Concord	10	4	5	1	6	26
Dover	0	1	2	1	0	4	Dover	0	0	1	2	0	3	Dover	0	0	0	1	1	2
Lancaster	6	5	3	6	10	30	Lancaster	2	5	3	3	1	14	Lancaster	9	1	5	4	1	20
Lexington	8	5	11	8	13	45	Lexington	12	9	6	11	9	47	Lexington	2	10	9	7	17	45
Lincoln	0	1	3	3	1	8	Lincoln	0	0	1	3	1	5	Lincoln	4	1	0	1	1	7
Needham	7	11	13	7	9	47	Needham	9	5	10	8	7	39	Needham	9	9	5	9	8	40
Stow	4	3	14	10	1	32	Stow	3	4	4	15	1	27	Stow	9	4	3	5	2	23
Sudbury	2	4	12	11	6	35	Sudbury	4	4	4	8	6	26	Sudbury	4	4	4	3	9	24
Wayland	3	6	5	1	5	20	Wayland	3	2	6	4	3	18	Wayland	3	3	3	6	3	18
Weston	0	3	3	0	0	6	Weston	0	0	3	1	0	4	Weston	0	0	0	3	0	3
Tuition	22	35	34	30	13	134	Tuition	56	34	38	33	22	183	Tuition	80	70	45	41	47	283
TOTAL	125	153	163	140	122	703	TOTAL	157	134	156	145	99	691	TOTAL	177	160	138	148	148	771

Belmont and junior Eric Anderson of Arlington in Auto Body Repair. Eric Anderson went on to win the silver second place medal in the national VICA Skill Olympics held in Louisville, Kentucky.

Sabra Haywood, head of Minuteman Tech's cosmetology department, was selected to receive a state Multicultural Achievement Award for 1993 in recognition of the work she is doing at Minuteman to help students of different races and cultures understand and work in harmony with one another.

Minuteman Tech Child Care Center Director Karen Talley was appointed Commissioner of the National Academy of Early Childhood Programs. The Academy is a Division of the National Association for the Education of Young Children, the largest organization of early childhood professionals in the United States.

Minuteman Tech's 1992-93 tennis and softball teams were Commonwealth Conference champions. The varsity baseball team qualified for the Massachusetts state tournament. Eric Anderson of Arlington was named the League's Most Valuable Player in Baseball, and Kristen Daly of Arlington was named the League's Most Valuable Player in Softball. The school's varsity soccer team won the 1993-94 Commonwealth Conference championship, and star player Jeerson Urizandi of Acton was named the League's Most Valuable Player.

Again during 1993, middle school teachers and students from all Minuteman Tech district towns were invited to spend a day in Minuteman's technology labs building robots and learning about careers in Technology. Students from Arlington, Belmont, Carlisle, Dover, Lexington, Lincoln, Needham, Sudbury and Wayland took advantage of this opportunity. During the summer of 1993 students and teachers from Arlington, Bolton, Dover, Carlisle, Concord, Lexington, Lin-

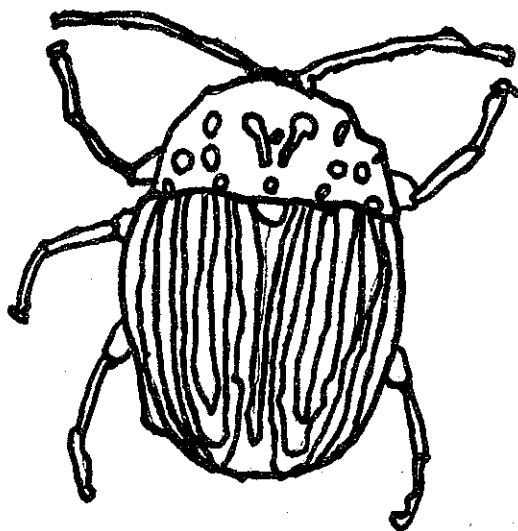
coln, Needham and Sudbury accepted the invitation (issued to all district schools) to spend a week participating in a National Science Foundation funded technology manufacturing seminar at Minuteman Tech. The Concord, Carlisle, Lincoln and Sudbury middle schools have now joined those in Bolton, Lancaster and Stow in taking advantage of a Minuteman Tech program which sets up Technology Learning Centers in middle schools to help students become better acquainted with technology.

In cooperation with the Lexington Rotary Club and the LEXHAB, Minuteman Tech construction students have now built three houses in Lexington. All of these homes belong to the Town of Lexington and are rented to low income families. Currently the students are building a third house on school-owned property on Mill St. in Lincoln.

During the past year three new members joined the Minuteman Tech School Committee: Anita M. Ware representing Bolton, Nancy Dowd representing Dover and Frances Hyden representing Stow. The Committee thanks former members Peter Stalker (Bolton), Thomas Giblin (Dover) and Mary Cutler (Stow) for their service.

Minuteman Tech Class of 1993

Kelly Cavanagh	Sudbury	Auto Mechanics
Rebecca Fucci	Sudbury	Information Processing
Tara Laramee	Sudbury	Culinary Arts
Eric Malsky	Sudbury	Electrical wiring
Lori Ann Moniz	Sudbury	Child Care
Richard Noland	Sudbury	Carpentry
Holly Poor	Sudbury	Culinary Arts



Tyler Parnes, 3rd Grade, Peter Noyes School

**Minuteman Regional Vocational Technical School District
Operating Fund - Comparison Of Budget To Actual
June 30, 1993 (Unaudited)**

	Financial		Actual Encumbered	Projected	Transfer	Receipts	Available	Budget (over) under
	FY 92 Actual	Mgmt. Plan FY 93						
Revenues								
Assessments	5,578,995	6,193,550	6,193,550	0	0	0	0	0.00%
Chapter 70	1,573,199	1,573,199	1,573,199	0	0	0	0	0.00%
Transport.Ch.71-16C	543,484	525,000	479,675	0	0	0	-45,325	0.00%
Reg.Aid-Ch.71-16D	414,535	414,535	414,535	0	0	0	0	0.00%
Other	291,767	104,491	104,491	0	0	0	0	0.00%
Approp. From Surplus	388,027	481,580	481,580	0	0	0	0	0.00%
Tuition	779,400	766,427	766,427	0	0	0	0	0.00%
Total Revenue	9,569,407	10,058,782	10,013,457	0	0	0	-45,325	0.45%
Expenses								
00 Reserve	0	0	0	0	0	0	0	0.00%
01 Building Trades	79,521	84,168	77,064	0	40	411	7,555	8.98%
02 Commercial Services	15,898	15,830	20,966	0	4,485	1,100	449	2.84%
03 Electronics	22,311	23,768	24,104	0	0	15	-321	-1.35%
04 Graphics	89,476	88,892	87,377	0	0	0	1,515	1.70%
05 Health Instructions	24,060	24,700	22,596	0	0	0	2,104	8.52%
06 Metal Fabrications	38,022	39,471	42,669	0	0	24	-3,174	8.04%
07 Power Mechanics	29,386	18,135	25,091	0	0	0	-6,956	-38.36%
08 Technology	19,277	21,435	20,690	0	0	0	745	3.48%
09 Afternoon Program	15,046	13,870	13,015	0	0	595	1,450	10.45%
10 Regional Occupation	94,729	9,930	79,748	0	-600	71,180	762	7.67%
15 Drafting	6,147	8,480	8,094	0	0	0	386	6.00%
20 ROTC	2,845	3,000	3,873	0	0	0	-873	-29.10%
21 Communications	12,820	12,750	13,039	0	600	30	341	2.67%
22 Human Relations	4,841	4,255	4,866	0	0	0	-611	-14.36%
23 Mathematics	12,123	14,460	10,694	0	-4,320	559	5	0.03%
24 Science	23,562	23,970	23,593	0	0	263	640	2.67%
25 Physical Education	4,566	9,690	6,701	0	0	0	2,989	30.85%
26 Athletics	60,318	81,750	69,402	0	0	321	12,699	15.50%
27 Business Instruction	6,385	4,550	4,193	0	0	0	357	7.85%
28 Foreign Language	1,341	1,300	1,024	0	0	0	276	21.23%
29 Art	9,072	9,150	8,821	0	0	0	329	3.60%
30 Music	465	500	483	0	0	0	17	0.00%
31 Driver Education	8,426	500	1,375	0	0	0	-875	-175.00%
51 Instruc. Resources	49,496	53,481	53,210	0	30	545	846	1.58%
52 Pupil Support	26,012	36,125	28,062	0	-3,481	0	4,582	12.68%
71 Principal	70,542	77,750	81,024	0	3,600	225	551	0.71%
72 Voc. Co-Ordinator	23,846	7,650	7,543	0	0	189	296	3.87%
73 Computer Services	34,696	38,255	31,223	0	0	0	7,032	18.38%
74 Dean	2,533	2,400	2,383	0	0	0	17	0.71%
75 District Programs	3,855	4,900	4,716	0	0	0	184	3.76%
75 Legal Fees	27,361	20,000	18,105	0	0	0	1,895	9.48%
75 Audit Fees	23,400	25,000	25,000	0	0	0	0	0.00%
76 Superintendent	4,496	4,650	3,954	0	0	0	696	14.97%
77 Planning/Academics	50,937	65,260	64,703	0	0	82	639	0.98%
78 Business Office	17,922	10,750	14,358	0	0	13	-3,595	-33.44%
78 Risk Insurance	117,755	119,800	115,605	0	0	2,224	6,419	5.36%
78 Retire/Employee Bnft	1,087,731	1,197,702	1,140,606	0	62,836	31,751	151,683	12.66%
79 Transportation	634,981	654,664	564,679	0	0	0	89,985	13.75%
80 Cafeteria	3,049	1,100	606	0	0	136	630	57.27%
81 Operations & Maint.	645,208	777,500	710,804	0	0	4,783	71,479	9.19%
82 Equipment Purchases	198,823	162,779	168,004	0	3,970	1,078	-177	-0.11%
82 Debt Management	0	0	0	0	0	0	0	0.00%
NA Salaries	5,892,255	6,284,462	6,197,803	0	3,481	12,577	102,717	1.63%
Total Expenses	9,495,535	10,058,782	9,801,866	0	70,641	128,101	455,658	4.53%
Excess of Revenues	73,872	0	211,591	0	70,641	128,101	410,333	4.08%
Transfer Frm Enterprise	0	0	0	0	0	0	0	0.00%
Transfer to T&A	0	0	0	0	0	0	0	
Excess Revenues	73,872	10,058,782	211,591	0	70,641	128,101	410,333	4.08%

HUMAN SERVICES

Goodnow Library

We are happy to report that the Library's services to the community advanced significantly this year over last. Service and resource cuts from the previous year were reversed. Funds were provided to restore the thirty percent cut in the Library's book budget and the two weeks that the Library was closed. The Library is once again open year round and is now at 70%, as opposed to 40%, of its purchasing power of five years ago.

This reversal enabled the Library to concentrate on initiatives and not on efforts to minimize another round of reductions. It came at a crucial time. The public's library needs are expanding, as are the opportunities for meeting them. However, the Goodnow Library's ability to serve Sudbury's exceptional library demands has been in significant decline. This year we were able to take some important steps toward reversing this trend.

The Library strengthened and introduced resources and services in a number of key areas. As has been the pattern for some time, the support of the Friends of the Goodnow Library, the Minuteman Library Network, the Sudbury Foundation, and the Mass. Board of Library Commissioners was crucial to these accomplishments. There was a second element common to many

of them: a focus on gaining access to nonprint resources, such as, electronic databases and videos. We are an information based society. The information and education needs of users of all ages and interests are growing and becoming more varied. Increasingly the success that a public library has in meeting its community's needs is being defined by the level of access it offers to such resources.

Advances and New Initiatives

Key accomplishments this year included:

a) Completing a strategic planning program for the Library. Many of the improvements described below were designated as goals in the Library's four-year plan. Establishing the plan qualified the Library for participation in a one-time-only collection development grant from the state. The Library staff, members of the Planning Committee, the League of Women Voters and the Sudbury Foundation made significant contributions to the planning program. The League sponsored a community survey which provided invaluable data for the plan. The Foundation funded it.

b) Installing a video projection system in the Multipurpose Room (MPR). The system allows the Library and community organizations to incorporate video instruction or entertainment in their programs easily. It enhances the Library's most popular children's pro-



Interior view of the Goodnow Library (Photo by John Pawlick)

gram (Craft and Film), and makes the MPR a more valuable educational and recreational community resource. Funds for the system were provided by the Sudbury Foundation and the Friends. The Friends coordinated the project.

c) Adding a third telephone line for the public. The line increased public access to all departments. The response has been startling. Part of the increase in reference telephone service can be attributed to this added service.

d) Acquiring a \$5,000 collection development grant. Awarded by the MBLC, the Library's proposal calls for updating and expanding its science collections in order to meet the assignment needs of students more effectively. User surveys and input and output measures substantiated that serving as a formal education support center is and should continue to be a primary service role of the Library. The science collections were chosen for the grant because of the large number of elementary, middle and high school class assignments that they support. By next year students should reap the benefits.

e) Establishing a Goodnow Library Foundation. The Library Trustees spent more than a year evaluating various vehicles that would gain the confidence and support of potential contributors and manage the contributions effectively. The Trustees are confident that the foundation agreement, worked out with the invaluable assistance of a local lawyer, will achieve this goal. Foundation funds will be added to but will not be a substitute for Town appropriated support of the Library. They will be earmarked for improving the Library in areas that are not the responsibility of the Town.

f) Introducing dial-in access to the Minuteman Network's on-line-catalog. Residents, schools and businesses gained access to the Goodnow Library's holdings, as well as to those of the other libraries in the Minuteman database. Using a pc, modem and standard communication software, users now have the ability to tap into the Minuteman system 24 hours a day. Users incur no unusual telephone costs for this service.

g) Acquiring access to a commercial database and the Internet through the Minuteman system and state support. The Library now has the capability of searching various electronic databases to find information requested by users. Residents with business, career, medical, consumer and school related needs, will benefit significantly from this new service. Information which has been extremely difficult to find is now far more accessible. Now the difficulty is in finding sufficient staff time for learning and searching the databases.

h) Offering the public a self-service option for placing reserves on Goodnow items. Automation has expanded the Library's ability to serve residents. It has

also expanded the tasks and responsibilities of staff. Combined with staff reductions, these developments have made the Library's search for ways to maximize staffing more imperative. This new service is a small, but welcomed step, toward freeing staff from clerical tasks and re-assigning them to direct public service.

General Review Of The Year Circulation

The community's use of resources and services remained well above average for libraries serving communities in our population range. Circulation of material at Goodnow increased by 5% over last year. Children's circulation made a dramatic jump. This surge forward is a positive sign. In recent years circulation had been stagnant. Last year, due to draconian book budget cuts and the closing of the Library for two weeks, circulation had actually dropped. The turnaround is strong evidence of how closely connected financial support and use of the Library are.

Reference

Demand for Reference service continues to rise-up 60% in four years, 35% by students in this year. Sunday has become one of the busiest times for reference. Other than school related topics, the most frequently asked questions concern consumer, investment, medical, career, and business issues. Inter-library loan transactions have also risen dramatically 300% over four years. The Library's major concern in regard to all of these developments is its ability to meet the demands for resources and service. We hope that this year's increase in financial support for the Library is a first step toward establishing a reasonable balance between public demand for library service and materials and the Library's ability to respond to these demands.

School Relations

The public, town and regional school libraries advanced their efforts to cooperate and share resources more effectively. The dial-in option to the Minuteman Network is seen as a significant step forward. Under the management of Children's Department, circulation of the Town school system's summer reading material to students increased dramatically. Goodnow's science collection development grant benefited from input from the Middle School librarian, who will help implement it.

Children's Services

Circulation in the Children's Dept. exceeded 80,000 this year — an all-time high. The Department's success with managing the school system's summer reading program contributed to this record number.

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The Friends' financial support made it possible to offer a number of special programs in the Children's Dept. They included: an inter-generational family storytelling workshop, the Pumpernickel Puppets (standing room only), and the N.E. Aquarium traveling program. Some of the Summer Reading Program events did not draw the interest or attendance achieved in the past. Themes, scheduling, and appropriate preparation time need to be examined. Some of the special program experiences have raised similar concerns.

Over the last three years, volunteers have enabled the Children's Room to offer story reading programs for three-year-olds. Unfortunately, although interest in attending the programs remains strong, interest in conducting them does not. We hope to rescue it through a more active campaign for volunteers or, with additional funds, by incorporating it in the staff's regular schedule of programs.

