



AGENDA and NOTICE SCHOOL COMMITTEE MEETING

This is a hybrid meeting, allowing community members to attend and participate in public comment either in person or remotely.

Regular Session Meeting

Thursday, December 4, 2025

LOCATION

40 Fairbank Road, Sudbury, MA 01776 - Room 214

Dial In: 1 301 715 8592 - Webinar ID: 835 8824 7300

URL: <https://us02web.zoom.us/j/83588247300>

AGENDA

7:00 p.m. Open Regular Session

1. Public Comment 15 Mins
 - a. *At the start of each regularly scheduled School Committee meeting, community members may address the Committee. In-person attendees should sign in; remote attendees on Zoom should use the "Raise Hand" feature (in the Reactions menu, or under "More" on mobile). For remote comments, attendees must also type their full name into the Zoom name field in order to be called on. Per Policy BEDH, each speaker has up to three (3) minutes and must state their name and city/town. The Chair will alternate between in-person and remote speakers. Public comment is not a discussion or debate, but an opportunity to share opinions on matters within the Committee's authority. Meetings are live-streamed and recorded for SudburyTV; participation constitutes consent to be recorded and broadcast.*
2. Consent Calendar (Discussion/Action) 5 Mins
 - a. Communication to the Community about Special Town Election on December 16, 2025
 - b. Vote for Policy Adoption: Policy BGB, Step 3:
 - i. IMDA, Accommodations for Religious and Cultural Observances
 - ii. BEDH, Public Comment at School Committee Meetings
 - iii. BEA, Hybrid Meetings and Remote Participation
 - iv. ECAB, Access to Buildings and Grounds
 - v. EFBA, School Food and Nutrition - Meal Modifications
 - vi. JJE, Student Fund-Raising Activities
 - vii. KHB, Advertising in the Schools and Use of School Name/Logo
3. Business and Policy Matters
 - a. Discussion and possible vote regarding the establishment of a Budget Subcommittee, (Discussion/Action) 20 Mins including appointment of members
 - b. FinCom Documents for Budget Pressures Meeting, December 11, 2025 (Discussion) 10 Mins
 - i. Exhibit 1
 - c. FY27 Budget Planning (Discussion/Action) 90 Mins

Town Manager and Assistant Town Manager/Finance Director to join and present as needed

 - i. Town Manager's Budget Guidance
 - ii. Business Manager to Present Drivers of Cost Escalation in Three Year Forecast
 - iii. Review FY27 Budget Drivers
 - iv. Presentation of Administrative FY27 Priorities and Initial Discussion on Prioritization of School Committee and Administrative Priorities

- v. Review Budget Timeline and Communications
 - d. Superintendent Attendance and Participation in Capital Planning; Collaboration with the Town Manager Regarding the FY27 Preliminary Budget (Discussion/Action) 10 Mins
4. Adjournment

"This listing of matters is those reasonably anticipated by the Chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law."

*The next School Committee Meeting is scheduled for **Monday, December 8, 2025***

**Sudbury Public Schools
School Committee Meeting**

Date: December 4, 2025

Agenda Item: 2 - Consent Calendar

Recommendation:

Motion to approve the consent calendar as presented/amended.

- a. Communication to the Community about Special Town Election on December 16, 2025
- b. Vote for Policy Adoption: Policy BGB, Step 3:
 - i. IMDA, Accommodations for Religious and Cultural Observances
 - ii. BEDH, Public Comment at School Committee Meetings
 - iii. BEA, Hybrid Meetings and Remote Participation
 - iv. ECAB, Access to Buildings and Grounds
 - v. EFBA, School Food and Nutrition - Meal Modifications
 - vi. JJE, Student Fund-Raising Activities
 - vii. KHB, Advertising in the Schools and Use of School Name/Logo

Background Information:

Under Policy BGB, the Sudbury School Committee follows a structured, three-step process to adopt or amend district policies:

1. **Information** – The proposed policy is distributed in the agenda packet for Committee members to review. **(Completed at 11/3/2025 meeting)**
2. **Discussion** – The policy is read and discussed at a public meeting. This includes feedback from the Superintendent and/or relevant advisory committees, and may result in suggested edits or directions for redrafting. **(Completed at 11/24/2025 meeting)**
3. **Action** – The Committee may vote to adopt or reject the policy.
 - If significant changes are made during this step, the Committee may choose to extend discussion. **(We are at this step.)**

Due to there being no feedback from members of the School Committee on policies IMBA, BEDH, BEA, ECAB, EFBA, JJE, and KHB at the 11/24/2025 meeting and no administrative feedback, this has been placed on the consent calendar for potential adoption.

Attachments:

- 2.a. Community Letter from the Sudbury School Committee
- 2b. DRAFT POLICY IMDA - Clean, Redlined.docx
- 3b- DRAFT POLICY BEDH - Redlined

4b-Policy BEA - Draft
5.b. DRAFT EFBA Policy.docx
6b. DRAFT NEW ECAB Policy.docx
7.b. DRAFT JJE
8b. DRAFT KHB

Action:

XX

Report:

Discussion:

XX



Special Town Election - Tomorrow

December 15, 2025

Dear Sudbury Community,

This is a reminder that the Special Town Election will be held tomorrow, Tuesday, December 16, 2025. Two ballot questions concern the roof replacement projects at Josiah Haynes Elementary School and General John Nixon Elementary School. These projects were approved by voters at the Special Town Meeting on December 1 and require a second vote to finalize funding.

In-person voting will be held from 7am to 8pm on Election Day, December 16. All Sudbury precincts will vote at the Fairbank Community Center, 40 Fairbank Road.

These roof-replacement projects were accepted by the Massachusetts School Building Authority (MSBA), and the local vote tomorrow is the final step needed to secure state reimbursement and Town funding.

For more information, please visit:

[SpecialTownMeetingandElection-HaynesandNixonElementarySchoolRoofs.pdf](#)

Sincerely,,

The Sudbury School Committee

Karyn Jones (Chair), Jessica McCready (Vice-Chair), Nicole Burnard, Elizabeth Sues

CURRENT POLICY

IMDA - ACCOMMODATIONS FOR RELIGIOUS AND CULTURAL OBSERVANCES

The Sudbury Public School District is a religiously and culturally diverse community. In recognition of this diversity and in keeping with the districts' core values it is the intent of the school district to be aware of and to respect the religious and cultural observances of its students, families and staff.

Toward that end, any student who is absent due to a religious or cultural observance will, upon notification by the parent or guardian, have their absence excused. Families will be encouraged and invited to notify the school site of such plans at the start of the school year.