Facilities

The Library's operating systems remain stable. Water pumps and other equipment were replaced. Roof leaks continue to be chronic problems despite the significant repair work done two years ago. In the Library's report to the Long Range Planning Committee, eight major capital item issues were described. The most important issue reported on was the need for a building program to renovate and expand the Library. This project would incorporate the other items in the report, such as, a new roof, a new parking lot and drives and new septic fields. The need for a renovation and addition to the Library was raised five years ago after a space needs study was conducted. The Trustees firmly believe that the program needs to be taken up and implemented within the next few years.

Friends

It has become a tradition to give the Friends a special section of the Report in recognition of the crucial role that they play in the services and resources offered to the community. This year, the Friends' major effort was acquiring a video projection system for the Library. As usual the project was a great success. In conjunction with Evergreen Bookstore, the Friends established a promising Author Lecture series. Its first two offerings were well received.

As usual, the regular contributions of the Friends produced extraordinary results. The Friends' Sunday Afternoon at Goodnow series continued to grow in popularity. The same held true for the Library's audio-visual collections, most of which are purchased with Friends' support. The Friends continued to be a primary source for a number of other high demand resources as well, such as, the museum passes.

Other Contributors

Many individuals, families and organizations have made generous contributions to the Library and, therefore, the community. Both the Thursday and Sudbury garden clubs enhance the appearance and atmosphere of the Library, inside and outside, throughout the year. Our regular volunteers contributed more than 35 hours each week to the Library. A number of families have made contributions to the Library for the purchase of items, often in memory or honor of a family member. We are grateful for the thoughtfulness and generosity of these contributions.

We are also grateful for the support of other Town departments and committees. In particular, the Highway and the Park and Recreation departments were extremely helpful to the Library.

To The Future

This year's assessment of the Library is a remarkable contrast to last year's. In years past, accomplishments and advancements paled in comparison to the reductions that were implemented at the same time. Fortunately, this year has been an exception.

All of those associated with providing library service to the community are heartened by this year's revival of the Library. We will continue to work diligently and imaginatively to make the most of the resources available to us. We will do the same in advocating for support that is equal to the importance residents place in their public library as a community resource. The state's strategic plan for libraries and Minuteman's strategic plan for its members offer exciting educational and informational opportunities for library users through a state information highway. It will be up to individual communities to provide the local support needed to participate in these plans. We will strive to see to it that Sudbury is actively involved in these library services.

STATISTICS

ITEMS CIRCULATED:	
Books	167,675
Periodicals, Pamphlets	6,585
Audio Recordings	10,960
Art Prints, Puzzles	1,276
Video Recordings	8,263
Book Mobile Books	290
Museum Passes	1,276
FINES COLLECTED	13,172
MEETING ROOM USE	209

Cable Television Committee

1993 was a challenging year for the Cable Committee. As the 1992 Cable Act was passed, interpreted, and implemented, we watched as confusion spread throughout the industry, and attempted to help subscribers make sense of the results. Like most government legislation, the act produced a lot of noise and few results. Nevertheless, the Cable Committee tried to stay on top of developments. For Sudbury, the Act produced mixed results. Rates and selection stayed pretty much the same, but package and billing details became more difficult to understand, and not even the cable company could offer much assistance. As the industry has more time to reconcile the Act with practical realities, we are hopeful that the disorienting effects of the Act will subside.

The Committee had better luck with its community focus. We were able to acquire a dedicated Educational Access channel (54) for the schools, used primarily for satellite programs acquired through equipment purchased with an MCET grant. In addition, Sudbury produced another year of exceptional local programming for the Local Access channel (61). Peggy Fredrickson and her local access resident volunteers produced and broadcast many hours of programs covering town events and meetings, including the Strawberry Concerts from the Wayside Inn, the Family Living Series with Mary Ann Clyde, the many events from Senior Center, Town Meetings and Forums, and the School Committee's on-going drama surrounding Nixon School.

As a result of urging from the Cable Committee and concerned residents, a major line extension was begun this year as Longfellow Glen is wired for cable.

The Cable Committee meets at 7P.M. on the first Thursday of the month at the Loring Parsonage, generally, in February, May, September, and November. Residents are always welcome. In addition, residents are always encouraged to become involved in Sudbury's strong local programming effort. Volunteers should contact the studio at 443-9507. No prior experience necessary!

The Sudbury Cultural Council

The Council's activities during this cycle were centered around: 1. Solidifying the Request for Proposal form that prospective candidates must complete along with the state's application; 2. Seeking new members

to replace outgoing ones; 3. Securing approval from the Selectmen to hold fund raising events for the purpose of supplementing scarce state funding; 4. Holding the first Community Input Meeting, and 5. Awarding grants.

Results:

1. The Request for Proposal Forms have been approved and will be used to consider applications for funding for the 1994 Cycle.

2 Board members are as follows: Lidia Scher, Chair, Kathleen Marshall recording secretary; Jane Brown, corresponding secretary; Paul Fredrickson, treasurer; Dorothy Carter, publicity coordinator, Donna Kruse, schools coordinator, and Ruth Howey, community coordinator. Lois Toeppner's term is expiring this year.

3. The Selectmen have approved the Council's fund raising activities. The monies will be kept in a separate account for the purpose of disbursing it as needed at each funding cycle and it will be administered by the Council.

4. The first Community Input meeting was held on March 29, 1993, at the Fairbank Senior Center. Community members expressed interest in seeing projects funded that benefited the schools, in the form of guest artists working directly with students and attending live performances. Others suggested supporting local artists in artistic projects; linking organizations such as the library in events such as story telling with outside experts to benefit the town, and cooperating for funding large projects such as an annual cultural festival along with the Sudbury Foundation.

5. The Council had \$2,495.00 available for disbursement from the State and \$532.00 exclusively for PASS funding. Ten applications were received for project funding and one PASS (funding for K-12 students to attend performing arts events), totaling \$6,645.00. Four projects were fully funded at a total of \$1,970.00. Two projects were partially funded at a total of \$525.00. Four projects were disapproved, totalling \$3,700.00. One PASS application was funded for \$532.00. Overall, one school, one individual and four organizations applied for funding. Among the grant recipients were Ian Lamont-Havers who wrote and directed a feature-length film shown last summer in Sudbury; the Curtis Middle School's Arts Alive Committee to complete display cases, the Concord Band, the New England Philharmonic, the Three Apples Story Telling Festival, the Very Special Arts Massachusetts' Adult Festival and the Peter Noyes School attended a performance at the North Shore Theater.

Council on Aging

The past year was marked by a number of accomplishments and new initiatives which will have far reaching effects in the future and, for the third successive year, a gratifying increase in attendance and programs.

Early in the year, the Sudbury Foundation granted to the Council funding to refurbish the kitchen at the Fairbank Community Center. This was done with the understanding that community groups would be encouraged to use this newly restored facility. Work on the kitchen was completed in April, with an Open House held in May.

A Needs Assessment Task Force representing the Fairbank Senior Center, Visiting Nurse Assn., Town Social Worker, Housing Options Task Force, and the Sudbury Pines Extended Care Facility met regularly during the year for the purpose of preparing a Survey that would assess the needs of Sudbury's senior population. The Task Force Coordinator undertook the work of putting on paper the many questions we wanted to ask Sudbury seniors in the areas of housing, health, support systems, family arrangements, interests, transportation needs, etc. A professor at Regis College provided invaluable consulting services in this effort and has arranged for graduate nursing students to conduct at-home interviews (for those who elected to be interviewed). More than 500 (a 35% response) have agreed to take part in this survey, which will be conducted early next year, with resulting data to be compiled and distributed later on.

In June, the Council on Aging assumed responsibility for the administration of F.I.S.H. (Friends in Service Helping), a 25 year-old volunteer organization that provides free transportation to residents needing rides to health-related appointments in Sudbury and surrounding towns.

The Sudbury C.O.A. provided the leadership that enabled the S.H.I.N.E. (Serving the Health Information Needs of Elders) program to become a reality in the BayPath area. This program, developed and funded by the Executive Office of Elder Affairs, is a volunteer network of health benefits counselors who provide free information and counseling to elders on Medex, Medicare, HMOs, long-term care, and other health insurance problems. These counselors are thoroughly trained and certified by E.O.E.A., with on-going monthly training sessions to insure that their knowledge is accurate and up to date. The Fairbank Senior Center recruited three counselors for Sudbury, who completed training in December and are now available to consult (one on one) with seniors in need of assistance.

The issue of housing for seniors became a priority with the creation of a Housing Options Task Force, our sponsoring of an Elder Housing Connections Workshop, and an all-day Housing Options Fair at the Fairbank Center organized by Concord Family Service. The Housing Options Task Force evolved from a Senior Advocacy Committee, and its purpose is to explore housing needs, available options, zoning bylaws, and plans for the future. The Workshop was held in February in conjunction with the release of a guidebook ELDER HOUSING CONNECTIONS: A GUIDE TO HOUSING OPTIONS IN THE BAYPATH AREA (partially funded by the Sudbury Foundation).

The Senior Strutters wowed their audiences with two productions at the Chiswick Park Theater - "The Senior Strutters Speakeasy" in January featuring music of the 1920's, and in November, three performances of "All Aboard" reliving the music of the 1930's.

The Third Annual Children's Holiday Crafts Fair in November was once again a tremendous success, bringing generations together and delighting children of all ages.

Special Series

A four-part Writers Workshop with well-known gerontologist and writer Ruth Harriet Jacobs was featured in March as part of the WELLNESS series. This workshop was supported by a grant from the Sudbury Foundation and spawned a writers group that continues to meet.

Two new series in the "Discovery Through the Humanities" program were presented. (This program is sponsored by the National Council on Aging, with support from the National Endowment for the Humanities.) The eight-part AMERICANS AND THE LAND series last spring explored how deeply the American imagination has been affected by contact with our natural environment, while the seven-part ROLL ON RIVER in the fall explored the role of rivers in the life of America (past and present).

The Council on Aging was delighted once again to co-sponsor with the League of Women Voters the GREAT DECISIONS Discussion Series, which focused on foreign policy issues facing the U.S. today.

New courses offered this year were Yoga, TaiChi, and Videocam Filming in Addition to ongoing programs for Aerobics, Aquacize, Belly Dance, Ceramics, Golf, Line Dance, Tap, Watercolor, Bingo, Bridge, Oil Painting, a Stamp Club, and a Walking Group. Cribbage and Billiards were two activities added during the year. The Thursday Craft Group met weekly throughout the year to prepare items for the Holiday Crafts Bazaar.



The Cast: "The Senior Strutters Speakeasy"

Our intergenerational program continued to bring young people together with senior citizens in a variety of activities. These included a Back-to-School Day at Noyes, a Pot Luck Luncheon with Foreign Exchange Students from L/S High School, a Girl Scout Tea at the Senior Center, and an Ice Cream Social. The Fairbank Senior Center hosted a pizza party for those participating in the Oldies But Goodies program at Curtis and the First Friends Preschool. Our Intergenerational Coordinator organized the Sudbury Health Awareness Week (S.H.A.W.) held in late April in consultation with the schools, the PTO's, the clergy, and other town groups. The purpose of S.H.A.W. was to increase knowledge of alcohol and drugs and show other ways of having fun without them.

Our volunteer Trip Coordinator planned many enjoyable day and overnight trips this year. Day trips included a St. Patrick's Day Cabaret at the Northampton Country Club, the Newport Star Clipper Dinner Train, a cruise on The Spirit of Boston, Rockingham Park, a Hawaiian Show at the Hu-Ke-Lau in Chicopee, and MISS SAIGON in Boston. Washington, D.C., Quebec, and New York City were destinations for overnight trips.

Lincoln/Sudbury High School Superintendent Matt King presented a look at "Education in the 21st. Century," and Mary Jane Hillery described her experiences during Operation Desert Storm. Other special events included a St. Patrick's Day Celebration on March 17th, a Seniors Prom in May, a Welcome Back Celebration in September featuring the Wayland Golden Tones, and a take-off on the old television series, "This is Your Life" (with Marguerite Urgotis as the featured-

and very surprised-guest). We are deeply grateful to the Sudbury Police Association for the Policemen's Picnic held in September, to the Key Club at L/S Regional High School for the Thanksgiving Dinner it hosted for Sudbury seniors at the High School cafeteria, and to the Wayside Inn for the annual Christmas Dinner in December and its contribution to the F.I.S.H. Pancake Breakfast benefit in June.

Information was provided, as issues of concern continued to be addressed concerning probate or living trusts, the health care proxy, living wills, long-term care insurance, a discussion of strategies for maintaining independence, and Medicare issues. Health-related topics were also addressed through the WELLNESS program and through our monthly Blood Pressure and Podiatry Clinics and a Mammography Screening in June.

Over one hundred residents used the services of our Outreach Worker, who provides supportive home visits, resource referrals, information on housing, legal services., support groups, health insurance, adult day care, nursing homes, and other issues relevant to senior citizens and their families. She also administers the commodities distribution and fuel assistance programs that continue to grow as economic conditions decline.

Our Van Service continues to transport seniors around Sudbury and is a vital link to the community for many elders who have no other means of transportation. The van operates within Sudbury, Tuesdays through Fridays, with special trips on Mondays to such places as Burlington Mall, Shoppers World, and Pheasant Lane Mall. Very special destinations this year included Salem, Hampton Beach, and Rockport. This

year, 4,967 rides were given to 135 Sudbury residents (who used the van on a regular basis). The COA van driver also transports Special Needs Children to school in the mornings before beginning her rounds driving elders and/or disabled people to their respective destinations.

This year the Town voted funds to increase the Director's hours to 35 hours a week, thus making it a full-time position. In addition, a modest increase was voted for expenses. We are especially grateful to the Friends of the Sudbury Senior Citizens for helping us to meet our expenses during the first half of 1993 before the Town budget increase. The "Friends" also pay entirely for the mailing of our monthly newsletter and this year provided funds for furnishing the new kitchen at the Fairbank Community Center, and for postage costs connected with mailings for the Needs Assessment Task Force.

The Senior Center is open from 9 a.m. to 4 p.m. Mondays through Fridays. It is staffed by a full time Director, a part-time Outreach Worker, a Van driver, and part-time Receptionist (who is paid by Federal funds). The staff has been assisted this year by over 100 volunteers who perform a variety of roles, such as program coordination, meal service, committee assignments, reception area coverage, typing, newsletter collation, education and training. At other times of the day, the Finance Committee, School Committee, Selectmen and many other groups continue to utilize the Senior Center for their regular or periodic meetings.

Programs at the Senior Center are open to adults of ALL ages, and we invite residents of the Town of Sudbury to join us for stimulating and enjoyable programs and classes.

Board of Health

The Board of Health is the official agency responsible for addressing the health needs of the community. Traditional public health duties including site evaluation for subsurface sewage disposal, inspections of food service establishments and supplying community-based health care services, as well as involvement in environmental health issues, such as hazardous waste, rabies, public groundwater supply and surface water protection in coordination with other boards.

Subsurface Disposal of Sewage - To assure that individual septic systems will not have an impact on the environment and public health, thorough field evaluations were conducted on 84 lots to determine groundwater elevations, suitability of soil, elevation of bedrock, and presence of wetlands. In addition, septic

replacement systems were evaluated and inspected for existing dwellings or buildings. Additions to existing buildings were reviewed for adequate septic systems. A total of 65 new permits for disposal systems and 73 permits for repairs were issued. Inspections of septic system construction were conducted for more than 70 new homes in Sudbury.

Hazardous Waste - To prevent potential ground-water pollution from inappropriate disposal of hazardous waste at the Town landfill, the Board of Health of Sudbury sponsored a Hazardous Waste Collection Day in September. In addition, residents disposed of approximately 2,000 gallons of waste oil in the storage tank located at the landfill. This oil was collected and properly disposed of by a licensed hazardous waste transporter.

The Board of Health participates in the review of all environmental assessments and remediation plans for hazardous waste sites in Sudbury listed by the Department of Environmental Protection. This included the review of proposed scopes of work, field activities, and reports for extensive studies of contamination at the Fort Devens Sudbury Annex and remediation activities at the former Sperry Research Center.

Water Monitoring - To assure that ground and surface waters in Sudbury are protected, we periodically sample sensitive areas, such as town well fields, landfills, and ponds/streams susceptible to pollution. Water samples from individual wells were collected and chemical and bacterial quality were checked to assure the water is potable. Public swimming pools were sampled for bacterial counts.

The Board of Health through the Hop Brook Ponds Study Committee promotes short-term and long-term implementation plans to improve pond aesthetics and water quality.

Radon Testing Program - To encourage residents to test their homes for the naturally occurring radioactive gas, the Board of Health has contracted for charcoal test canisters that are available at reasonable cost. The radon testing program includes a voluntary questionnaire that has provided preliminary data on radon levels in Sudbury. Results from the testing lab to residents are accompanied by information kits.

Complaint Investigation/Surveillance - The Board continued its program of complaint investigation and surveillance which detected, monitored, and investigated conditions which contribute to illness and/or cause a nuisance condition.

Mosquito control - To avoid an outbreak of Eastern Equine Encephalitis and control nuisance mosquitos, we continued to provide licensed mosquito control by the East Middlesex Mosquito Control Project.

Restaurant and Food Service - Thirty-eight licensed food service establishments were inspected to assure compliance with the State Sanitary Code.

Community Social Worker - Over 150 residents were referred for case management services this past year. Referrals represented a broad range of concerns such as depression, familial dysfunction, suicide, eating disorders, substance abuse, chronic illness, physical/sexual abuse, and developmental issues. An overall increase was seen in referrals of elderly residents and of children (families of children) under age 12.

In addition to case management, Social Worker services continued to encompass advocacy, resource referral, liaison, crisis intervention, and 24 hour on-call availability. Community outreach activities during the course of the year included: senior support groups, teen groups, parenting workshops, food/fuel assistance programs, holiday gift programs, resource pamphlets, needs assessments, commodities distribution, and Association of Municipal Administrators of Youth and Family Services.

Through a contractual agreement with Post Road Counseling Collaborative counseling was provided for residents unable to access traditional outpatient services. An increase in residents utilizing such services was evidenced; due largely to unemployment and the dismantling of state level programs. A counseling fund for teens was continued this year to accommodate adolescents in crisis who are ineligible for existing area services.

Nursing Services - Sudbury Visiting Nurse Association (SVNA) continued under our contract to supply nursing services, including home health care, communicable disease follow-up; flu, pneumonia inoculations, and adult clinics for testing of blood pressure and cholesterol monitoring.

Rabies - The annual rabies clinic was held on February 20 at which time 38 dogs and 113 cats were vaccinated. Rabies poses a greater risk to humans and domestic animals with more than four hundred confirmed rabid raccoons, skunks, cats, woodchucks, and foxes in Massachusetts occurring this year. State law requires all cats as well as dogs to be vaccinated.

Hugh Caspe was re-elected to a three-year term in March. Michelle Stakutis was elected to a one-year term.

Robert C. Leupold served as the Director and Mary Ann Courtemanche continued as Health Coordinator. Martha Lynn served as Community Social Worker. Paula Adelson served as the Animal Inspector beginning July 1.

East Middlesex Mosquito Control Project

Mosquito populations in 1993 varied considerably due to changing weather. Melting snow and heavy rains resulted in the worst spring flooding since 1987. The timing of the flooding caused a late May and early June mosquito population that was 237% above normal. Abnormally dry weather beginning in May and extending through August resulted in low mosquito populations for the remainder of the summer. Eastern Equine Encephalitis was not a threat in 1993.

The Project's larval control program relies on the non toxic, biological larvicide, Bti (*Bacillus thuringiensis* var. *israelensis*). A helicopter was used to apply Bti granules during April over 319.6 wetland acres. Field crews using a truck-mounted hydraulic sprayer and portable sprayers applied Bti to 14.8 wetland acres when high densities of larvae were found breeding in stagnant water.

Adult mosquito control consisted of spraying 2,915 acres at night using truck mounted aerosol sprayers when survey traps indicated high populations of nuisance mosquitoes. Project personnel sprayed 54.4 acres using portable sprayers to establish barriers to mosquitoes around recreation areas.

The goal of the ditch maintenance program is to reduce the suitability of a wetland to produce mosquitoes. This is accomplished by removing obstructions which have accumulated in a ditch, thereby restoring its flow and reducing the time stagnant water will remain in the wetland. Field crews maintained 405' of ditch in a wetland adjacent to Old Garrison Rd.

East Middlesex Mosquito Control Project Financial Statement

Balance as of July 1, 1992	\$468.96
Appropriation For Fiscal Year 1993	\$21,500.00
Expenditures for Fiscal Year 1993	
Facilities &	
Administration Charge	\$3,677.76
Services	
Adult Mosquito	
Surveillance	\$1,994.33
Wetland Surveillance	\$1,028.69
Larval Mosquito	
Control	
Helicopter Bti	
Applications	\$4,672.24
Ground Applications	\$4,162.71
Adult Mosquito Control	\$3,910.79
Ditch Maintenance	\$6,461.22
Other Direct Costs	\$77.32
Total Cost of Services	\$25,985.06
Capital User Fee	\$30.67
Total Costs	\$26,015.73
Balance as of 6/30/1993	-\$4,046.77

Sudbury Housing Authority

The Sudbury Housing Authority is pleased to report that we continue to receive compliments on the design and construction of our new duplex family housing from townspeople and tenants alike. One of the twelve families has moved on to private housing and that apartment is now occupied by a family that had been waiting for many years.

After nearly twenty years of administering scattered-site housing, the Housing Authority has finally been able to purchase its own truck, thus relieving maintenance staff of having to use their own vehicles for Housing Authority business. Other Capital expenditures have included: installation of a new furnace at a scattered-site house, replacement of a large water heater at Musketahquid Village, and re-paving of the parking areas at the Village which are seventeen years old and had been damaged by repairs to the septic system. In addition, the exteriors of several of the buildings at the Village were re-stained and several large trees were removed that were dangerously close to buildings.

Due to the failure of Musketahquid Village's septic system, it was necessary for the Housing Authority to request Town Meeting approval for an easement on town-owned land behind the new fire station to build a new leaching field. The easement was granted and the Massachusetts Executive Office of Communities and Development allotted the full \$80,000 needed for this project. The new leaching field will allow the original field the opportunity to dry out and rejuvenate. In approximately ten years, it should be possible to go back to using the original field if necessary, thus substantially prolonging the life of the system.

The State Auditor's office completed an audit of the Housing Authority and once again found no problems. The following areas were examined: tenant selection and rent determination, administration of costs and related expenses, procedures for preparing and filling vacant apartments, miscellaneous revenue and other income, and the status of development projects.

After seven years of volunteer service to the Housing Authority, Ginny Allan resigned her position as State Appointee because of an increasingly busy personal schedule. Ginny worked long and hard for Sudbury as a proponent of affordable housing, and we will miss her thoughtful and insightful approach. We welcome the appointment by the Governor's office of Jeanne Rowlands, a recent retiree as Director of Women's Athletics and Professor of Physical Education at Northeastern University.

Renee Reiner resigned her elected position to the Authority after nearly two years' service, due to a re-

cent move to Framingham. A replacement is expected to be appointed in December.

Although we have had seven vacancies at Musketahquid Village during the first ten months of 1993, and three at our family housing, the waiting lists remain incredibly long for family housing. Both the two bedroom and three bedroom lists are still closed due to the length of wait for new applicants. Although the wait for housing at Musketahquid for non-Sudbury residents is approximately five years, it is less than one year for those who currently live or work in Sudbury and we encourage Sudbury residents with assets under \$55,224 and incomes under \$21,280 to apply.

The Housing Authority remains concerned about the very low percentage of housing in Town that is affordable, and has begun to review the underdeveloped publicly held property in Town which may be available for future affordable or mixed-income development.

Sudbury Visiting Nurse Association, Inc. /Wayside Hospice

Overview

A certified non-profit home health agency, the Sudbury Visiting Nurse Association, Inc., provides home health care, Hospice, Board of Health and community education services throughout Sudbury area communities. The comprehensive spectrum of services has been designed to respond to ever-changing community health care needs with an emphasis on quality services. The agency also provides services without regard to race, color, income, religion, national origin, handicap or age for admission to services, access to treatment or employment in its programs or activities.

Home Health Care

Dependence upon home health care has increased significantly during the last few years as the search for more cost-effective health care alternatives has accelerated.

With patients having shorter hospital stays and more advanced medical needs at home, the Sudbury Visiting Nurse Association (VNA) has continued to augment its services to meet the higher level of needs.

One result was the expansion of agency office hours to be staffed Monday through Friday until 5:00 p.m. to enable discharge planners, patients, doctors and VNA staff greater access to services. SVNA also hired weekend supervisors to provide the higher level of coordination now necessary.

Managed care has also had a tremendous influence on the health care industry. This year the agency hired a maternal child health nurse specialist to meet the growing need for specialized services. Many HMOs now have early maternity discharge plans where home care services are provided immediately after hospital discharge.

For more than 56 years, the SVNA has been providing cost-effective, compassionate care that has enabled families to remain together, has helped individuals to remain as independent as possible in their own homes, has allowed people to shorten their hospital stays and has assisted new parents in making a good start with their newborn.

Home health care is also an option that more people prefer. A 1992 Louis Harris Poll found that Americans prefer home care over institutional care by a margin of nine to one. The combination of clinical support and services as well as the focus on teaching and involving the patient and family have helped SVNA make a major impact in local residents' lives.

Wayside Hospice

Since its inception eighteen months ago, Wayside Hospice has served over thirty families. Tremendous community spirit and dedication have enabled the program to achieve its many goals. Hundreds of area residents have demonstrated their support through donations and memorial gifts. Financial support from the Sudbury Foundation and the Friends of Hospice have also made the program a success.

Under the auspices of health care reform, hospice as an option in the health care continuum is more important than ever before. Its emphasis on family education and participation as well as its multidisciplinary approach to care illustrate many goals of health care reform. Through hospice, patients and their families receive the physical, emotional, social and spiritual support they need. Hospice care has enabled families to keep their promise to care for their loved ones at home.

Public Education Series

Sudbury Visiting Nurse Association (VNA), in partnership with Parmenter Health Center and Wayside Hospice, launched a public education campaign entitled, "Ask for Us By Name."

Starting in September, the three local agencies began hosting a series of workshops to help area residents learn and think more about their health care options.

The campaign helps to educate consumers on their right to choose their health care providers. With the many changes within the health care system, consum-

ers need to take a more active role in understanding and exercising their health care options.

As part of this education series, the agencies were privileged to host Rabbi Harold Kushner, author of *When Bad Things Happen to Good People*, as speaker. Rabbi Kushner spoke to a packed house at Regis College on the topic of "What to Do with the Rest of Your Life."

Board of Health

Through a contractual arrangement with the Sudbury Board of Health, the following programs were offered:

- Health Guidance/Education Home Visits
- Communicable Disease Follow-up
- Immunization/TB Testing
- Flu Clinic
- Pre-School Vision Screening
- Community/Office Screening Clinics
- Distribution of Biologics

Community Health Education Promotion

- Babysitter Training Course
- Home Safety Course
- First Aid Classes (Daycare Providers & Parents)
- CPR
- Mammography
- Smoking Cessation Class
- Childbirth Education Classes

Veterans Agent

Progress was made this year in helping veterans become self-sufficient. Of seven requests for veterans benefits, three were resolved through referrals to other agencies for self-help (unemployment, training, and rehabilitation), and four were processed to receive benefits. By the close of this year, two of those cases receiving benefits will be self-sufficient through counseling and assistance and working with the Mass. Division of Employment Security, leaving only two cases at the end of this year requiring financial assistance from the Town.

Other assistance was provided regarding bonus eligibility for Persian Gulf veterans, educational benefits for themselves or survivors of deceased veterans, eligibility for Veterans Administration medical and hospitalization assistance, widows' pensions, request for power of attorney, motor vehicle registry problems,

temporary upgrade of disability pension, hearing aids, outreach programs, employment training, assistance in completing federal (Veterans Administration) and state forms.

The Veterans Advisory Committee assisted in placing flags on each veteran's grave by Memorial Day in compliance with state mandate. Weathered flags are removed shortly after Veterans Day (November 11) and burned. Numerous requests for flag holders are received from families of deceased veterans; these are supplied free of charge on request and furnishing a copy of the veteran's discharge for verification. Approximately \$514 was expended from a State grant to repair veterans' graves.

Additional time was spent in the State Office of Veterans Services to retrieve 75 % reimbursement from the state for benefits previously issued by the Town. As of this report, all required documents have been filed and approved and reimbursements have been coming in monthly for past disbursements. Under a new state policy, all cases must be reviewed and reapplied for quarterly, requiring personal interview and update of medical status.

Semi-annual state and monthly Middlesex County veterans conferences have been regularly attended to benefit from other agents' experiences and keep current with frequently changing laws and regulations regarding veterans; each wartime service (also specific as to dates and theatre of operations) has its own unique set of rules.

50th Anniversary World War II Commemorative Committee

War II Commemorative activities were continued this year in accordance with the plan submitted to Washington D.C. that established Sudbury as the first officially designated World War II Commemorative Community in Massachusetts.

World War II combat veteran George Sharkey was named parade marshal for the Memorial Day observances, prayers were said at the World War II Memorial, feature stories of veterans George Sharkey, Wilfred Spiller, and a column dedicated to Sudbury's women veterans of World War II were in the local press. Special notation made of Sudbury's status as a Commemorative Community was included in a guide to newcomers; geraniums, flags and markers signifying WW II service were placed on the appropriate veteran's graves. A special display of photos and artifacts loaned by veterans who went into the service from Sudbury were featured in Goodnow Library.



*Sudbury Town Hall; Memorial Day Celebrations.
Mr. Dean Yarbrough, playing the trumpet as he has done for the past several years, plays the echo of "Taps."
(Photo James Hwang.) Courtesy: Town Crier.*

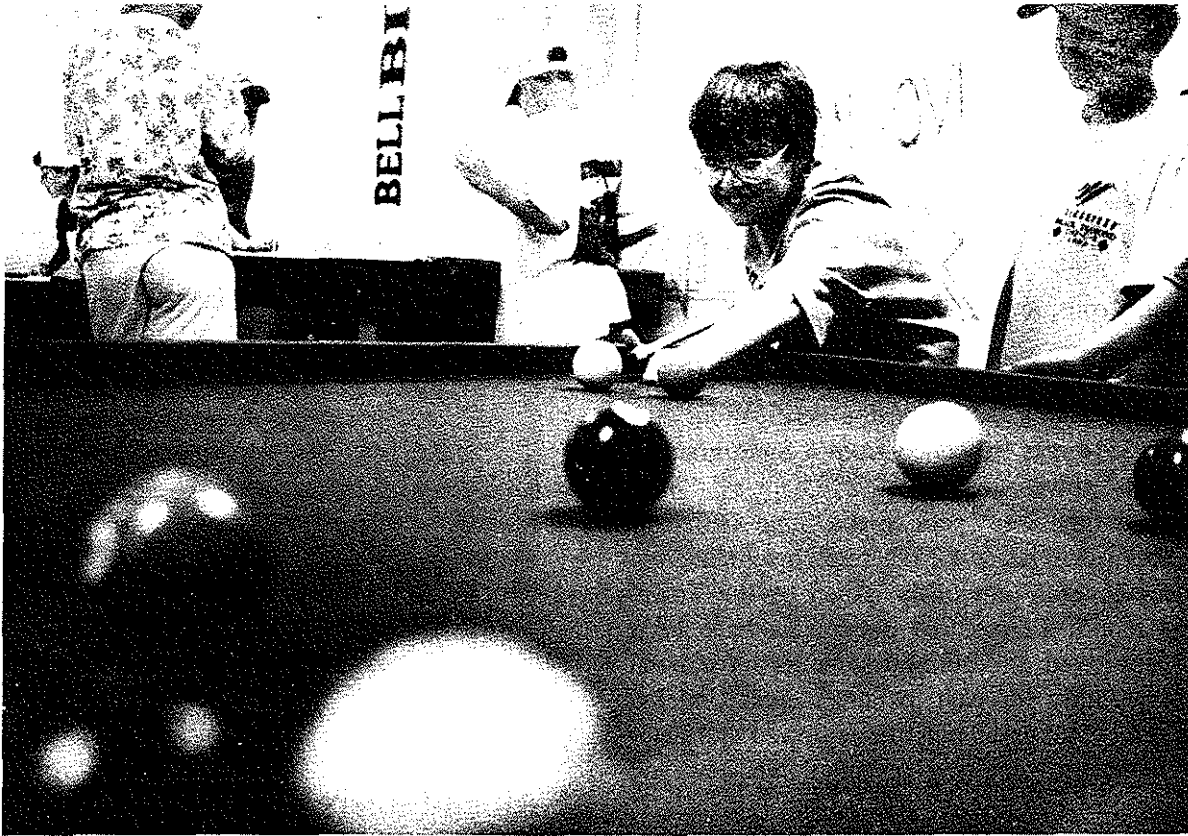
Park and Recreation Department

The Sudbury Park and Recreation Department office is located in the Fairbank Community Center. The Department is advised by five Commissioners, each elected to a three-year term. The Department is managed by fulltime recreation director, Patricia Savage, and fulltime parks and grounds superintendent, Jack Braim. The Atkinson Pool, which is under the direction of the Commission, is managed by Jamie Lamoreaux.