The District expects that classroom teachers will plan curriculum, major assignments, and assessments based on their awareness of their students' attendance plans recognizing the impact of significant absences on the educational process.

Any student who is absent because of religious or cultural observances shall be provided the time and the opportunity to make up missed work, activities, and / or assessments. It is expected that students will meet with their teacher(s) in advance of a planned absence or at least upon the first day of their return to agree mutually upon a due date for missed work. In no case shall the timeframe to make up missed work be less than the number of days missed plus one day. Teachers will be responsible for providing students with missed materials relative to future assessment.

Similarly, families will be encouraged and invited to notify coaches, advisors, club leaders, etc. of student absences for religious or cultural observances. Students will not be penalized (e.g. held out of post absence participation) in their extra-curricular activities (e.g. sports, theater, clubs, etc.) for such absences.

Open and timely communication between students, families and educators shall ensure that the opportunity to make up work does not place an unreasonable burden upon any of the parties.

Annually, the District will provide notification of this policy and a list of religious and cultural observances and their dates for the current academic year to all educators.

Approved on December 8, 2022

Sudbury Public Schools Policy IMDA - Accommodations for Religious and Cultural Observances

DRAFT CLEAN PROPOSED POLICY

IMDA - ACCOMMODATIONS FOR RELIGIOUS AND CULTURAL OBSERVANCES

Sudbury Public Schools Policy IMDA – Accommodations for Religious and Cultural Observances

The Sudbury Public School District values and respects the religious and cultural diversity of our community. In alignment with our core values and in accordance with Massachusetts law, it is the District's policy to ensure that students, families, and staff are supported in observing their religious and cultural practices.

Student Rights and Legal Protections

- Students who miss classwork or assessments because of religious or cultural observances must be excused from school and provided a reasonable opportunity to make up missed requirements.
- Such make-up opportunities will be offered without fees, penalties, or adverse effects on academic standing.
- Students are not required to prove religious affiliation to receive an excused absence. Similarly, the district will not require verification of the student's religious affiliation or observance.

Notification of Absences

Any student absent due to a religious or cultural observance will, upon notification from a parent or guardian, have their absence excused. Families are encouraged to share anticipated observance dates at the start of the school year and as dates approach, but advance notice is not a condition for excusal.

Students and families are also encouraged to notify coaches, advisors, and activity leaders of planned absences for religious or cultural observances. Participation in extracurricular activities will not be penalized due to observance-related absences, and reasonable make-up opportunities will be provided where practicable.

Annual Calendar of Observances

- Each year, prior to the beginning of the school year, the Superintendent will publish and distribute to all staff, students, and families a District Observances Calendar.
- This calendar will include a range of cultural and religious observances recognized in the community as excused absences. It is intended as a planning resource and is not an exhaustive list of all possible observances.
- The calendar will identify observances that are broadly observed by Sudbury Public School students and families. These days are designated as Broadly Observed Religious and/or Cultural days to assist in planning; this designation does not imply greater importance.

Expectations for Planning and Instruction

Educators and administrators are expected to plan curriculum, assignments, assessments, events, and accommodations with awareness of student absences and in recognition of the District's cultural and religious diversity.

For Broadly Observed Religious or Cultural Days

- **One-Time Events:** The District will avoid scheduling, whenever possible, school events—such as performances, field trips, athletic events, grade-wide programs, graduation, and the first day of school—on days identified as Broadly Observed Religious and/or Cultural Days. This provision

applies to District-controlled activities, whether scheduled during or outside of regular school hours.

For All Religious or Cultural Observances

- **Make-Up Opportunities:** Students absent for observances shall have the opportunity to make up missed work, activities, and/or assessments.
Coordination with Teachers: Students are expected to meet with teachers either in advance or upon their return to arrange due dates for missed work.
- **Minimum Timeline:** Students must be given at least the number of days absent plus one additional day to complete make-up work.
- **Teacher Support:** Teachers will provide necessary instructional materials to ensure students are adequately prepared for future assessments.

In-School Accommodations

SPS supports students in practicing their cultural and religious traditions while fully participating in school. Reasonable accommodations include:

- **Prayer and Reflection:** Students may access a private, quiet space during the school day for prayer, meditation, or reflection.
- **Fasting and Mealtime:** Students who are fasting may use an alternate supervised space during lunch.
- **Physical Education:** Students who are fasting may receive modified or excused physical activities without penalty.

Communication and Collaboration

Open and timely communication among students, families and educators is essential to ensure observance accommodations are respectful, reasonable, and manageable for all parties.

Annually, the District will provide notification of this policy and a list of religious and cultural observances and their dates for the current academic year to all educators.

Limitations

This policy applies only to district-regulated events and activities. The District cannot reschedule state-mandated or standardized tests (e.g., MCAS). However, the District strongly advocates for state testing authorities to avoid scheduling assessments that conflict with Broadly Observed Religious and/or Cultural Days to ensure equitable access for all students.

Policy IMDA Implementation Guide

The School Committee has delegated to the Superintendent the responsibility for developing and disseminating an Implementation Guide for Policy IMDA.

This guide will outline the operational procedures necessary to implement the policy, including the identification of broadly observed religious and cultural days. It will be reviewed and shared annually with SPS staff, students, families, and affiliated organizations, such as parent-teacher organizations and parent advisory councils.

Approved on: _____

Sudbury Public Schools Policy IMDA - Accommodations for Religious and Cultural Observances

REDLINE PROPOSED POLICY

Note: *Red text* represents policy draft edits presented at the 10/23/25 SPS Committee Meeting, **and** policy draft edits as discussed at the 10/23/25 SPS Committee Meeting.

The edits discussed at the 10/23/25 SPS Committee Meeting were limited to:

- *Striking the first and second bullets (Assignments and Assessments) under “For Broadly Observed Religious or Cultural Days.”* These two items will be addressed in the Superintendent’s Implementation Guide for Policy IMDA.
- *Striking “If scheduling on these days is unavoidable, the District will provide equitable alternatives, such as make-up opportunities or alternate dates, whenever possible.” from bullet three under “For Broadly Observed Religious or Cultural Days.* This sentence was removed as one-time events often do not have an equitable alternative.

Blue text represents an edit based on a question raised at the 10/23/25 SPS Committee Meeting. Background information related to this edit is included following the redline policy.

IMDA - ACCOMMODATIONS FOR RELIGIOUS AND CULTURAL OBSERVANCES

Sudbury Public Schools Policy IMDA – Accommodations for Religious and Cultural Observances

The Sudbury Public School District ~~is a religiously and culturally diverse community. In recognition of this diversity and in keeping with the districts’ core values it is the intent of the school district to be aware of and to respect the religious and cultural observances of its students, families and staff.~~ values and respects the religious and cultural diversity of our community. In alignment with our core values and in accordance with Massachusetts law, it is the District’s policy to ensure that students, families, and staff are supported in observing their religious and cultural practices.

~~Toward that end, any student who is absent due to a religious or cultural observance will, upon notification by the parent or guardian, have their absence excused. Families will be encouraged and invited to notify the school site of such plans at the start of the school year.~~

Student Rights and Legal Protections

- Students who miss classwork or assessments because of religious or cultural observances must be excused from school and provided a reasonable opportunity to make up missed requirements.
- Such make-up opportunities will be offered without fees, penalties, or adverse effects on academic standing.
- Students are not required to ~~disclose~~ *prove* religious affiliation to receive an excused absence. *Similarly, the district will not require verification of the student’s religious affiliation or observance.*

Notification of Absences

Any student absent due to a religious or cultural observance will, upon notification from a parent or guardian, have their absence excused. Families are encouraged to share anticipated observance dates at the start of the school year and as dates approach, but advance notice is not a condition for excusal.

~~Similarly,~~ Students and families ~~will be~~ are also encouraged ~~and invited~~ to notify coaches, advisors, ~~club leaders, etc.~~ and activity leaders of ~~student~~ planned absences for religious or cultural observances. ~~Students will not be~~ Participation in extracurricular activities will not be penalized ~~(e.g. held out of post absence participation) in their extra-curricular activities (e.g. sports, theater, clubs, etc.) for such absences.~~ due to observance-related absences, and reasonable make-up opportunities will be provided where practicable.

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~~The District expects that classroom teachers will plan curriculum, major assignments, and assessments based on their awareness of their students' attendance plans recognizing the impact of significant absences on the educational process.~~

Educators and administrators are expected to plan curriculum, assignments, assessments, events, and accommodations with awareness of student absences and in recognition of the District's cultural and religious diversity.

For Broadly Observed Religious or Cultural Days

- ~~• **Assignments:** No assignments may be due for any student on the day of the observance or the following school day.~~
- ~~• **Assessments:** No tests, quizzes, or other assessments may be scheduled on the day of the observance.~~
- **One-Time Events:** The District will avoid scheduling, whenever possible, school events—such as performances, field trips, athletic events, grade-wide programs, graduation, and the first day of school—on days identified as Broadly Observed Religious and/or Cultural Days. ~~If scheduling on these days is unavoidable, the District will provide equitable alternatives, such as make-up opportunities or alternate dates, whenever possible.~~ This provision applies to District-controlled activities, whether scheduled during or outside of regular school hours.

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~~Approved on December 8, 2022~~

Approved on: _____

DRAFT

File: BEDH - PUBLIC COMMENT AT SCHOOL COMMITTEE MEETINGS

All regular and special meetings of the School Committee shall be open to the public. Executive sessions will be held only as prescribed by the Statutes of the Commonwealth of Massachusetts.

The School Committee desires individuals to attend its meetings so that they may become better acquainted with the operations and the programs of our local public schools. In addition, the Committee would like the opportunity to hear public comment.

Public comment is not a discussion, debate, or dialogue between individuals and the School Committee. It is an individual's opportunity to express an opinion on issues within the School Committee's authority.

To ensure the ability of the Committee to conduct the District's business in an orderly manner, the following rules and procedures are adopted:

1. The public comment segment will be scheduled for 15 minutes and may be extended by the Chair or their designee. **Each speaker has up to three (3) minutes and should address their remarks through the Chair or their designee in a respectful manner.** Comments made during the public comment portion of the meeting do not necessarily reflect the views or positions of the School Committee.
2. Topics for discussion should be limited to those items within the School Committee's scope of authority. The authority of the School Committee primarily concerns the review and approval of the budget of the district's public schools, the performance of the Superintendent, and the educational goals and policies of the district's public schools. Comments and complaints regarding school personnel or students are generally prohibited unless those comments and complaints concern matters **within** the scope of **the** School Committee's authority.
3. **The Sudbury School Committee will have two ways in which the public can access public comment:**
 - a. **In-Person participation. Participants choosing to attend in person may attend the meeting and register upon arrival by signing their full name, city and town where they reside.**
 - b. **Remote participation. Remote attendees on Zoom should use the "Raise Hand" feature (in the Reactions menu, or under "More" on mobile) and must type their full name into the Zoom name field to be called on. When called upon, participants will have to say their full name, city and state before making public comment.**

4. For in-person and remote meetings, attendees will be called in the order in which they signed up. For hybrid meetings, the Chair or their designee will alternate between in-person and remote participants. During the meeting, all individuals participating in the public forum, whether in person or online, will be recognized by the Chair or their designee in chronological order, alternating between formats for hybrid sessions.
5. The Chair of the meeting, after a warning, reserves the right to terminate speech which is not constitutionally protected because it constitutes true threats that are likely to provoke a violent reaction and cause a breach of the peace, or incitement to imminent lawless conduct.
6. Written comments longer than three (3) minutes may be presented to the presiding Chair or their designee before or after the meeting.

LEGAL REFS.: M.G.L. 30A: 18-25

CROSS REFS: BE, SCHOOL COMMITTEE MEETINGS
BEC, EXECUTIVE SESSIONS

BEDA, NOTIFICATION OF SCHOOL COMMITTEE MEETINGS

SOURCE: MASC - Updated 2023

Approved by Sudbury School Committee: [REDACTED]

POLICY BEA

HYBRID / REMOTE PARTICIPATION AT SCHOOL COMMITTEE MEETINGS

Purpose

The Sudbury School Committee (the "Committee") recognizes that remote or hybrid participation in meetings (i.e., a member attending remotely while others attend in person) can enhance member accessibility, continuity of business, and public transparency. At the same time, the Committee must comply with the Massachusetts Open Meeting Law (M.G.L. c. 30A, §§ 18-25) and related regulations (940 CMR 29.00 et seq.) This policy sets forth the conditions under which Committee members may participate remotely (or via hybrid meeting formats) and the procedural safeguards for public access, notice, quorum, voting and record-keeping.