All recreation programs are coordinated by director, Patricia Savage. Summer programs include summer camps for children ages 3-10, tennis, golf and gymnastics lessons, a golf tournament, lacrosse, baseball, football and field hockey sport clinics and Wednesday evening band concerts. Program offerings during the other seasons include basketball, volleyball and jazzercise for adults; gymnastics, preschool classes, the American Girl's Club, Jazzerbuddies, incredible dinosaurs, cooking, painting and craft classes for children; the Jr. High after school program, and the Sunday afternoon gym and swim program.

The Teen Center, directed by Jean Lind, offers at least two evening programs a month throughout the school year for students in grades 7 through 12. The Teen Center is supported by a volunteer board of directors and utilizes parent and peer volunteers to staff events.

Four times a year, the Atkinson Pool offers members and non-members the opportunity to register for group and private classes in swimming, diving, scuba,

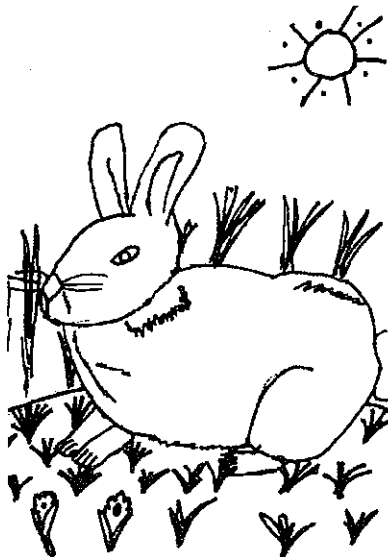


*Josh Baker lines up a shot on the pool table as Shawn Gueran looks on, at the teen center. (both are sixth graders).
(Photo Dennis Stein.) Courtesy: Town Crier*

aquasize, lifeguard training and water safety instructor. CPR and first aid classes are also given. The pool, which is handicapped accessible, offers child and adult programs sponsored by Easter Seals, and hosts the Lincoln-Sudbury Regional High School swim team and the Sudbury Youth Swim Team.

Every year the Commission has the honor of presenting the Frank G. Feeley Award to a towns person who has volunteered many hours of time and has demonstrated love and commitment to sports and sportsmanship. The 1992 winner was Nancy Lewis, a teacher at Curtis Middle School, who donated hundreds of hours working with the youth of Sudbury.

In 1993, the Commission directed its attention to projects that improve existing parks and recreation facilities. A public/private partnership with Sudbury Youth Soccer made the installation of an irrigation system at Haskell Field possible. Also, a conceptual plan to renovate the Fairbank Community Center property and Haskell Field was drawn up. The Commission plans a major fund raising effort in 1994 to enable implementation of this plan.



Jessica Cox, 3rd Grade, Peter Noyes School

OUR HERITAGE

Town Historian

The Town Historian has been contacted on the average of once a week in 1993, making this our busiest year ever. The most frequent requests for information continue to concern family genealogies and old houses, although several high school and college students have asked for background information on the Town for papers and theses.

Under a grant from the Sudbury Foundation, former Town Historian Laura Scott continues to enter our early town records (those between 1638 and 1800) into a database. This database will eventually include records from the Wayside Inn and the First Parish Church. When this project is finished it will be of great value to scholars and historians, and will be accessible by computer at the Goodnow Library.

For residents and others wishing to do their own research, here is a brief guide to where to look for information:

TOWN CLERK'S OFFICE, Town Hall

1. Vital statistics (births, marriages and deaths) from 1638 to present.
2. Town Reports
3. Some files on prominent Sudbury Families

GOODNOW LIBRARY, Concord Road

1. Town records from 1638-1800 (on microfilm)
2. 18th Century Land Records for Massachusetts
3. Some of the Thomas Stearns' Papers
4. Hudson's History of Sudbury, Annals, Index
5. Additional town, local and family histories.
6. Some Revolutionary War military records

MIDDLESEX COUNTY REGISTRY OF DEEDS, North Cambridge, Massachusetts

Deeds and other land transaction records. (Your real estate agent can tell you the best way to find the information you need.)

MIDDLESEX COUNTY PROBATE COURT, North Cambridge, Massachusetts

Wills and inventories. (Knowing the approximate date that the will was probated will help speed up the search process.)

PICTORIAL HISTORY OF SUDBURY

The reproduction of most of the maps in this book is excellent and many include the names of property owners.

Memorial Day Committee

Memorial Day ceremonies began with prayers at the North Cemeteries by the graves of War of 1812, Spanish-American War, Civil War, and World War II veterans.

The main parade started at 9:30 a.m. on Boston Post Road. George Sharkey, World War II 69th Infantry Division veteran (European Theatre front line action), was parade marshal.

Memorial stops were made and prayers offered at several memorial sites: Hop Brook, Post Road honoring Naval veterans (Rev. Thomas Hillery, Sudbury Church); Civil War Monument, Concord Road (Father James Foley, Our Lady of Fatima); Wadsworth Memorial to the Indian Wars, (Chief Onkatakwe); World War II, Korean and Vietnam Memorials all at Wadsworth Cemetery, Concord Road (Sr. Mary McGovern, Our Lady of Fatima); World War I Memorial, Grinnell Park, Town Centre (James McHale, Our Lady of Fatima).



The Prayer was followed at each stop by music from the Ancient Fyfe & Drum Company, a patriotic song led by Mr. Ernest Triplett, a musket salute by the Sudbury Minute & Militia, and taps by Dean Yarbrough, Korean War veteran, with echo by David Bentley, World War II veteran.

The Sudbury, Hop Brook, and Thursday Garden Clubs decorated the memorials. Girl Scouts placed geraniums on veterans' graves.

In the line of march were: American Legion Color Guard, Marshal, committee, selectmen, town officials, veterans of all wars, Boy Scouts, Fyfe & Drum Company, Minute & Militia, Greater Lowell Indian Cultural Assn., Girl Scouts, Brownies, Daisies, and Cub Scouts.

Town Hall ceremonies began at 11 a.m. with the national anthem, greetings from town and state officials (Senator Robert Durand and Rep. Hasty Evans), and prayer by the Rev. Avis Hoyt-O'Connor (United Methodist Church).

Memorial Day essay contest winners, chosen from the annual entries coordinated by the Ephraim Curtis Middle School staff, were guest speakers at the Town Hall. Student speakers included David Fleischmann, Theodore Silverman, Jessie Hall, Meredith Katter, Alex Harte, Tim Ragonese, and Kirstin Johnson. Prizes of cash, savings accounts, savings bonds or gift certificates were presented to the contest winners, donated by the following local banks and merchants: Bank of Boston, BayBank, Middlesex, Shawmut, Sterling, West Newton Savings, Chiswick Trading, Raytheon, Star Market, Sudbury Farms, and the Sudbury Chamber of Commerce.

Sudbury Historical Commission

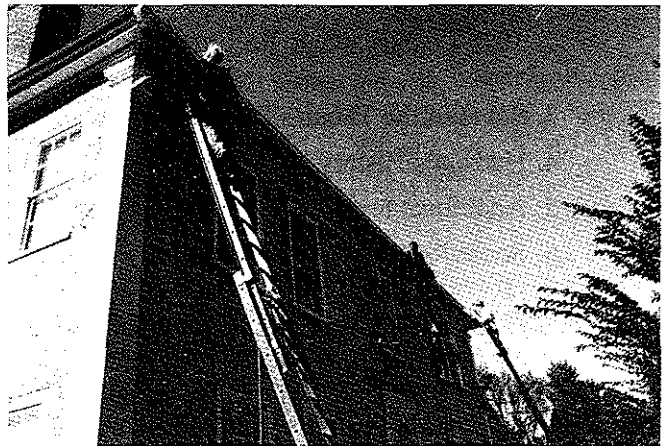
The Commission is pleased to report another significant year of fulfilling its responsibility of preserving and promoting the history of Sudbury. Over 4,000 hours of work have been given to Hosmer projects this year by Commission members, docents, and volunteers.

The Commission Charter mandates overseeing the Town's historic properties, one of which is Hosmer House with its extensive collection of Miss Hosmer's paintings. Hosmer House was built about 1815, and for many years served as a General Store, Post Office, Cobbler Shop and gathering place for Town activities. The Hosmer family bought the building in 1896 and passed it on to the Town in 1959. Hosmer House was again open to the public this year on major holidays, and sometimes musical groups from schools enter-



tained the visitors. Five local artists exhibited their art work at the October Open House. As usual, the house was beautifully decorated by local groups for the December holidays. Several local groups and private parties rented the house for meetings and special events during the year. Over two thousand people visited the house throughout the year. One of the Commission's activities was the design and production of a brochure that tells the story of Hosmer House. This just-released brochure was available to visitors at the first December Open House. It will assist their understanding of the museum that the Commission is creating.

The Commission's 12th annual cup plate was designed, produced, and put on sale at the December Open Houses. These annual designs depict local historic sites and events. This year's design shows a Nipmuc Indian woman at the grinding stone on Green Hill Road. It is produced both in clear and amberina color. Money from the sale of Pairpoint glass cup plates, and funds from the Town, Open House donations, and rentals aid in defraying the cost of the



*Installing a seamless gutter on Hosmer House to eliminate water from flooding the basement.
(Photo by Clay Allen, Commission Member)*

House's restoration program. The Sudbury/Wayland Lion's Club again made an annual donation from the proceeds of the Fourth of July Yankee Doodle Yard Sale.

Several significant changes and additions have been made to the exterior of Hosmer House during the year. Sections of the main roof, and roofs over the porch and shed, were reshingled. A gutter and downspouts were installed along the north section of the main roof, and drain pipes were installed at the foundation exterior, to carry off rain water which had been seeping into the basement. Commission members planted grass, mowed the lawns, and pruned the shrubs. The Thursday Garden Club made delightful flower plantings on the patio. Inside the house, smoke detectors were serviced and incorporated into the security monitoring system. More furniture was restored and exhibited. A few of Miss Hosmer's paintings were re-framed and exhibited. A dehumidifier, room air conditioner, and window shades were installed to aid in protecting the paintings. A refrigerator and upright piano were donated for the convenience of groups using the house.

Other Commission activities included the upkeep of the Haynes Garrison Site on Water Row, and the update of information about historic homes in the Town. This information will be sent to the Massachusetts Historical Commission and will also be kept on file in the library.

The Historical Commission meets at Hosmer House on the fourth Tuesday evening of each month. These meetings are open to the public.



Hosmer House

Historic Districts Commission

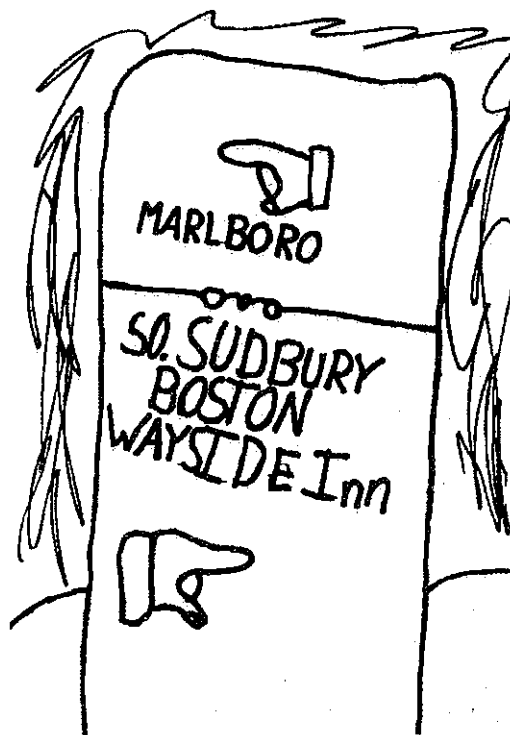
This year marks the 30th anniversary of the Sudbury Historic Districts Commission. The Annual Town meeting in March 1963 empowered the Board of Selectmen to appoint a Historic District Study Committee

to investigate proposed historic districts within Sudbury's borders. Appointees were Ira Amesbury, Chairman, Marion Stoddart, Secretary, Richard Hill, Ralph Barton, Robert Desjardin, Betty Warren, and Royal Haynes, Jr.

As a result of this group's study, The Acts of 1963, Chapter 40, enacted by the General Court of Massachusetts, established the Historic District Commission and the Sudbury Center Historic District. Subsequently, in 1967 two areas surrounding the Wayside Inn were combined to form the Wayside Inn Historic District, and the King Philip Historic District was established in 1972.

Although this year's number of applications for Certificates of Appropriateness was one third less than the boom-year of 1992 (read Carding Mill Cluster Development), 23 applications were approved: construction 10, additions 9, Painting 3, Signage 1.

Seven applications were for new houses.



Matt Graceffa, 4th Grade, Peter Noyes School

PUBLIC SAFETY

POLICE DEPARTMENT

The Police Department responded to a total of 7,456 calls for service this year, compared to 6,121 calls in 1992. This represents an increase of 21.8% for the year.

Crimes against property continue to be a problem in the community. There were 144 larcenies reported in 1993 compared to 106 in 1992, which reflects a 35.8% increase. There were 38 burglaries reported in 1993, the same as were reported last year. The number of vandalism reports decreased by 8.8%, from 239 in 1992, to 218 complaints this year.

The department has also seen an increase in the number of domestic violence calls over the past several years. In 1992 there were 57 reported incidents, this number increased to 62 in 1993, a 8.7% increase.

Accident scene investigations continue to require more of our time with 402 accidents investigated by officers this year. When compared to the 374 accidents investigated last year it reflects a 7.5% increase. There were another 313 accidents that were reported to the department that did not require an officer to respond. This would bring the total of accidents reported to the department to 715 this year, compared to 590 reported last year, which is a 21% increase. This increase in the number of accidents can be directly correlated to the increase in the volume of commuter and other transient traffic that passes through our community each day.

Selective traffic enforcement of motor vehicle laws continues to be a high priority of this department. In 1993 there were 2,091 complaint citations, and 3,354 written warnings issued, for a total of 5,445 for the year.

There were also 210 arrests made for various violations of the law, and a total of 24 people placed in protective custody this year.

The department's Drug Abuse Resistance Education program, (D.A.R.E.), a cooperative effort with the Sudbury School system, had another successful year with 194 students graduating in May. The instructor was Sgt. Anthony M. Deldon, who taught the 5th grade students at the Curtis Middle School. The program strategies are planned to focus on feelings related to self-esteem, interpersonal and communications skills, decision making, and positive alternatives to drug abuse behavior.

During the 1993-1994 school year the D.A.R.E. program will be taught by Officer Ronald Conrado to 245 students at the Curtis Middle School.

In 1994 we hope to have the Enhanced "911" emergency phone system on line. This system when in operation will be a major improvement over the basic "911" system now in use in the town. It has the capability to display the caller's name, address, and phone number immediately on a screen, and then print this information along with the time of the call.

This will eliminate the problem of emergency calls that are disconnected before this information is given to the dispatcher. We now would have to contact the Telephone Company for this information, thus delaying the dispatching of the emergency services needed. This system will also have the capability of communicating with deaf and hearing impaired persons.

The Police Department and Parking Clerk collected the following fines and fees for the Fiscal Year, July 1, 1992 - June 30, 1993.

Traffic Fines	121,547.50
Paid Detail Administrative Fees	9,613.69
False Alarms	8,695.00
Parking Clerk	4,919.00
License Fees	2,006.00
Copier Fees	2,197.00
TOTAL	\$148,978.19

FIRE DEPARTMENT

The Fire Department responded to 1155 calls for assistance during 1993. There were 21 fires involving structures; however, most of the fires were confined to the room or area of origin. I attribute this to early detection of the fires because of smoke detectors and a quick response by the Fire Department. One residence sustained extensive damage in a June fire, caused by an electrical wiring problem while the owner was not home. I must advise that our response time is hindered by the closing of the North Sudbury station and I believe it is only a matter of time before a serious incident occurs in that area of town; for that reason I will be asking the annual town meeting for an increase in the budget to once again keep that station open all the time.

The department responded to 586 emergency medical and accident calls this year and transported 428 times to the area hospitals. A mutual aid network pro-

vides that an ambulance is always available even if the Sudbury ambulance is out of town. Emerson Hospital provides a paramedic response if we request it and the Town has agreements with both LifeFlite and MedFlite helicopter services if patients need to be quickly moved to a trauma center for advanced life support care; we utilized this service this year.