Scope

This policy applies to all regular, special, and emergency meetings of the Sudbury School Committee and any of its standing or ad hoc subcommittees or working groups (collectively, "public bodies") as defined under the Open Meeting Law. Remote participation under this policy is available only to Committee (or subcommittee) members, not to the general public (except as provided separately for public comment and access).

Definitions

- **"Remote participation"** means a Committee (or subcommittee) member participating in a meeting via a telecommunications or electronic medium (audio and/or video) from a location other than the official physical meeting location.
- **"Hybrid meeting"** means a meeting where some members (or staff) attend physically in the publicly-noticed meeting space and others participate remotely. The public may be present in person, remotely, or both, according to the meeting notice and format.
- **"Physical quorum location"** means the fixed, publicly-noticed place (meeting room) where the meeting is convened and where at least the number of members required for quorum are physically present.
- **"Public access link or means"** means the video conference link, telephone dial-in number, live streaming link or other access method provided to enable the public to hear and/or view the meeting remotely.

Permissible Reasons for Remote Participation

A member of the Committee may request remote participation only if the Chair (or, in the Chair's absence, the Vice-Chair) determines that one or more of the following circumstances make that member's physical attendance unreasonably difficult:

1. Personal illness or health condition;
2. Personal disability;
3. Emergency situation (eg., unavoidable travel delays, family emergency, childcare responsibilities, or illness);
4. 4. Active military service;
5. Geographic distance (member will be physically outside the Commonwealth of Massachusetts on the date of the meeting).

Technology and Public Access Requirements

1. The meeting notice shall clearly describe the method of public access (in-person location, remote link, telephone dial-in, streaming, or a combination) and any instructions for public participation (e.g., public comment).
2. The remote participation method must enable all participants (remote and in-person) and the public access to the meeting. All persons present at the physical location and all remote participants must be clearly audible to one another at all times; if video is used, remote participants must be clearly visible to the persons at the physical location.
3. Zoom is the preferred means for video technology for the Committee. If Zoom is unavailable, the acceptable means of remote participation is another videoconferencing method, conference telephone or any other technology that is available that enables the remote participant and all Committee members and visitors present to be clearly audible to one another. Text messaging, instant messaging, email and web chat without audio are not acceptable methods of remote participation.
4. If captioning, relay service or other assistive technology is required (for members or the public with disabilities), accommodations shall be provided consistent with the Americans with Disabilities Act and state law.
5. If the Chair determines that technical difficulties prevent effective remote participation (e.g., audio/video failure), the Chair may suspend the meeting, continue without the remote participant, or reconvene at a later time; any disconnection of a remote participant shall be noted in the minutes (with time of disconnection).
6. Any costs associated with remote participation (telecommunications fees, equipment rental, etc.) shall be borne by the District only if previously authorized by the Committee; otherwise, the remote member shall bear the cost.

Quorum, Voting and Attendance

1. A physical quorum of members must be present at the physical meeting location at all times, in accordance with M.G.L. c. 30A, § 20(d).
2. Remote participants count toward the quorum and may vote, provided that the remote participation complies with this policy and applicable regulations.
3. All votes in which one or more members participate remotely shall be taken by roll-call vote of each member participating, whether physically present or remote; the minutes shall reflect the remote participation status of each member.
4. At the start of the meeting the Chair shall announce the name of any member participating remotely. This announcement shall be recorded in the minutes.
5. If a Committee member is participating in an executive session remotely, the member must indicate at the start of the executive session that no other person is present or able to hear the discussion at the remote location, that they are not recording the meeting, and will let the public body know if those circumstances change during the meeting.

Request Procedure

1. A member requesting to participate remotely shall notify the Chair (or Vice-Chair) as soon as reasonably possible before the meeting, indicating the reason for remote participation and the remote location.
2. If the Chair determines in advance that the technology required for remote participation will not be available or reliable for a given meeting, the Chair will notify the member and deny remote participation for that meeting; any such denial shall also be announced at the meeting at which the request was considered.

Limitations

1. This policy does not apply to members of the public who wish merely to attend remotely. They are subject to the public access provisions separate from this policy.

Legal References

- M.G.L. c. 30A, §§ 18-25 (Open Meeting Law)
- M.G.L. c. 39, § 23D
- SPS Policy BEDH: Public Participation at School Committee Meetings
- Other applicable state and federal laws and regulations (e.g., Americans with Disabilities Act).

MGL Minutes and section through 25

DRAFT SCHOOL FOOD AND NUTRITION - MEAL MODIFICATIONS

The **Sudbury Public Schools (SPS)** is committed to complying with USDA nondiscrimination regulation (7 CFR 15b) governing the Child Nutrition Program and DESE's Office for Food and Nutrition Programs requirements.

In compliance with USDA and DESE regulations, the **Sudbury Public Schools** will provide substitutions to the school food service program's regular school meals at no extra cost for children who are unable to eat meals served because of their disabilities or other special dietary reasons.

1. Our programs will ensure that school meals offered through the district meet the meal pattern requirements set by the USDA.
2. We will make substitutions to meals at no extra charge for students with disabilities or other special dietary reasons that restrict the student's diet on a case-by-case basis after the family submits the necessary request form.
- 3.

LEGAL REF: USDA SP 59-2016: Policy Memorandum on Modifications to Accommodate Disabilities in the School Meal Programs and CACFP 14-2017, SFSP 10-2017 Modifications to Accommodate Disabilities in the Child and Adult Care , Program (SFSP) sponsors
DESE Meal Modifications in Child Nutrition Programs
Meal Modification Request Form

CROSS REF: STUDENT HANDBOOKS

Note: Program Operators/SFAs are encouraged but not required to consider children's cultural, religious, and ethnic preferences when planning and preparing meals. Variations must be consistent with meal pattern regulations for children's meals to be eligible for reimbursement.

This information should be included in all student handbooks so that parents have access/knowledge of this federal requirement.

SOURCE: MASC 2025

Approved by the Sudbury School Committee on **DATE**.

DRAFT ACCESS TO BUILDINGS AND GROUNDS

The buildings and grounds of the **Sudbury Public Schools** represent a significant community investment. The primary purpose of that investment is for the students of the school district.

It is in the best interest of the public that this investment be secured while nonetheless providing maximum possible community use of the district buildings and grounds.

During school hours when school is in session, access to the buildings and grounds of the **Sudbury Public Schools** are limited to district students, staff, and those with legitimate business with the school or district. Those visiting for recognized business must follow the district visitor policy and accompanying procedures. Access to school grounds during the school day, except for recognized school or district activities, is prohibited.

During outside of school hours and on non-school days, the public is welcome to use school grounds from dawn until dusk under procedures promulgated by the superintendent. Such use is secondary to use by any school or district activity or to any community use as provided through rental or donation.

Access to school buildings after school hours and on non-school days is only for attending school and district events or for uses authorized by the superintendent or their designee. Access within the building will be limited to only those participating in the authorized event. Such access will be limited to those rooms and spaces required by the event, including appropriate restroom access.

The superintendent will ensure that procedures enacting this and related policies are created and enforced.

CROSS REFS: ECA, Buildings and Grounds Management
 IHBA, Observations of Special Education Programs
 KF, Community Use of School Facilities
 ~~KF-R, Community Use of School Facilities~~
 KI, Visitors to the Schools

SOURCE: MASC – rewritten 2025

Approved by the Sudbury School Committee on **DATE**.

DRAFT

File: JJE - STUDENT FUND-RAISING ACTIVITIES

While the School Committee recognizes that fundraising activities have become a part of the school environment at all levels, the Committee wishes to ensure that students are not exploited by the process. The Committee further recognizes that families have different resources; those differences should, as much as possible, not be highlighted by school activities, including fundraising.

The Committee supports student involvement in the sale of tickets to scheduled athletic events, school dramatic and musical performances, and other school events where sales are required. Also, student publications that require the sale of advertising to sustain themselves and serve the student body and/or the community may involve students in such sales.

Charitable fundraising activities, especially those that are part of a community service event or program are encouraged provided such proposals are submitted to and approved by both the building Principal and the Superintendent.

Students and student groups are barred by state law and regulation from organizing raffles or games of chance, participating in sales of, or purchasing tickets of such games.

Other fundraising activities that would involve students in the fundraising process shall be submitted to the Superintendent for approval.

For safety reasons and because the School Committee recognizes that community members receive requests for support from many worthy causes, activities such as canning and door-to-door sales are strongly discouraged.

Fundraising activities may not involve competitions among students. Students may not be rewarded with additional recess, snacks, activities or any type of prize for having raised larger amounts of funds or reaching fundraising goals.

No money collections of any kind may be held in the schools without the specific consent of the Superintendent.

SOURCE: MASC - Updated 2024 2025

LEGAL REFS: MGL 271: 7A
940 CMR 12.00

CROSS REFS.: KHA, Public Solicitations in the Schools

Sudbury School Committee approved this policy on DATE.

DRAFT

File: KHB - ADVERTISING IN THE SCHOOLS AND USE OF SCHOOL NAME/LOGO

The School Committee may grant permission for advertising of commercial products or services in school buildings or on school property under guidelines or regulations it may approve. Otherwise, no advertising of commercial products or services will be permitted in school buildings or on school property. Publications of the school system will not contain any advertising. However, this will not prevent advertising in student publications that are published by student organizations, subject to administration controls, or the use of commercially-sponsored, free teaching aids if the content is approved by the administration.

Solicitation of sales or use of the name of the school system to promote any product will not be permitted by the Committee.

Use of the District and School Names, Logos, and Mascots

The use of the name “*Sudbury Public Schools*”, or any variation thereof, and the names, logos, mascots, or other visual identifiers representing the District or any individual Sudbury school, shall be permitted only when the activity, event, or project has received prior written approval from the Superintendent or designee.

In determining whether to grant such permission, the Superintendent shall consider the good name and reputation of the District, the appropriateness of the proposed use, and compliance with applicable policies, regulations, and branding guidelines.

The use of an individual school’s name, logo, or mascot shall likewise be permitted only with prior written approval from the building Principal or designee, subject to the same considerations and any district-wide branding or visual identity standards that may be established.

This policy applies to all external organizations, parent-teacher organizations, booster groups, partner organizations, and third-party vendors seeking to use the district or school names, logos, mascots, or related visual identifiers for any promotional, fundraising, or marketing purpose.

Unauthorized use of the district or any school name, logo, mascot, or related visual identity elements is prohibited. The Superintendent or designee reserves the right to revoke permission for use at any time if the activity or project is deemed inconsistent with the values or reputation of the Sudbury Public Schools.

It shall be the responsibility of the Superintendent or designee to establish procedures and

branding guidelines governing the appropriate use of district and school names, logos, mascots, and other visual identifiers, including standards for approval, required disclaimers, and revocation of permission when necessary.

CROSS REF.: JP, Student Gifts and Solicitations
KHA, Public Solicitations in the Schools
KBE - Relations with Parent/Booster Organizations
KF - Community Use of School Facilities
KHC - Distribution of Notices
JBB - Gender Identity and Inclusivity
IMDA - Accommodations for Religious and Cultural Observances

The Sudbury School Committee Approved this policy on **DATE**.

**Sudbury Public Schools
School Committee Meeting**

Date: December 4, 2025

Agenda Item: 3a - Discussion and possible vote regarding the establishment of a Budget Subcommittee, including appointment of members

Recommendation:

Move that the Sudbury School Committee establish a Budget Subcommittee for the purpose of supporting the Committee's work related to annual budget development, long-term fiscal planning, financial review, and oversight of school capital needs and capital planning efforts, as outlined in the Subcommittee's Charge.

Move to appoint members _____ and _____ to the Budget Subcommittee.

Background Information:

Attachments:

DRAFT Budget Subcommittee Charge

Action: XX **Report:** **Discussion:** XX

DRAFT Sudbury Public School Committee
Budget Subcommittee Charge

Mission Statement:

The Budget Subcommittee shall be composed of two members of the Sudbury School Committee, appointed annually by vote of the Committee at its organizational meeting. The Superintendent and the Director of Business and Human Resources shall serve as staff liaisons to support the Subcommittee's work.

Pursuant to M.G.L. c. 71, including §§ 34, 37, and 38N, the School Committee is responsible for establishing educational goals, developing and approving the district budget, and ensuring the responsible fiscal operation of Sudbury Public Schools.

The purpose of the Budget Subcommittee is to support the Committee's work related to annual budget development, long-term fiscal planning, analysis of district revenues, expenditure review, and understanding of capital needs that directly impact budget preparation. The Subcommittee conducts preliminary work, reviews data trends, and, when appropriate, makes recommendations to the full School Committee.

The Subcommittee serves in an advisory capacity only. All budget decisions, policy determinations, and financial votes rest solely with the full School Committee.