The department collected \$40,793 in ambulance user fees this year. These are placed in the Ambulance Account and are used to partially offset the cost of providing the ambulance service. The department also collected \$10,000 in fees from permits and copying charges. Also in revenue the department received a reimbursement of \$5,914 from Civil Defense for storm related costs.

The annual town meeting authorized the purchase of a new ambulance and 4 wheel drive vehicle for the shift supervisor; both vehicles were received in August. The former shift supervisor vehicle was transferred to the Engineering Department as part of the Town's vehicle replacement program. The fall special town meeting authorized the department to contract with Comstar, Inc. to assume the billing and collection services for use of the ambulance, which became necessary due to the increasing complexity of insurance forms and electronic claim filing.

The department mourned the death of retired Chief Albert St. Germain in July. Chief St. Germain was Sudbury's first full time chief and oversaw the building of Stations 2 and 3 and had the vision over 20 years ago to purchase the site of the new fire headquarters. Although he retired in 1975, he was a frequent visitor to the stations and a counsel to me. He will be missed.

The department had personnel changes this year with the retirement of James Jackson and the resignation of Gerard Butler. The Board of Selectmen granted a leave of absence to James Kane who accepted a position in Governor Weld's office. The department hired Timothy Choate to fill one of the vacancies and the other vacancies will be filled effective Jan. 2, 1994.

The department spent much time this year involved in studies of regional dispatching. The Metrowest communities thru the Metrowest Planning Council engaged the services of a Chicago company to study the feasibility of regional dispatch for fire and police and, although the consultant said it could be done, the costs were high and almost immediately most towns withdrew their support. The towns of Wayland and Sudbury continue to discuss regionalization of dispatch primarily for the fire departments. The consolidation effort that had been proposed between Acton, Boxboro, Maynard, Stow and Sudbury has also been terminated because of the reluctance of certain towns to participate at this time. As your Fire Chief I still believe that regionalization of fire/EMS services will become a real-



*This is the exterior of the new firehouse in Sudbury.
(Photo by Sandy Hill.)*

ity in the future, but the state must become a partner to assist in the up-front capital expenses such as radio costs, alarm system integration, cabling, and telephone coordination.

The department has begun the underground tank registration program and continues to oversee the removal of underground tanks. During the past two years over 130 tanks have been removed, unfortunately not before some leaked. A leak occurred in March at Interstate Gas & Oil necessitating the placement of absorbent pads and booms along the brook and wetlands bordering Nobscot Rd. The Lincoln-Sudbury Regional High School also discovered one of their oil tanks had leaked when the tank was removed this summer. I would like to remind all residents who have underground tanks for heating oil that the tanks are required to be registered with the Fire department and that a removal time schedule has been established; a copy of the removal schedule can be obtained at the Fire Department.

The new station after one year has worked out very well. The building is now used by the Permanent Building Committee and the Resource Recovery Committee as their primary meeting place and is continually used for meetings such as the monthly department heads and by the school department for seminars. The Garden Club has donated a maple tree and in conjunction with Mrs. A-B's third grade class from Peter Noyes School planted over 300 daffodils in front of the building this fall. Paul Cavicchio Greenhouse donated a perennial garden bed and the annual bedding plants that brighten the front of the building; the planting was done by on duty firefighters. I wish to thank all those involved for their generosity in helping to beautify the grounds. The department invites the citizens to stop by the station for a tour.

Building Inspector

Cal. Yr.	New Residential		Non-Residential		Additions		Swimming Pools		Misc & Demolitions	Cert. of Occupancy
	Permits Issued	Est. Bldg. Costs	Permits Issued	Est. Bldg. Costs	Permits Issued	Est. Bldg. Costs	Permits Issued	Est. Bldg. Costs		
1989	32	4,276,630	13	504,773	230	5,251,397	11	122,000	60*	50
1990	25	3,413,480	10	1,519,250	203	4,587,807	13	145,800	84*	56
1991	43	5,836,590	16	1,164,900	188	3,299,788	9	115,058	47*	51
1992	110	15,626,375	15	188,400	170	3,224,871	8	151,000	45*	133
1993	62	12,618,072	8	101,400	218	6,318,394	8	101,400	47*	133
COMPARISON										
92-93	-48	-3,008,303	-7	-87,000	+48	+3,093,523	0	-49,600	+2	0

* Includes wood stoves and solar energy

No.	Source	Fees Collected
343	Building Permits	\$88,297
397	Wiring Permits	16,004
330	Plumbing & Gas Permits	9,727
		<hr/> \$114,028

Sealer of Weights and Measures

Device	Number Tested	Fee Collected
Pharmacy Scales	2	12.00
Scales 10 lbs. - 100 lbs.	58	352.00
Scales 10 lbs. or less	7	30.00
Scales 100 lbs. to 1,000 lbs. (Municipal)	1	0.00
Gas Pumps	55	448.00
Scales Not Sealed (Defective)	1	0.00
Total	124	842.00

We have started a new practice of keeping accurate records of all calls pertaining to dog complaints as follows:
 November 1993 - 91 calls received
 December 1993 - 70 calls received

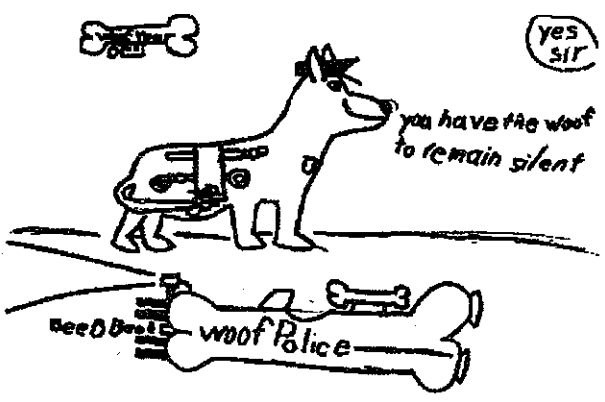
Animal Inspector

During the calendar year of January 1993 through December, 1993, one horse, one hamster, twenty-nine dog and twelve cat bites were reported and investigated.

In addition, 151 horses, 8 goats, 13 sheep, 3 swine and 25 birds were inspected on the property wherein they reside.

This was the year rabies was rampant in most of Massachusetts. In August of 1993 there were two positive cases of rabies in raccoons, and Sudbury thereby officially became a "rabies" town.

In February of 1993, the mandatory state law for rabies vaccinations of cats took effect. And on February 20, 1993 the Town held a low-cost rabies clinic for cats and dogs. One hundred and fifty-one animals were vaccinated that day; a similar clinic has been planned for the same time in 1994.



Joshua Tuxbury, Grade 3, Peter Noyes School

Dog Officer

During the year, there were 31 dogs picked up, of which 15 were claimed by their owners, 13 were sold, and 3 euthanized.

Civil Defense

The Civil Defense Office had a very productive year. The Town was able to receive \$18,688 from the Federal Emergency Management Agency (FEMA) as reimbursement for costs incurred by the Fire, Police and Highway Departments during the December 1992 snowstorm and the March 1993 storm.

As Civil Defense Director I attended quarterly meetings at Civil Defense Area 1 Headquarters in Tewksbury to stay abreast of current procedures and to be sure we were current with our operations plans. I also attended two seminars on completing financial application forms relating to the reimbursements received.



Tamara Bartlett, Grade 3, Peter Noyes School

PUBLIC WORKS

Resource Recovery Committee

The Resource Recovery Committee anticipates that Sudbury's landfill will be closed by March, 1995. The Committee has been primarily focused on developing a list of the Town's options following the closing of the landfill and evaluating the options on many factors: operating costs, initial investment and fixed costs, convenience, management, adaptability, effect on local businesses, ease and effectiveness of recycling and impact on the environment. We will present our findings and recommendations at Town Meeting.

The RRC assisted with the design of new signs which were installed at the recycling center in an effort to further educate residents on recycling procedures. Residents should understand that disposing of materials improperly can result in an entire load of the recycled material being rejected.

As a cost cutting measure, the recycling monitor's position and landfill monitor's position were combined, eliminating one position at the landfill. The entrance to the recycling center and landfill was changed to make it possible for the monitor to watch both incoming cars and the recycling area. Not having a full-time town employee monitoring the disposal of recyclables means that each user of the center needs to take more responsibility for correct disposal. Recycling guides are available from the landfill/recycling monitor. The RRC is committed to working with the highway department to ensure that our recyclables remain uncontaminated. Uncontaminated, separated materials command the highest prices in the recycling markets; therefore, it is to all town residents' advantage to maintain our high standards.

This year mixed paper was added to the list of items accepted at the recycling center. Junkmail, mixed office paper, magazines, catalogs, note paper, copy paper, and drawing paper may be disposed of in the mixed paper bin.



As of December 1, Sudbury became a member of the Coalition for North Central Waste Management, a regional recycling collaborative. Membership in CONCEWM allows the Town's recyclables to be combined with those of 14 other area towns to increase their value in markets for recyclable materials. CONCEWM also helps ensure that the Town receives the most competitive hauling rates for transporting the materials to markets.

Highway Surveyor

Highway

1993 was the first year for our contracted roadside mowing program. Walkway projects on North Road, Peakham Road and Powder Mill Road are in process of completion by Highway Department employees. Funding was secured for replacement of Dutton Road Bridge, construction of which is scheduled for completion in Spring 1994. Drainage problems continue to be a major concern for my department. In addition to our normal drainage maintenance program, we completed the construction on several minor projects.

Landfill

The recycling program has been expanded and improved this past year. A Book Swap has been added, and the new oil tank for recycling of motor oil has proved to be a real benefit to our operation. We have joined CONSEWM, an organization which helps us to get better rates by marketing our recyclables along with several other communities. We are currently investigating the possibilities of curbside pickup or the operation of a transfer station. If the state is successful in closing our landfill, we will be forced into one of these alternatives.

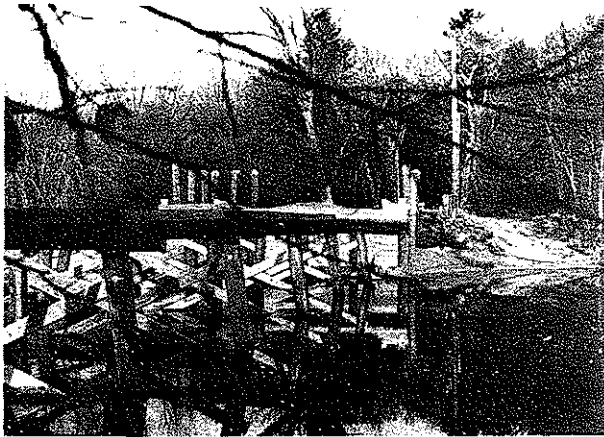
Cemeteries

The program of straightening tombstones has continued to improve the esthetics of our cemeteries. The increased use of lime and fertilizer has greatly improved the appearance of the turf. Contract mowing has worked well again this year.

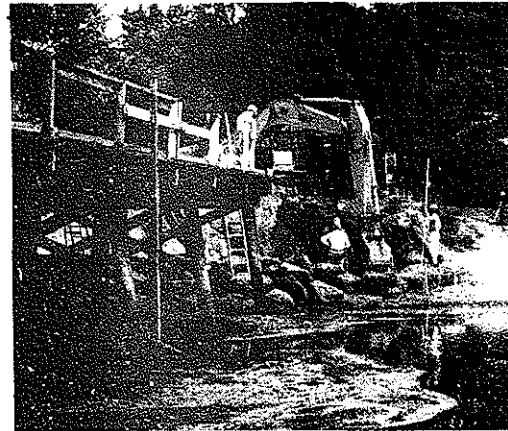
Tree Warden

The removal of dead trees was our highest priority for 1993. It may take two or three more years before we overcome our backlog. The trimming of overhead branches will be a high priority for 1994. The planting of new replacement trees may have to become a community project due to budget cutbacks and the reduction of our workforce.

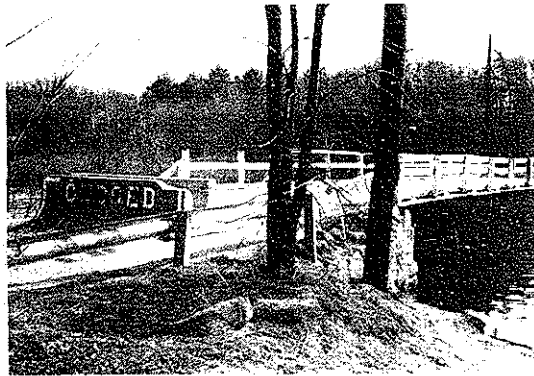
Sherman's Bridge Re-Opens On January 8, 1993



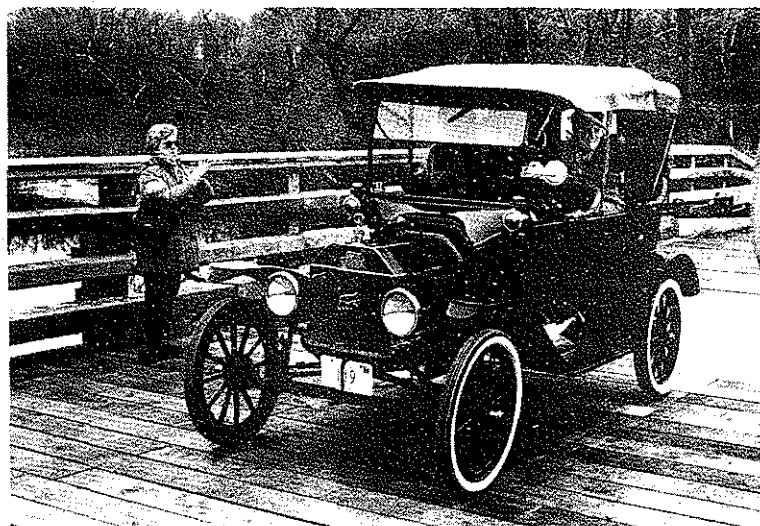
*Sherman's Bridge during construction.
Photo: Courtesy Town Crier*



*Workers take apart the Wayland side of Sherman's Bridge
as rebuilding begins. (Photo Geoff Edgers) Courtesy Town Crier.*



*Bridge prior to construction
Photo: Courtesy Town Crier*



*In his 1915 Ford Model T, Bob Noyes chauffeurs dignitaries including State Sen. Cile Hicks,
pictured waving, from the Sudbury side to the Wayland side. (Photo Art Illman) Courtesy Town Crier.*

Wayland-Sudbury Septage Treatment Facility

Operational Review Committee

During FY 1993 the plant operation proceeded smoothly and the quality of the discharge met or exceeded the the Department of Environmental Protection permit. At the end of the fiscal year a new consulting engineering firm was chosen after an extensive search was conducted, including three meetings with the potential companies. The firm selected was Camp, Dresser & McGee and we trust a long lasting relationship will develop.

Due to the upset of the process in February 1992, the leachate has continued to be sent to the Medway sewage treatment facility. We are attempting to have this processing returned to the Wayland-Sudbury Septage Treatment Facility.

The final reimbursement payment for the Federal government was received in March for \$109,310.

During this year the plant received a total of 7,108,680 gallons of septage. This was an increase of 981,615 gallons from FY 1992. 56.41% of the total septage during 1993 was from Wayland. The total bill-

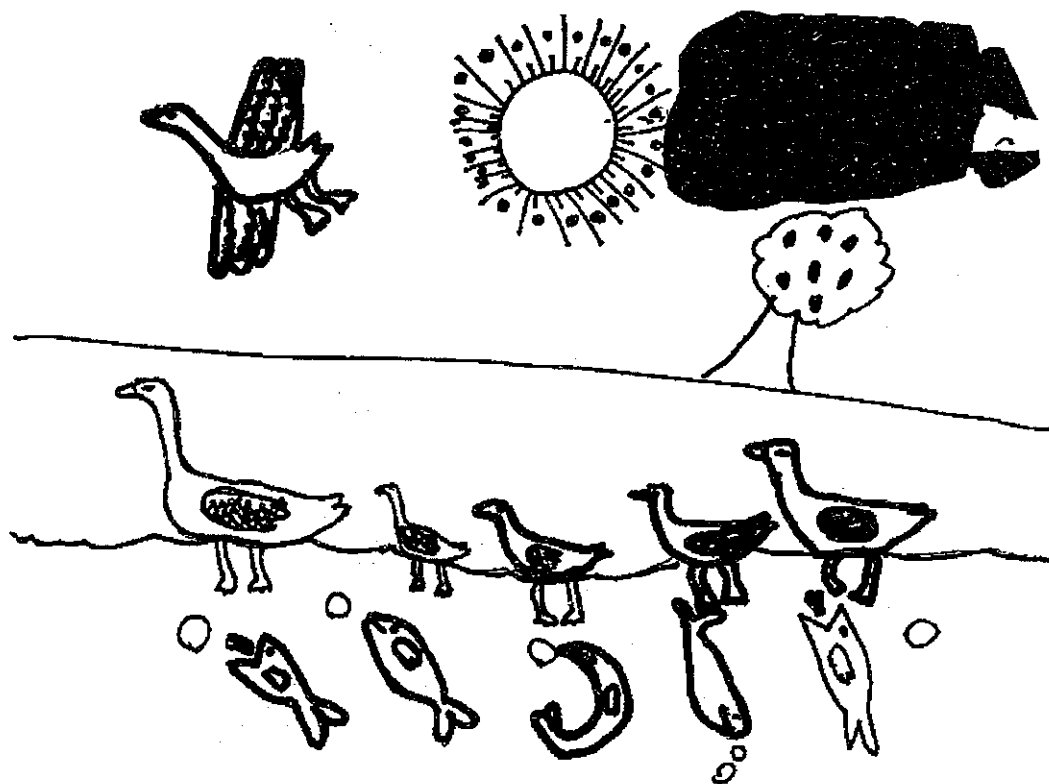
ing for the plant was \$604,879.42 and the total number of residences pumped was 3,338 — 1,672 from Wayland and 1,666 from Sudbury. Commercial pumping amounted to a total of 868 manifests, 551 from Wayland and 317 from Sudbury.