Committee Members:

MEMBER 1

MEMBER 2

Superintendent

Director of Business and Human Resources

Goals and Objectives: (process)

The Sudbury School Committee hereby establishes the Budget Subcommittee to support the district's fiscal oversight, strategic resource planning, and development of the annual operating budget. The Subcommittee shall:

Budget Development & Expenditures

- Review preliminary budget assumptions and major cost drivers, including staffing levels, special education expenditures, transportation, curriculum needs, technology, and facilities costs.
- Review multi-year expenditure trends and identify areas requiring additional analysis or clarification.
- Monitor special education trends, mandated costs, tuition projections, and service requirements that influence fiscal planning.

Revenue and Funding Sources

- Examine all major revenue streams supporting the SPS operating budget, including:
 - Chapter 70 state aid;
 - Circuit Breaker reimbursement;
 - Medicaid reimbursement;

- Federal, state, and private grants;
 - Revolving funds and fee-based programs;
 - Town appropriations and local receipts affecting SPS.
- Review the timing, volatility, and predictability of revenue sources to inform long-term planning.

Capital Needs and Long-Term Planning

- Review district capital needs, project timelines, and capital forecasts in coordination with the Superintendent, Director of Business and Finance, and Facilities leadership.
- Examine the financial impact of proposed or ongoing capital projects on the annual operating budget.
- Review and discuss multi-year capital planning as it intersects with operational budgeting.

Communication & Transparency

- Support development of clear, accurate budget documentation and communication materials for the School Committee, Town officials, and the public.
- Identify areas requiring further study or presentations at posted School Committee meetings.

Recommendations to the Full Committee

- Prepare draft budget guidelines or planning priorities, when appropriate, for consideration by the full School Committee.
- Recommend topics for agenda items during budget season to ensure transparent and informed decision-making.

Reporting Requirements (Deadlines, including to whom, when (dates)):

The Subcommittee shall provide periodic updates, at least quarterly, to the full School Committee during posted public meetings

Following each meeting, a Subcommittee representative shall notify the School Committee Chair and coordinate any needed follow-up with the full Committee.

Compliance with Open Meeting Law (OML):

The Budget Subcommittee shall operate in full compliance with the Massachusetts Open Meeting Law, including:

- Posting agendas at least 48 hours in advance, not including weekends or holidays;
- Recording, approving, and submitting minutes in accordance with district procedures;
- Maintaining accurate public records of all proceedings;
- Conducting business only with a quorum of Subcommittee members present.

A quorum shall consist of both appointed School Committee members.

Scope of Authority:

The Budget Subcommittee shall not:

- Negotiate contracts;
- Participate in collective bargaining;
- Commit district funds;

- Take any action binding the district; or
- Act on behalf of the School Committee outside its advisory capacity.

All actions requiring a vote must be taken by the full School Committee at a posted public meeting.

Approved by Sudbury School Committee on DATE..

**Sudbury Public Schools
School Committee Meeting**

Date: December 4, 2025

Agenda Item: 3b - FinCom Documents for Budget Pressures Meeting,
December 11, 2025
i. Exhibit 1

Recommendation:

Background Information:

Attachments:
FY26 SPS FinCom Exhibit I_251211

Action:

Report:

Discussion:

XX



Sudbury Public Schools

40 Fairbank Road

Sudbury, Massachusetts 01776

Phone: (978) 639-3211 Fax: (978) 443-9001

Brad J. Crozier

Superintendent of Schools

brad_crozier@sudbury.k12.ma.us

Donald R. Sawyer

Director of Business & Human Resources

donald_sawyer@sudbury.k12.ma.us

SPS FY2025 – Finance Committee Exhibit 1

December 11, 2025

1. Expenses

- a. Please describe any unanticipated FY26 expenses. Please indicate if you expect these expenses to continue into FY27.

[Unanticipated additional Out-of-District Tuition and related transportation costs. We anticipate these expenses to continue into FY27.](#)

- b. Please describe any FY26 budgeted expenses that were lower than anticipated. Please indicate if you expect these expenses to continue at these levels in FY27.
[N/A](#)

2. Revenues

- a. Please describe any unanticipated FY26 revenues. Please indicate if you expect these revenues to continue into FY27.

[None.](#)

- b. Please describe any FY26 revenues that were lower than expected. Please indicate if you expect these revenues to continue at these levels in FY27.

[N/A](#)

3. Staffing

- a. Please describe any new positions hired but not included in the budget presented to FinCom during budget hearings in February 2025.

[We experience several minor shifts in FTE due to need, but overall the district is -.469 FTEs from the FinCom Budget Hearing.](#)

- b. Please describe any positions that were cut after those budget hearings.

See above.

- c. Please describe any situations where funding was provided in the budget for positions, the positions were not hired, and funds were instead used to hire other positions.

N/A

- d. Please describe any hiring and/or staffing challenges.

The labor market has been extremely tight, causing the District to contract services at a higher rate until positions are filled.

- e. Please provide the total number of actual and budgeted FTEs by position.

<u>Staff Category:</u>	<u>FY26 FTE Budget</u>	<u>FY26 FTE Actual</u>	<u>Diff +/-</u>
Administration	4.0	4.0	0.0
Instructional Leadership	43.1	42.8	-0.3
Teachers	232.9	232.9	0.0
Other Teaching Services	109.285	110.716	1.431
Guidance, Counseling, Testing	20.4	19.6	-0.8
Pupil Services	15.8	15	-0.8
<u>Operations and Maintenance</u>	<u>16.67</u>	<u>16.67</u>	<u>0.0</u>
TOTAL GF BUDGET FTE's:	442.155	441.686	-0.469
Grant Funded	19.0	19.0	0.0
Pre-K Revolving	6.903	6.903	0.0
METCO	2.0	2.0	0.0
School Lunch Revolving	5.0	5.0	0.0
TOTAL FTE's:	475.058	474.589	-0.469

- f. Please describe any unexpected activity with respect to turnover, retirements, etc.

We have had a few unexpected midyear separations.

4. New Initiatives

- a. Please update FinCom on new initiatives for FY26.

EL Curriculum Rollout & Training

Elementary classroom teachers, literacy specialists, ELD teachers, and special educators in grades K-5 are in their first year of implementing the Expeditionary Learning (EL) curriculum. Professional development is periodic and ongoing with coaches from EL. Planning meetings are held weekly at the school level and bi-weekly and monthly at the district level.

MS Science Curriculum Update

Middle school educators use a phenomena-based approach, helping students connect learning to real-world observations for a deeper understanding of scientific concepts and practices. Following DESE's recommendation, we have implemented OpenSciEd, a high-quality instructional program, this year, and are reviewing the data on implementation.

UDL Retrofit

The UDL Retrofit project is a five-year initiative designed to modernize instructional tools in all SPS classrooms, ensuring both teachers and students have access to a unified set of resources that support inclusive teaching and learning. Guided by the principles of Universal Design for Learning (UDL), the project prioritizes tools that meet the diverse needs of all students, including those requiring specialized support. In our first two years, the Sudbury Public Schools successfully deployed 48 Touchview interactive displays and 72 Lightspeed Redcat audio systems to classrooms at all five schools.

Math Course Pathways Revision:

In the progression of mathematical concepts, 7th grade contains content that is more abstract than students have seen in the past. This level of abstraction impacts many students and as a result, we have created multiple options for students to master the content. In order to meet the needs of our students, we have kept our accelerated course in 7th grade and added a 7th grade math course. In the current cohort, one third of our students are in the Compacted 7/8 Math Course and two thirds of our students are in the Grade 7 Math Course. To continue to enable access to our Algebra courses in grade 8, we are offering additional options for students to master the necessary prerequisite content. We will be adding a 1-trimester elective course (in Geometry) for students to take in 8th grade that allows them to move from Grade 7 Math to Algebra and not impact the course progression at LSRHS. This new elective course will meet the standards in the MA Curriculum Frameworks for Mathematics in Grade 8, in the domain of Geometry.

- b. Please describe any new initiatives for FY26 that were not anticipated in the FY26 budget.

World Language Review

We have contracted with Athena K12 Educational Consulting to conduct an elementary Spanish program review to be completed by June 2026. This has been a long-standing SPS goal. We have reallocated funds from professional development to cover the cost of the review, which is \$15,000. It will identify the strengths and challenges of the program, assess the quality and consistency of curriculum and instruction, clarify district goals and evaluate the extent to which students are achieving these goals, and provide actionable recommendations.

- c. For each new initiative, please indicate if it will continue into FY27.

We are evaluating all programs and services as the FY27 budget is developed.

5. Please describe any Grants in excess of \$50,000 received for FY26

- a. Grantor (please clarify if federal or state)
b. Amount
c. Likelihood of continuation into FY27
d. Any change from previous fiscal year.

<u>Grantor [a]:</u>		<u>Total \$ [b]</u>	<u>Continue [c]</u>	<u>YOY \$ [d]</u>
State	METCO	\$ 527,398	Yes	\$ 66,220
Federal	240 - SPED 94-142	\$ 661,669	Yes	\$ 3,528
Federal	305 - TITLE I	\$ 68,064	Yes	\$ (1,420)

- e. How many FTEs are these grants supporting and what positions are supported.

	<u>Grant:</u>	<u>Position Type:</u>	<u>FTE's:</u>
State	METCO	Professional & Support	2.00
Federal	240 - SPED 94-142	Support	16.00
Federal	305 - TITLE I	Professional Certified	1.00

6. Capital Projects

- a. Please provide status of and issues regarding capital projects approved for FY26.

<u>Funding Source:</u>	<u>Project:</u>	<u>Project \$:</u>	
FY25 ATM Article 36	School Classroom Instructional Equip Replacement	\$100,000	Completed
FY25 ATM Article 38	HVAC Capital Improvement Engineering Study	\$152,000	In Progress
FY25 ATM Article 25	Fire Alarm & Bi-Directional Amplification System Design	\$150,000	In Progress

- In addition, MSBA has approved the roof projects for Haynes and Nixon and design fees have been secured.

For SPS and LSRHS:

1. Please provide the actual student enrollment statistics vs. budget.

2,532 Actual vs. 2,506 Budget

2. Please provide the actual OOD tuition costs vs budget.

\$1,706,118.47 Actual Forecast vs. \$1,392,847 Budget

3. Please provide the actual number of OOD students vs budget.

15 Actual Forecast vs. 11 Budget

4. Circuit Breaker

- a. Were any FY24 circuit breaker funds unused in FY24 and carried over into FY25? If yes, please submit amounts and plans to use.

Total \$917,493.00 received in FY24 (final payment 6/27/25) plus \$47,873.00 (Governor's Supplemental payment rec'd 7/11/25) to be expended in FY26.

- b. Were any FY24 circuit breaker funds used to prepay FY26 expenses? If yes, please submit amounts.

\$341,416.10 prepay.

- c. Please provide actual circuit breaker amount to be received in FY26 based on payment(s) to date vs estimated amount.

FY25 circuit breaker receipts will total \$1,291,492.00 of which 1st quarter payment has been received (\$322,873 on 10/11/25). To be expended in FY27.

**Sudbury Public Schools
School Committee Meeting**

Date: December 4, 2025

Agenda Item: 3c - FY27 Budget Planning

Town Manager and Assistant Town Manager/Finance Director to join and present as needed

- i. Town Manager's Budget Guidance
- ii. Business Manager to Present Drivers of Cost Escalation in Three Year Forecast
- iii. Review FY27 Budget Drivers
- iv. Presentation of Administrative FY27 Priorities and Initial Discussion on Prioritization of School Committee and Administrative Priorities
- v. Review Budget Timeline and Communications

Recommendation:

Background Information:

Attachments:

SPS FY27 Budget Guidance 11-17-25

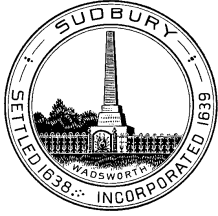
Three Year Forecast vs 11242025

FY27 Budget Drivers_251204

Sudbury School Committee FY27 Budget Guidelines

Sudbury Public Schools Community Budget Letter (1)

Action: XX **Report:** **Discussion:** XX



Andrew Sheehan
Town Manager

TOWN OF SUDBURY

Office of the Town Manager

www.sudbury.ma.us

278 Old Sudbury Road
Sudbury, MA 01776-1843
978-639-3381

Fax: 978-443-0756

Email: townmanager@sudbury.ma.us

November 17, 2025

Delivered electronically

Superintendent Brad Crozier
Sudbury Public Schools

RE: FY27 Budget guidance

Dear Superintendent Crozier,

I am looking forward to a collaborative and respectful budget season. As in prior years, our budget will strive to serve the needs of our residents while balancing and respecting the demands on our taxpayers.

Based on our revenue projections, the maximum Fiscal Year 2027 SPS operating budget will be **\$49,052,426**, representing a **3.75% increase over FY2026**. This figure includes all operating expenses, excluding health insurance and benefits. Although these benefit costs are carried within the Town's budget, we are projecting an **11.32% increase** or **\$1,169,566** in Employee Benefits for the Schools from FY2026. Additional details are provided in the attached worksheet.