The Committee agreed upon an anticipated FY 1993 total of 6.4 million delivered gallons. The fee rate remained the same as the previous year at 7.5 cents per gallon. A 500-gallon minimum and a charge of \$5 for Sudbury and Wayland recreational vehicles was again approved. Outside recreational vehicles are accepted at a \$10 fee.

Sudbury continued the billing operation for both towns. The collections have been good resulting in a positive balance in the enterprise account. At the end of the year a total of \$92,352.12 was outstanding.

The Committee continues to set aside money for replacement of worn-out equipment to improve the operation of the plant and maintain the quality of discharge and service to both towns at a reasonable cost.

This year, Albert St. Germain of Sudbury, a member of the Committee since 1976, passed away at the age of eighty-four. We would like to remember him for all his time and devotion to serving the towns.



Ashley Holzwasser, Grade 3, Peter Noyes School

PLANNING AND DEVELOPMENT

Board of Appeals

The Board of Appeals was created by the Massachusetts General Laws, Chapter 40A, and is provided for specifically in Sudbury's own Bylaws. It exists generally to grant relief from the Town's Bylaws when literal enforcement would constitute a hardship to the property owner. It also acts as Sudbury's "special permit granting authority" in cases involving such things as signs, home occupations, accessory apartments, private schools, low income housing, etc.

As such, the Board plays a significant role in determining exactly what can or cannot take place in Sudbury's various zoning districts. The cases considered during 1993 and the actions taken thereon are listed below. They clearly indicate the broad scope of ZBA deliberations and the critical impact of its actions on the character of the Town. All actions of the Board are a matter of public record and are on file with the Town Clerk. A denial means that an applicant may not reapply for two years. A withdrawal without prejudice allows the applicant to reconsider and reapply. An asterisk indicates that a variance or special permit has been granted with restrictions to safeguard the public good.

In 1993, the caseload of the Board decreased somewhat due to the successful passage at Town Meeting of an article broadening the rights of owners of nonconforming lots. Several major cases involved Route 20 properties, an area of concern to most residents. Additionally, the continuing number of cases involving what are now considered "customary home occupations" has prompted the Board to recommend changes to the Bylaws by way of a Warrant Article to be submitted to the 1994 Town Meeting.

The Board accepted the resignation of Derek Gardiner who served several years as an Associate. Derek has moved from Sudbury.

The Board is admirably assisted in its deliberations by input from all Town Boards, and particularly from the Engineering and Building Departments.

During the year the Board heard 70 cases:

59 were granted
8 were denied
3 were withdrawn

93-1 MOORE, M.C. & Son

Morse Road (Lots 7,8,9)

Variance from Cluster Bylaw to reduce the minimum required lot area

WITHDRAWN WITHOUT PREJUDICE

93-2 MOORE, M.C. & Son

Morse Road (Lots 1-10)

Variance from Cluster Bylaw to reduce the minimum required perimeter buffer

WITHDRAWN WITHOUT PREJUDICE

93-3 MIDGLEY, Earl D. & Alyce Marie

37 Grindstone Lane

Special Permit to alter and enlarge a nonconforming structure

APPROVED

93-4 CALABRO, John R. & Jennifer M.

26 Summer Street

Variance to legalize an existing mudroom and deck with a sideyard setback deficiency

APPROVED

93-5 TUCKER NOMINEE TRUST

75 Union Avenue

Special Permit to allow a wholesale/retail apparel operation

*APPROVED **

93-6 JONES, Philip R.

12 Clark Lane

Special Permit to alter and enlarge a nonconforming structure

APPROVED

93-7 VAZAL, Frank J.

222 Hudson Road

Renewal of Special Permit to conduct a customary home occupation, specifically an accounting practice

*APPROVED **

93-8 FISKE, Barry J.

35 July Road

Special Permit to alter a nonconforming structure

APPROVED

93-9 SCRIVANOS, Constantine

378 Boston Post Road

Special Permit for installation of a PVC and associated rip-rap within a Flood Plain Overlay District

APPROVED

93-10 CAMP SEWATARO, INC., & Liberty Ledge Real Estate Trust
One Liberty Ledge & 213 Haynes Road
Renewal of Special Permit to conduct a summer day camp and instructional soccer
*APPROVED **

93-11 ALLEN, Meredith & Paul
11 Allene Avenue
Renewal of Special Permit to maintain a kennel for five dogs
*APPROVED **

93-12 AMES, ADAM
285 Marlboro Road
Special Permit to alter and renovate a pre-existing nonconforming structure
*APPROVED **

93-13 DICICCO, Dennis & BENNETT, Hilary
60 Victoria Road
Temporary Permit to allow construction of a second house on a lot, the first house to be removed following completion of construction on the second house
*APPROVED **

93-14 HANNER, Karl L.
20 Pinewood Avenue
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-15 DESJARDIN, Grace
254 Old Sudbury Road
Renewal of Special Permit to conduct a Bed & Breakfast on the premises
*APPROVED **

93-16 JARMULOWICZ, William & Rhona
23 Beechwood Avenue
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-17 SEAQUIST, MARILYN
395 Boston Post Road
Special Permit to conduct a customary home occupation, specifically the sale of antiques
*APPROVED **

93-18 MCNEILL, GAIL W., DR.
21 Union Avenue
Renewal of Special Permit to operate a veterinary kennel and clinic
*APPROVED **

93-19 MISHKIN, Marvin
124 Stock Farm Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-20 LAKES REALTY TRUST
17 Birchwood Avenue
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-21 YOUNG, Assunta & SHAFFER, Kenneth C.
18 Allene Avenue
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-22 GRIESEL, Richard & Ruth
149 Morse Road
Special Permit to allow a single accessory dwelling unit for a low or moderate income family
*APPROVED **

93-23 HULLINGER, Michael T.
185 Horse Pond Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED

93-24 OWENS, Michael J.
9 Nokomis Road
Special Permit to alter a nonconforming structure
APPROVED

93-25 HARVARD COMMUNITY HEALTH PLAN
631 Boston Post Road
Variance to allow a freestanding sign to be located closer than the required minimum to the edge of the road
DENIED

93-26 WHITE, Sally
781 Boston Post Road
Renewal of Special Permit to conduct a customary home occupation, specifically to groom four dogs per day
*APPROVED **

93-27 CROTTY, John & Hannelore
14 Pinewood Avenue
Special Permit to enlarge a nonconforming structure
*APPROVED **

93-28 MAJNO, Lorenzo & Mary Lee
10 Hudson Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED

- 93-29 BRAMBERG, Jane H.**
170 Hudson Road
Renewal of Special Permit to conduct a customary home occupation, specifically the sale of antiques
*APPROVED **
- 93-30 HARVEY, Susan & James**
132 Morse Road
Special Permit to maintain a kennel for ten dogs
DENIED
- 93-31 MAILLET & SONS, INC.**
971 Concord Road (Lot 5)
Special Permit to allow construction of a single-family residence on a lot within the Flood Plain Overlay District
DENIED (under appeal)
- 93-32 CUMMINGS PROPERTIES SUDBURY, INC.**
142 North Road
Use Variance to allow for use of the property as a congregate elderly housing and nursing facility with associated medical and allied health uses
DENIED
- 93-33 CUMMINGS PROPERTIES SUDBURY, INC.**
142 North Road
Variance to allow for an addition to the existing structure which would increase the building height allowed
DENIED
- 93-34 GILMORE, Peter B. & KINGSFORD, Cynthia M.**
89 Lincoln Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-35 GOULD, Stella**
40 July Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-36 THOMPSON, William R. & Judith F.**
20 Brooks Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-37 DORR, Peter & Diane**
22 Beechwood Avenue
Special Permit to alter and enlarge a nonconforming structure which will create side yard and rear yard setback deficiencies
APPROVED
- 93-38 CONNELLY, Maryann & Stephen**
4 Blackmer Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-39 VOLANTE, Gary & Janice**
7 Brentwood Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-41 WRIGHT, James & Sharyn**
21 Country Village Lane
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-42 SUDBURY CROSSING ASSOCIATES REALTY TRUST**
435 Boston Post Road
Special Permit to alter and enlarge a nonconforming structure by constructing a 7,200 s.f. addition to rear of TJ Maxx building
DENIED (under appeal)
- 93-43 LUCCESE, Alphonse, Jr. & Tracey**
68 Landham Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-44 BOOT, Phyllis E. & Jeffrey T.**
61 Pine Street
Renewal of Special Permit to allow a customary home occupation, specifically a word processing service
*APPROVED **
- 93-45 GRIFFIN, Paul & Denise**
7 Allene Avenue
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-46 PARIS REALTY TRUST**
490 Boston Post Road
Special Permit to allow a free-standing business sign
*APPROVED **
- 93-47 BROWN, Bradford & Mary**
63 Landham Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED

- 93-48 SOUCHEK, Richard**
246 Horse Pond Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-49 TEN BRINKE, Jurrinus & Geraldine**
27 Elaine Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-50 GARLISI, Charles & Joanne**
98 Blueberry Hill Lane
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-51 TITUS, James & Carol**
39 Lake Shore Drive
Variance to legalize an existing deck with front yard setback deficiency
APPROVED
- 93-52 SUDBURY LIMO SERVICE, INC.**
39 Massasoit Avenue
Special Permit to allow a customary home occupation, specifically a limousine service
DENIED
- 93-53 DUDLEY, Kenneth W. & Ruth B.**
30 Wagonwheel Road
Special Permit to alter a nonconforming structure
APPROVED
- 93-54 BOOT, Jeffrey T. & Phyllis**
61 Pine Street
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-55 WALDSMITH, William**
587 Hudson Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-56 FABRIZIO, Richard L. & Nancy L.**
33 Grindstone Lane
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-57 JAIXEN, Mylan**
25 King Philip Road
Special Permit to alter and enlarge a nonconforming structure which will create a side yard setback deficiency
APPROVED
- 93-58 HOAGLIN, David**
73 Hickory Road
Special Permit to construct and maintain a 70-foot radio tower
*APPROVED **
- BABINEAU, Deborah**
717 Boston Post Road
Special Permit to allow a customary home occupation, specifically to conduct arts and crafts classes in an existing structure located on the premises
*APPROVED**
- 93-60 HEPTING, Katherine D.**
6 Aaron Road
Renewal of Special Permit to conduct a customary home occupation, specifically an "Invisible Fencing" dealership
*APPROVED **
- 93-61 HONENS, Judith P. & Lawrie**
87 Woodside Road
Renewal of Special Permit to conduct a customary home occupation, specifically a catering business
*APPROVED **
- 93-62 TSR Realty Trust**
684 Boston Post Road
Variance to allow motor vehicle service or repair shops as a use within Water Resource Protection District Zone III
WITHDRAWN
- 93-63 BIELA, Marek**
684 Boston Post Road
Special Permit to operate an automobile repair shop, including occasional used car sales
*APPROVED **
- 93-64 JONES, Philip R.**
12 Clark Lane
Special Permit to alter a nonconforming structure by constructing a swimming pool, which will create a street centerline setback deficiency
APPROVED
- 93-65 US2 REALTY TRUST**
400 Boston Post Road
Special Permit to alter and enlarge a nonconforming structure
APPROVED
- 93-66 SUDBURY HOSPITALITY LP**
738 Boston Post Road
Special Permit to conduct a motel (inn) on the premises
*APPROVED **

93-67 SUDBURY CROSSING ASSOC. REALTY TRUST, INC.

435 Boston Post Road
Special Permit to alter and enlarge a nonconforming structure by constructing a 7,200 s.f. addition to the rear of the existing TJ Maxx store

APPROVED

93-68 SUDBURY CROSSING ASSOC. REALTY TRUST, INC.

435 Boston Post Road
Special Permit to install an oversized secondary sign

DENIED

93-69 SCHIRMER, William C. & Dorothy J.

850 Boston Post Road
Renewal of Special Permit to conduct a customary home occupation, specifically the sale of antiques

*APPROVED**

93-70 JOHN & MICHAEL MACKINNON

5 Concord Road
Renewal of Special Permit to allow the sale of antiques and collectibles only

*APPROVED**

93-71 TOWN OF SUDBURY

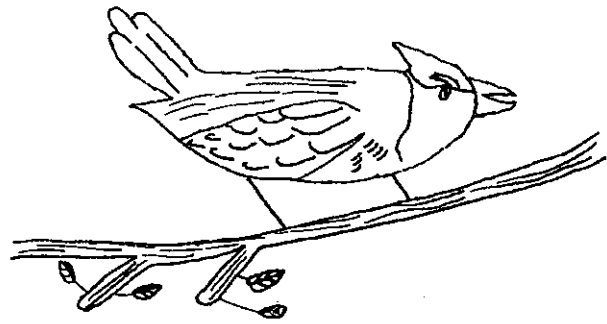
19 Washbrook Road
Special Permit to construct an open ditch within a Flood Plain District

APPROVED

Conservation Commission

1993 was a year of change for the Commission with two new members appointed in the Spring. Beginning in July, the Coordinator's hours were increased by one-third and a five hour per week clerical position was added. The additional staff time has enabled the Commission to become involved in town issues of environmental significance other than the administration of the Wetlands Protection Act. Some of these projects, all in the Route 20 area, included the Interstate Gas spill, the Dunkin Donuts proposal, and the T.J. Maxx expansion. Staff time was spent in reviewing these projects and providing input at town staff meetings.

The additional staff time has also allowed the Commission to evaluate the current condition of the major conservation areas in town and develop a maintenance schedule for projects that have not been accomplished in the last several years due to a lack of funding. These projects include the construction of a



Victoria Horan, Grade 3, Peter Noyes School

parking area at Barton Farms, the installation of gates and posts in Hop Brook as part of a project to deter the use of all terrain vehicles, the reconstruction of the retaining wall at Nobscot, and general trail clearing and marking on all properties. An agreement was entered into with a local farmer that allows agricultural use on part of the Lincoln Meadows conservation area. This agreement will keep the land in active agricultural production while continuing public access that will not be detrimental to the crops. Guided walks, beginning in early 1994, are planned on town conservation lands to familiarize the public with the local resources that are available. With a grant from the Sudbury Foundation, a new trail booklet is under development and will be available in early Spring 1994.

More time was spent by the Coordinator monitoring compliance of properties subject to the Wetlands Protection Act. Beginning in July, one day each week was dedicated to on-site inspections for proposed and under-construction projects. In many cases, meetings were held during project planning stages. These meetings resulted in a reduction in the number of enforcement actions from 18 in 1992 to 4 in 1993.

With the increase in the amount of building, the Commission received a total of 62 new Wetlands Protection Act filings. A total of 108 public hearings under the Act were held for new construction, amendments to approved plans, hearing continuations, and extension permit requests. These hearings included eight subdivisions or multiple house lot projects with detailed drainage reviews.

In June, the Commission received a small grant from the state's Department of Environmental Management to develop a Greenway trail corridor in north Sudbury linking the newly acquired 76-acre former Unisys property to existing public trails in both Sudbury and Concord. As a result of the plan developed with this grant, the Selectmen agreed to permanently protect the wetlands, the wetland buffer areas, and the trail linkages on this site. Signs and trail markers, pur-

chased with the remaining funds from the grant, will be posted in the Spring. The area is now known as the Frost Farm trail system. The Commission will continue to work with the Selectmen on plans for the remaining acreage on this parcel.

As more land is proposed for development, the Commission has become increasingly aware of the need for environmental protection beyond the basic standards in the state's Wetlands Protection Act. Sudbury relies on groundwater wells for municipal drinking water and individual septic systems for the disposal of residential, and most commercial, sanitary waste. In addition, the large expanse of flood plain areas associated with the Town's river corridors make Sudbury roads vulnerable to flooding. The Commission has spent much time in the Fall of 1993 developing a Wetlands Bylaw for presentation at the 1994 Town Meeting. The purpose of the bylaw is to protect residents from activities that are detrimental to the preservation of the values that wetlands provide for water supply protection and flood storage. Protection of these values becomes critical with the increased development in areas of marginal development potential and increased environmental sensitivity.

Design Review Board

The Design Review Board had a moderately active year. Efforts were made to explain the bylaws to the new businesses as they applied for a sign permit. We are aware that without the cooperation of the business community enforcement of the bylaws becomes a time consuming task. We also took photographs of offenders with the purpose of calling attention to the most flagrant offenders. The DRB has been concerned with facilitating enforcement of the design bylaw by the Building Department.

The Board regretfully accepted the resignation of Kaffee Kang our chairman and Gordon Yuen. Both contributed many hours to the Board's activities. We thank them for their efforts.

Currently the DRB has four members. We are short one member and are currently searching for a qualified replacement. We are fortunate to have added Marylyn Benson, a landscape architect, with a practice in Sudbury.

Frank Reipe was elected chairman this year. Frank is a local architect and has shown an interest in studying the zoning of sections of old Sudbury. This falls in line with the Sudbury Village Concept which we continue to support.

In the future we would like to encourage cooperation by supporting the spirit of the bylaws. A tastefully presented business environment is a benefit to all in our community.

Metropolitan Area Planning Council (MAPC) and Minuteman Advisory Group on Interlocal Coordination (MAGIC)

Throughout the year, MAPC has been representing the interests of communities in the region on a number of critical planning issues. In August, MAPC initiated a public information process for review and comment on the Regional Transportation Plan, a long-range planning document that lay out future transportation investments in the region. Working within the Metropolitan Planning Organization (MPO) structure, along with five other agencies, MAPC participated in the development of the Plan, mandated by the ISTEA (Intermodal Surface Transportation Efficiency Act) federal legislation. MAPC's involvement in the Regional Transportation Plan led to a final draft that was more reflective of local needs.

Other transportation planning initiatives that MAPC participated in on behalf of its communities include coordinating local review of amendments to the TIP (Transportation Improvement Program); the State Implementation Plan (SIP) for Air Quality; and the Program for Mass Transportation (PMT).

MAPC also participated in the federally required reclassification of local roads; hosted an informational forum on the SIP; coordinated and solicited Transportation Demand Management (TDM) and transportation enhancement project development and funding; and participated in an electric vehicle pilot program to demonstrate the viability of alternative fuel vehicles in Massachusetts.

MAPC's eight subregions continue to provide an important coordinating link between the towns and the region. Sudbury is a member of two MAPC subregions — MetroWest and MAGIC (the Minuteman Advisory Group on Interlocal Coordination). In 1993 both groups reviewed the Regional Transportation Plan. MetroWest also considered Bose Corporation rezoning issues: the proposed 990 retail complex and the proposed MBTA Worcester extension. The group also considered the feasibility of regionalizing emergency police and fire dispatch services on the PMT (Program for Mass Transportation) Advisory Committee and the JRTC (Joint Regional Transportation Committee).

MetroWest has a number of task force operations on water, open space, and bicycle pedestrian issues. In 1993, MAPC continued to provide technical assistance to the MetroWest Water Resources Committee in reviewing EIRs, ENFs and guiding the group's activities.

Last year the MAGIC subregion sponsored a Housing Information Exchange; conducted a housing survey and compiled the results into a MAGIC Housing Profile; and set-up a Housing Task Force to explore options for joint activities. During the year, MAPC also:

represented Sudbury and the other MAGIC communities on the Ft. Devens Citizens' Advisory Committee, set up to provide input to EOEAs on reuse planning issues;

began to monitor activities at Hanscom Field in response to the findings of the Strategic Assessment Report that Hanscom might be upgraded to meet future airport demand;

facilitated local input into the transportation planning process, raising issues regarding Route 2, the Route 27 bridge, the need for more commuter parking along the Fitchburg rail line, and the possibility of regional bus service to major employers; and

hosted a meeting with the subregion's legislators and a luncheon meeting between local officials and EOEAs Secretary Coxe to discuss subregional environmental including Title 5, groundwater and surface water protection, and the clean up of the Ft. Devens Annex.

As the lead agency for the development of the Overall Economic Development Program (OEDP) for the region, MAPC brought together local officials and the region's business community to develop the OEDP priorities. In January, the Economic Development Administration (EDA) approved MAPC's OEDP qualifying the projects contained in it for public works grants from the EDA. During the year, OEDP project funding by the EDA totaled \$1.8 million. Sudbury currently has one project listed in the OEDP.

MAPC's Data Center continued to develop and disseminate information on the communities in the region. Last year the center developed a 1990 census profile of sample data for each community in the region: surveyed and compiled an inventory of vacant industrial and commercial sites for each community in the region; and developed from the 1990 census, journey to work data and population and age group forecasts for each community.

MAPC staff also worked with Sudbury in the development and submittal of a preliminary plan to designate a portion of the community as a Concentrated De-

velopment Center (CDC). The plan was approved by MAPC's review committee and Sudbury now qualifies for CDC designation. CDC designation establishes priorities and guides infrastructure spending by targeting future development to areas of concentrated development.

Ursula Lyons, MAPC Representative
Carmine Gentile, MAGIC Representative
Lawrence Blacker, MAGIC Representative

Town Engineer

Recent studies indicate the Sand Hill Sanitary Landfill will stop accepting solid waste during the Spring of 1995. The Engineering Department and the Resource Recovery Committee are investigating alternatives to solid waste disposal. The most economical and viable options will be presented at Town Meeting in April.

The Massachusetts Highway Board of Commissioners approved ConRail's request to replace the Route 20 railroad crossing with a new rubberized crossing including cantilevered flashing light signals. This is finally being brought to fruition after receiving approval for funding in 1985.

Continuing with the walkway program, walkways were designed and constructed for North Road from Willard Grant Road to Haynes Road, Powder Mill Road from Virginia Ridge Road northerly approximately 210 feet, and Peakham Road from the railroad tracks southerly to Robert Best Road.

During the April floods, water elevations along the Sudbury River were monitored regularly and reported to the Department of the Interior Geological Survey Division.

In cooperation with the Massachusetts Department of Public Works Survey Section, the City of Marlboro and the Hudson Department of Public Works, the common boundary marker between the three towns was replaced.

Engineering and surveying services were provided to the Highway Department, Conservation Commission, Housing Authority, Public Schools, Park and Recreation, Planning Board, Board of Selectmen, and Water District. A partial list of those projects is as follows:

1. Candy Hill Road/Concord Road Drainage.
2. Guardrail survey for Federal Highway Administration Funding.

3. Topographic survey of Sand Hill Sanitary Landfill.
4. Drainage design - Meadow Drive, Washbrook Road, and Plympton Road.
5. Town line location - Unisys Property.
6. Soil testing, percolation testing, topographic survey for the new septic system located at Musketahquid Village.
7. Survey layout - Haynes School playground equipment.
8. Design and construction layout - Peter Noyes School drainage.
9. Ball field layout - Featherland Park.
10. Construction cost estimate - Fairbank Community Center.
11. Technical Review, Definitive Subdivision: Whitehall Estates, Cutler Farms and Wayside Estates.
12. Well location - West Street.

Negotiating Advisory Committee

The Negotiating Advisory Committee during the past year has worked with Labor Counsel, the Board of Selectmen and its staff to develop a process to be followed during the bargaining sessions which will provide consistency throughout the Town and result in contracts which are affordable to the taxpayer and fair to the employees. As part of the process, we recommended that the negotiating team be comprised of non-salaried personnel. The Board of Selectmen adopted our recommendations and during the next bargaining sessions, Labor Counsel and one of the elected Selectmen will be the members of the Negotiating Team.

We met with those Department Heads whose employees are members of bargaining units. The purpose of these meetings has been to understand the contracts so that our recommendations are consistently equitable throughout the Town. We have closely examined the contracts of each of the bargaining units and studied the effect of the various fringe benefits on the total cost of the contracts.

At the Annual Town Meeting in April the NAC offered recommendations regarding benefits of elected officials. The elected officials were not being treated equally or in accordance with our bylaws. We recommended that the Board of Selectmen correct these inconsistencies; this was accomplished by a vote of the Annual Town Meeting.

Long Range Planning Committee

During 1993, the Long Range Planning Committee (LRPC) reviewed the five-year capital plans for Fiscal Years 1994-1999, and submitted its report to the Town at the Annual Town Meeting (ATM). In its report, the LRPC identified its recommended priorities for capital projects proposed by Town Departments, Boards and Committees.

Following Town Meeting, four members of the LRPC rotated off the Committee. We very much appreciate the services of Robert J. Cusack, who served as Chair of LRPC, and members Robert A. Cala, Philip Ferrara, and David A. Palmer. L. William Katz assumed the Chair in May and Richard S. Bryant and Kathleen C. Precourt were appointed to three-year terms.

The Annual Town Meeting appropriated matching funds for an Organization and Management Study of Town government, excluding schools. The LRPC, along with representatives of the Selectmen and the Finance Committee, became the Management Study Steering Committee which reviewed three proposals and recommended MMA Consulting Group, Inc. to conduct the study.

MMA surveyed Town employees, interviewed representatives of Town Departments, Boards and Committees, and presented its findings and recommendations in two open meetings. The final report recommends restructuring Town operations under a Town Manager, reporting to the Selectmen. The Selectmen and the Finance Committee would be reestablished as the major policy boards of the Town. All committees except Fin Com would be appointed by the Selectmen and many would be eliminated or consolidated. MMA recommended expanding the Selectmen to five.

At the 1994 ATM the Selectmen will announce their plans for future implementation of the study.

The Town's Space Planning Committee proposed consolidating Town offices in the Flynn Building, following renovations. The LRPC released \$8,532.66 in Space Planning Funds from ATM87 Article 14 for architectural services under ATM93 Article 13. The Committee continues to support space consolidation efforts.

The Committee also continues to support the Resource Recovery Committee in its efforts to develop a replacement for the Landfill. In support of this effort, the LRPC is assisting the Selectmen in the development of a business plan for the Melone property.

In preparation for the 1994 ATM, the LRPC is evaluating Town capital plans through FY 2000. A six-year plan will be presented to the Finance Committee and the Town.

Metrowest Growth Management Committee

Selectman Judith Cope and Planning Board member John Rhome represent Sudbury on the MetroWest Growth Management Committee, an advisory coalition of the communities of Ashland, Framingham, Marlborough, Natick, Southborough, Sudbury, Wayland, Wellesley and Weston, and the Metropolitan Area Planning Council. The Committee fosters joint and cooperative action concerning growth and development in its member communities through regular communication among members and other interested parties. The Committee was supported in fiscal year 1993 with \$32,686 in contributions from the nine communities, office space and related services from Natick, and in-kind services from MAPC.

Dan Buttner and Loring Schwarz worked with the MetroWest Bicycle/Pedestrian Path Steering Committee to produce a plan, currently in the form of a draft bicycling map, to encourage safe on-street bike routes throughout the MetroWest region.

Ursula Lyons served on the MetroWest Water Resources Committee which formulates Committee response relative to water supply issues including the gravity sewer design through Elm Bank, MWRA filtration plant, plan for public access to Sudbury Watershed and progress of underground fuel storage tank removal in Natick. This group developed the first regional mutual aid agreement for emergency water sharing in the state.

Ed Thompson and the MetroWest Municipal Administrators Advisory Committee, under supervision of the Metropolitan Area Planning Council, conducted a cost feasibility study concerning joint emergency dispatching approaches. The managers also participated in a Total Quality Management municipal training program with funding from the Executive Office of Communities and Development.

Cathy Manwaring, Chairman, represented Sudbury on the MetroWest Open Space Task Force, which began geographic information system mapping, categorization and marking of MetroWest open space with funds received through a grant from the Department of Environmental Management.

The Committee is represented on the Board of Directors of a new public/private partnership known as the MetroWest Transportation Management Association, and the Joint Regional Transportation Committee, which serves in an advisory capacity to the EOTC, MBTA, MBTA Advisory Board, MA Highway Department, and MAPC.

The Committee provided timely review and comment to the state for projects including: Metropolitan

District Commission Sudbury Watershed Public Access Plan; Stratus Computer Expansion and Disposition of Railroad Right-of-Way, Marlborough; Natick Mall and Shopper's World; Bose Expansion, Framingham; Walmart, Hudson/Marlboro; and Westpark, Natick. The Committee was represented on the Citizen Advisory Committees (CAC) for the Wachusett Reservoir Treatment Plan and the MBTA Commuter Rail Extension to Worcester and the task force to review MDC land surrounding Reservoirs 1 and 2.

During its regular monthly meetings the Committee hosted the annual MetroWest Legislators Meeting and heard presentations on regional recycling options, revisions to Title V Regulations, the Massachusetts Planning and Development Act, and Non-point Source Pollution Control.

Permanent Building Committee

During 1993 the Permanent Building Committee (PBC) continued to work with the School Committee to complete some of the remaining items necessary to open the Nixon School. These items included additional lighting, plumbing repairs, and furnishings that were not included in the initial contract with the Granger Corporation. The PBC was also able to complete a necessary drainage project as designed by the Town Engineer, to prevent further flooding of the Noyes School cafeteria during heavy rains. By working closely with the School Maintenance Department, it was possible to complete these items at considerable savings to the town.

With the transfer of funds by vote of Town Meeting from the Nixon/Noyes renovation article, the PBC went out to bid to repair the Haynes School roof. The repairs included a complete new structural deck over the gymnasium and a new roof membrane and insulation over the entire structure. The bid package included alternatives that would have completed necessary repairs to the Curtis School roof and masonry. Unfortunately, there were not enough funds to complete the Curtis School alternatives and, therefore the School Committee with the support of the PBC will return to the ATM in April for the necessary funding.

Toward the end of 1993, the PBC interviewed architects and awarded the design contract for Phase 1 of the renovation pursuant to ATM 1993 Article 13 to consolidate Town Departments in the Flynn Building. The PBC looks forward to working with The Preservation Partnership in formulating the necessary plans to bring before the Town for funding.

Permanent Landscape Committee

We feel that the Town Center could be made more attractive. Accordingly, we have conducted a beautification program consisting of daily cleaning debris from the Common and surrounding areas, pruning the shrubs at Hosmer House, repairing mechanical and electrical faults in the street lamps that surround the Common, repairing and adjusting timers that turn the lights on and off daily, and replacing all 22 of the short lived 60-watt incandescent bulbs with attractive fluorescent tubes that last ten times longer and burn less than half the power while emitting almost double the light.

Also, in response to a request by the Selectmen's office to prepare a landscaping plan to improve the aesthetics of the Common, we convened a meeting at the Common consisting of personnel from the Selectmen's office, Park and Recreation Department, Highway Department, and representatives from the First Parish Church, Hosmer House, and townspeople.

Agreement was reached that the number of trees on the Common was excessive because they obstructed visibility of the buildings surrounding the Common. A further agreement was reached that a two-phase program would be implemented. The first phase was to up-limb the trees, i.e., remove tree limbs from the lowest up to a designated height. That phase was completed during the summer by the Park and Recreation and Highway Departments. The result is greatly improved openness which now allows people to walk and sit under the trees.

The second phase will be to remove selected trees completely from the Common. That phase was delayed until after the leaves have fallen so that visibility would permit a final plan to be developed.

We were requested by the Haynes School Principal to evaluate the planting design for the front of the school to hide the new parking lot. A meeting of school personnel with our Committee has not yet taken place.

All during the summer we watered, fertilized, and pruned the very attractive flowers in the Rotary Club planter located on the traffic island next to Hosmer House.

The Permanent Landscape Committee continues to be available to all Town boards and committees to recommend and assist with all landscaping plans involving Town property.

Inclusionary Zoning Study Committee

Last April, an inclusionary zoning by-law submitted by the Inclusionary Zoning Study Committee failed to gain a two-thirds vote of Town Meeting. Several suggestions were made during the debate which will be incorporated in a revised submission to the 1994 Annual Town Meeting. Other ideas which may be included are a set-aside of lots and a Housing Authority option on them in all developments of significant size.

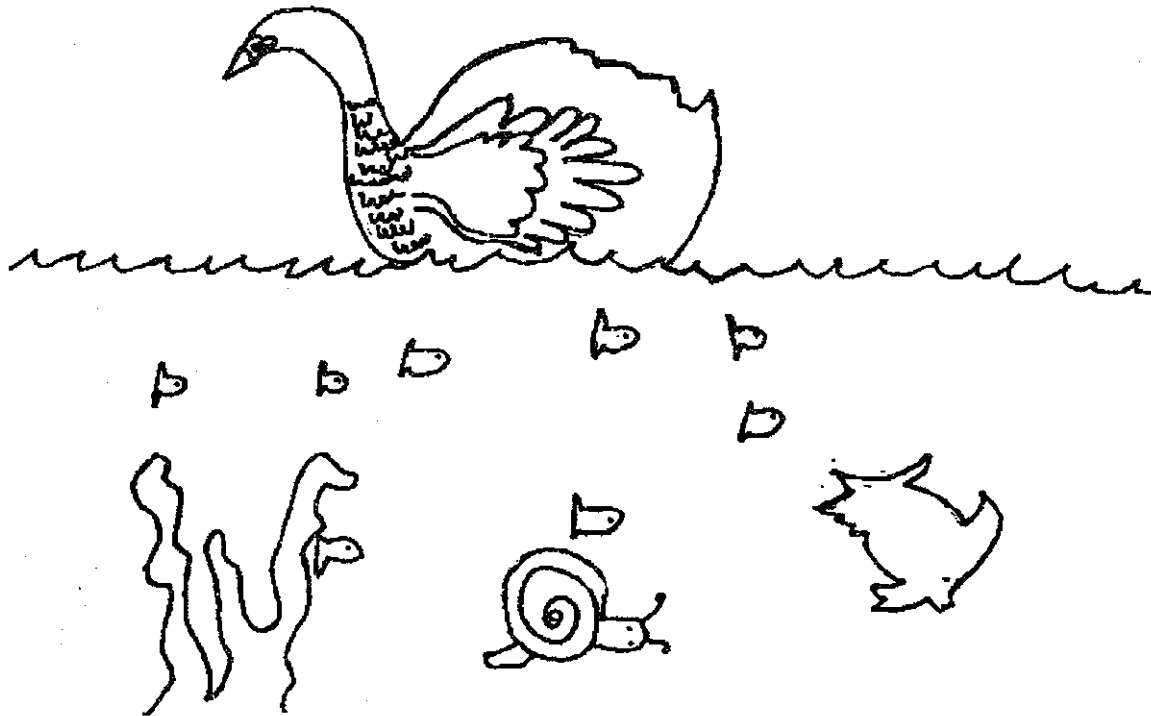
Last January we met with State Rep. Hasty Evans and staff from the office of State Senator Robert Durand to discuss enabling legislation for true inclusionary zoning. This would allow towns to require affordable units to be built by developers within new developments without special incentives (such as smaller lot size). Sen. Durand's office has informed us that such legislation will be submitted this year, and we will keep close tabs on its progress.

Hop Brook Ponds Study Committee

The Hop Brook Ponds Study Committee, with representatives from Sudbury and Marlborough, continues to meet monthly to analyze the degradation of the Hop Brook Ponds system and to examine near-term and long-term options for restoring the ponds.

The Committee completed its review of the available water sampling data, including new measurements provided by the City of Marlborough. The data show that the Marlborough Easterly Waste Water Treatment Plant has been the primary source of the pollutants — in particular phosphorus — that drive the noxious algae blooms that cover the ponds between May and September. Over the longer term returning these ponds to a healthy state must include reducing phosphorus levels entering the ponds by 90% or more. Toward this end the Committee reviewed a Marlborough-commissioned study of options for reducing phosphorus from its treatment plant. A summary report was prepared by the chairman, with comments from the full committee, titled *Phosphorous Reduction and Restoration in the Hop Brook Ponds System*. The report was accepted and approved by the Selectmen in September and subsequently sent to the U.S. Environmental Protection Agency for inclusion in that agency's deliberations on the relicensing of the Marlborough Waste Water Treatment Plant.

The Committee also tackled the problem of non-point source pollution of the Hop Brook Ponds system.



Karen Aerni, 3rd Grade, Peter Noyes School

Nitrogen and phosphorus run-off from properties along the Hop Brook can seriously degrade the waters. Information packets were assembled and a door-to-door visit to Hop Brook abutters was begun to inform them of the pollution hazards emanating from their properties and methods for controlling them.

The Committee is completing its final report to the Town. The report, which will be completed in early 1994, describes the Hop Brook Pond system in terms of its wildlife value, its human history, its 100-year relationship with the Marlborough Waste Water Treatment Plant, the problems plaguing the system, and options for improving its water quality.

Sudbury Planning Board

The Sudbury Planning Board exists under Section 81A of Chapter 41 of the Massachusetts General Laws. Its five members are elected by the Town and its duties are largely defined by state statute. In addition, other duties have been added from time to time by vote of the Sudbury Town Meeting.

Prior to the enactment of the Subdivision Control Law in 1953, the duties of the Planning Board largely consisted of studies of the Town resources, Master Plans for the Town, reports on the "condition" of the

Town and, in general, most planning functions within the Town.

This all changed in 1953 upon the enactment of the Subdivision Control Law. While the Planning Board's planning duties as defined in the statutes were never repealed, the huge task of monitoring and regulating subdivision plans became the overwhelming responsibility of the Board. This was not by choice. Its earlier responsibilities in general planning carried no rigid time frames and no penalties for failure to produce; in contrast, subdivisions now have to be dealt with, on time, or they will by law be deemed to be approved by default.

With limited budget and staff, the Sudbury Planning Board (and indeed, most planning boards) has to give first priority to subdivisions and only any balance of time or staff to the general planning. This has been especially true with funds for only a part-time staff, office open for less than a full week, and the increasing flow of subdivisions. The Board believes it would be for the good of the Town if it had funds and staff for general planning duties and has set its ultimate goal to that end.

In 1993 the major thrust of the Board's curtailed activities continued to be in the field of subdivision control. In addition, a limited number of site plan reviews and special permit applications came before the Board. The Board also reviewed all Board of Appeals

applications and in each case made recommendations to that Board.

In 1993 seven new subdivisions were taken under review and four were approved, fourteen Approval Not Required plans were analyzed and endorsed and two Water Resource Protection District permit applications were acted upon.

The following table sets forth those subdivisions under construction as of the year 1993:

1993

SUBDIVISION	DATE APPROVED	LOTS APPROVED	LOTS DEVELOPED
Ledgewood II	1980	16	0
Westway Hills	1983	30	29
Algonquin Oaks	1986	9	7
Cranberry Meadows	1986	30	23
Atkinson Farm	1987	48	35
Willis Hill	1987	60	0
Sudbury Woods	1988	20	15
Carding Mill	1989	30	27
Bowker VIII	1990	12	12
French Ridge	1990	2	0
Green Hill Estates	1990	6	0
Liberty Hill Estates	1991	69	12
Bent Pond III	1991	2	0
Haskell Brook	1991	2	2
Cutler Farm	1993	23	0
Prendergast	1993	2	0
Whitehall Estates	1993	11	0
Howe Estates	1993	2	2

Prior to 1993 the Sudbury Village Committee (a subcommittee of the Planning Board) had been working on the so-called Sudbury Village Project for the revitalization of downtown Sudbury along Route 20. This project made little progress in 1993 although the Board still actively supports the concept. A grant proposal was once again submitted to the Executive Office of Communities and Development for a sewer feasibility study for the Sudbury Village area. Due to very limited funding, no money was awarded to Sudbury. The Metropolitan Area Planning Council (MAPC) is scheduled to begin its review of the Sudbury Village Project as a Concentrated Development Center (CDC) in the spring of 1994. Designation as a CDC will place Sudbury on a priority funding list for infrastructure improvements related to this project.

In the Spring elections, Ursula Lyons was re-elected to the Board for a three year term. The Board then reorganized as follows:

John O. Rhome, Chairman

Carmine L. Gentile, Vice-Chairman

Ursula Lyons, Clerk.

Members appointed in other capacities were:

Water Resource Coordinator - Lael M. Meixsell

Affordable Housing Coordinator - Richard A. Brooks

MAPC Representative - Ursula Lyons

MetroWest Growth Management Committee - John Rhome

MAGIC Representative - Carmine Gentile

The Board continues to solicit your input regarding planning and development issues affecting the Town, and encourages your participation in meetings and special projects. We especially invite you to contact the Planning Office to communicate your ideas and concerns, and to explore where volunteer help is currently needed on tasks important to Sudbury, several of which have been postponed due to staffing and budget constraints.

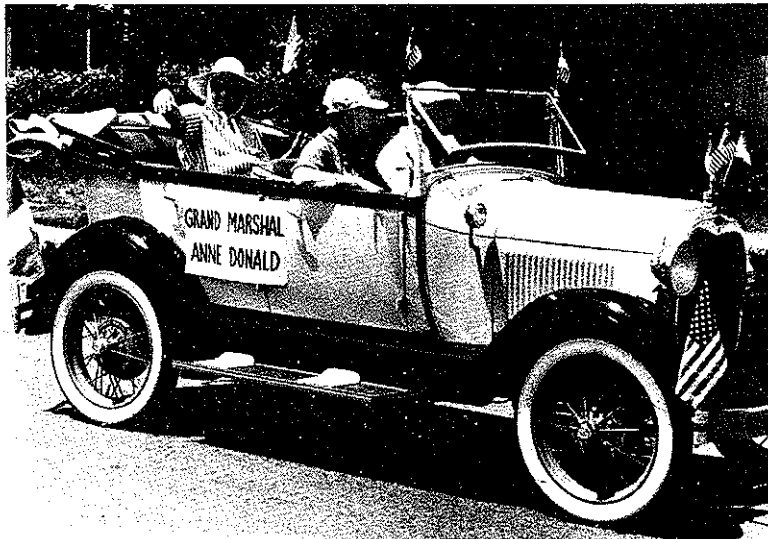


Daniel Kirshenbaum, 3rd Grade, Peter Noyes School

IN MEMORIAM

This year Sudbury has lost many of its prominent citizens.

We need to pay particular tribute to three citizens who, due to their commitment, interest and caring, have left a special legacy to our Town. Anne Donald, Chester Hamilton and Albert St. Germain are being specially honored by this report because they epitomize what Sudbury's spirit is about.



Anne Donald



Albert St. Germain



Chester Hamilton

IN MEMORIAM

WALTER ROBERT BECKETT (1930-1993)

Moved to Sudbury: 1959
Permanent Building Committee 1968-1975

MARGARET L. BENZIE (1923-1993)

Moved to Sudbury: 1956
Executive secretary at Curtis School 1967-1986

ANNE W. DONALD (1923-1993)

Moved to Sudbury: 1951
Finance Committee 1976-1979
Goodnow Library Trustees 1979-1980
Board of Selectmen 1980-1988
Fence Viewer 1980-1988
Representative to Sudbury Visiting Nurse Association 1980-1988
Middlesex County Advisory Board Representative 1981-1987
Designee to the MetroWest Growth Management Committee 1984-1988
Sudbury 350th Anniversary Celebration Committee 1986-1989
Council on Aging 1988-1993

SHIRLEY M. EY (1948-1993)

Moved to Sudbury: 1977
Secretary in Highway Department 1990-1993

GERTRUDE M. FARRELL (1913-1993)

Lifelong Sudbury Resident
Librarian at Goodnow Library 1961-1978

VIRGINIA (HAPGOOD) GALLAGHER (1907-1993)

Moved to Sudbury: 1957
Sudbury School Committee 1964-1966
Town Needs Committee 1966-1967

ROBERT W. GALLIGAN (1921-1993)

Moved to Sudbury: 1954
Goodnow Library Trustees 1970-1973

CHESTER HAMILTON (1922-1993)

Moved to Sudbury: 1960
School Needs Committee 1964-1965
Election Officer 1965-1979
Industrial Development Commission 1968-1973
Finance Committee 1978-1980
Treasurer 1980-1989
Temporary Collector of Taxes 1988-1989
First Town Treasurer and Collector 1989-1991

RALPH EDMUND HAWES (1907-1993)

Lifelong Sudbury resident
Board of Assessors 1943-1957

DOROTHY A. JENNINGS (1921-1993)

Moved to Sudbury: 1961
Secretary in Sudbury Public Schools 1966-1982

FRANK PIRRELLO (1909-1993)

Moved to Sudbury: 1940
Teacher in Sudbury High School 1944-1945
Principal in Sudbury High School 1945-1946
Elementary teacher in Sudbury Schools 1957-1974

HAMMOND G. REED (1926-1993)

Moved to Sudbury: 1953
Finance Committee 1966-1969

ALBERT B. ST. GERMAIN (1909-1993)

Moved to Sudbury: 1926
Special Police Officer 1946-1952, 1963-1975
Resuscitator Committee 1951, 1952
Committee to Study Office Space and Fire Department Space 1953-1954
Auxiliary Police 1953-1955
Building Inspector 1953-1967
Fire Chief 1953-1974
Forest Warden 1953-1974
Wire Inspector 1953-1974
Police Officer 1955-1963
Planning Board 1958-63, 1975-1978
Substandard Dwelling Study Committee 1962-1963
Civil Defense Director 1968-1974
Ambulance Task Force 1973-1975
Revolutionary War Bicentennial Committee 1974-1975
Operational Review Committee for Wayland/Sudbury Septage Disposal Facility 1976-1993

HILDA A. WHITNEY (1909-1993)

Lifelong Sudbury resident
Tercentenary Committee 1938-1940
Regional School Study Committee 1953-1954
Tree Survey Committee 1953-1954

SUDBURY AT A GLANCE

SETTLED:	1638 - Incorporated 1639; 354 years old in 1993		
POPULATION:	15,325 VOTERS: 9,848 (as of September 23, 1993)		
AREA:	24.7 Square Miles		
BUDGET FY 93-94:	34.0%	Local School K-8	\$ 10,020,841
	23.0%	Lincoln-Sudbury Regional High School	6,942,562
	1.0%	Minuteman Regional Vocational Technical High School	300,448
	58.0%	Total Schools	\$ 17,263,851
	4.0%	Debt Excluding LSRHS and MMRVTHS	1,156,017
	11.0%	Protection	3,383,816
	4.0%	Highway	1,341,452
	1.0%	Landfill Enterprise Fund	333,303
	3.0%	General Government	850,773
	2.0%	Finance	526,417
	1.0%	Library	405,016
	1.0%	Park and Recreation/Youth	172,588
	1.0%	Pool Enterprise Fund	290,936
	1.0%	Health	201,547
	11.0%	Unclassified/Miscellaneous	3,401,064
	98.0%	Total Operating Budget	29,326,780
	2.0%	Articles	566,893
	0	Borrowing	0
	100%	Total Budget	\$ 29,893,673
TAX RATE:	1993-94: \$16.15 Residential, \$26.43 Commercial/Industrial/Personal Property		
GOVERNMENT	Open Town Meeting form of government		
PUBLIC LIBRARY:	Goodnow Library, member of Minuteman Library Network		
SCHOOLS:	Two elementary, one middle school, Lincoln-Sudbury Regional High School and Minuteman Vocational Technical High School		
PUBLIC SAFETY:	Full-time Fire Department with three fire stations, also provides emergency ambulance service to hospitals Full-time Police Department		
RECREATION:	Atkinson Town Pool, supervised summer playground program, tennis courts and instruction, life (exercise) course, senior citizen picnic, band concerts, July 4th celebration, track meet, golf tournament, facilities and programs for baseball, basketball, football, gymnastics, hockey, ice skating, soccer, softball, and weight training.		
HOSPITALS WITHIN 10 MILES:	Emerson Hospital, Concord Metrowest Medical Center/Framingham Union Campus, Framingham Marlborough Hospital, Marlborough		
HEALTH CARE SERVICES:	Sudbury Visiting Nurse Association, Inc.		
HOUSES OF WORSHIP:	Baptist, Catholic (2), Congregational, Episcopal, Church of New Jerusalem, Jewish (2), Lutheran, Methodist, Presbyterian, Unitarian, and Non-denominational		
UTILITIES:	Electrical service, Boston Edison Company Natural Gas service, Boston Gas Company Water, Sudbury Water District Telephone service, New England Telephone Cable Television, Cablevision Systems Corp.		
TRANSPORTATION:	Bus service to Boston and Northboro by Cavalier Coach, Corp.		

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SHERMAN'S BRIDGE

OVER THE

SUDBURY RIVER

1993