If you wish to discuss this further, Victor Garofalo and I would be happy to meet with you.

We look forward to working together throughout this budget season.

Sincerely,

Andrew Sheehan
Town Manager

Sudbury Public Schools (SPS) FY27 Budget Guidance

	FY2026 Final Budget	FY2027 Estimated Increase	FY2027 Projected Budget	% Change
EXPENDITURES				
Sudbury Public Schools (SPS)	47,279,447	1,772,979	49,052,426	3.75%
SPS Employee Benefits	10,335,980	1,169,566	11,505,546	11.32%
TOTAL EXPENDITURES:	57,615,427	2,942,545	60,557,972	5.11%

	FY2026 Final Budget	FY2027 Estimated Increase	FY2027 Projected Budget	% Change
REVENUES				
Real Estate and Personal Property	47,758,467	2,323,392	50,081,859	4.86%
State Aid - Chapter 70	6,192,644	185,367	6,378,011	2.99%
State Aid - Other	837,928	14,591	852,519	1.74%
MEDICAID Reimbursements	98,251	21,749	120,000	22.14%
Local Receipts	2,728,136	397,446	3,125,583	14.57%
Free Cash	-			
TOTAL REVENUES:	57,615,427	2,942,545	60,557,972	5.11%



Sudbury Public Schools

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Brad J. Crozier

Superintendent of Schools

brad_crozier@sudbury.k12.ma.us

Donald R. Sawyer

Director of Business & Human Resources

donald_sawyer@sudbury.k12.ma.us

To: School Committee
From: Donald R. Sawyer
Director of Business & Human Resources
Date: November 11, 2025
Re: **3-Year Budget Forecast – Initial Draft**

As the FY2027 Budget development proceeds and will undergo several revisions / iterations thru the final approved budget request submitted, I am providing the Committee with the current Draft 3-Year Budget Forecast that includes FY2027 thru FY2029.

The FY2027 Budget Forecast includes known student service requirements, legal compliance, and contractual obligations. In addition, the forecast includes a budget allocation for ongoing collective bargaining as not to include such a material earmark would be fiscally irresponsible.

Each fiscal year includes the individual total General Fund Operating budget category forecast, the dollar increase/reduction over the previous fiscal year, and the percentage increase/reduction over the previous year. The Town Manager's FY27 Budget Guidance target received on 11/17/25 is listed in the green table with the "+/- diff \$" which is the total difference between the Town Manager's Budget target versus the SPS "Total GF Forecast \$" for each fiscal year. For FY2028 and FY2029, a 3% increase year over year is used for Town Manager Budget Guidance target. This 3% YoY increase is for forecasting purposes only and was not provided by the Town Manager as an actual guidance amount.

I will provide revised budgets and forecasts throughout the development process.

Donald R. Sawyer
Director of Business & Human Resources

Sudbury Public Schools - Budget Forecast by DOE Function Category

Version Update: 11/24/25

EXPENSE (DOE Function Category)	FY2027			FY2028			FY2029		
	Budget \$	+/- \$:	+/- %	Budget \$	+/- \$:	+/- %	Budget \$	+/- \$:	+/- %
Administration	\$ 1,396,070	\$ 44,431	3.29%	\$ 1,431,512	\$ 35,442	2.54%	\$ 1,470,063	\$ 38,551	2.69%
Instructional Leadership	\$ 4,430,032	\$ 220,373	5.23%	\$ 4,578,651	\$ 148,619	3.35%	\$ 4,551,162	\$ (27,489)	-0.60%
Teachers	\$ 25,311,534	\$ 1,521,969	6.40%	\$ 26,482,190	\$ 1,170,656	4.62%	\$ 27,604,843	\$ 1,122,653	4.24%
Other Teaching Services	\$ 6,991,847	\$ 750,581	12.03%	\$ 7,293,401	\$ 301,555	4.31%	\$ 7,559,708	\$ 266,306	3.65%
Professional Development	\$ 340,939	\$ (4,773)	-1.38%	\$ 342,647	\$ 1,708	0.50%	\$ 346,073	\$ 3,426	1.00%
Instructional Materials/Equip/Tech	\$ 749,243	\$ 2,979	0.40%	\$ 756,734	\$ 7,491	1.00%	\$ 764,302	\$ 7,568	1.00%
Guidance, Counseling, Testing	\$ 2,189,336	\$ 85,334	4.06%	\$ 2,281,078	\$ 91,742	4.19%	\$ 2,348,812	\$ 67,734	2.97%
Pupil Services	\$ 4,052,838	\$ 293,464	7.81%	\$ 4,402,234	\$ 349,396	8.62%	\$ 4,618,050	\$ 215,816	4.90%
Operations and Maintenance	\$ 3,264,042	\$ 137,590	4.40%	\$ 3,387,897	\$ 123,855	3.79%	\$ 3,456,772	\$ 68,875	2.03%
Fixed Charges	\$ 213,574	\$ 907	0.43%	\$ 214,490	\$ 916	0.43%	\$ 216,635	\$ 2,145	1.00%
Out-of-District Expenditures	\$ 1,701,075	\$ 308,228	22.13%	\$ 1,803,140	\$ 102,065	6.00%	\$ 1,911,328	\$ 108,188	6.00%
TOTAL GF FORECAST \$:	\$ 50,640,530	\$ 3,361,083	7.11%	\$ 52,973,975	\$ 2,333,445	4.61%	\$ 54,847,748	\$ 1,873,773	3.54%

Town Manager FY27 Budget									
Gudance Target (11/17/25):	\$49,052,426	\$ 1,772,979	3.75%						
	+ / - diff \$:	(\$1,588,104)							
Forecast @ 3% YoY:				\$50,523,999	\$1,471,573	3.00%	\$52,039,719	\$1,515,720	3.00%
				+ / - diff \$:	(\$2,449,976)		+ / - diff \$:	(\$2,808,029)	

Important Note:

The budget information on this document represents the early stages of the SPS FY27 budget development process and should NOT be considered a final budget request. Revisions will occur throughout the budget process and School Committee updates.



SPS FY27

Superintendent's Budget Drivers

Mission

The Sudbury Public Schools strive to enable all students to reach their intellectual and personal potential. The school system, in partnership with families and the community, will work with integrity and respect to realize the shared vision of enabling students to become lifelong learners and effective contributors of society.

Vision

We are committed to excellence in educating students to be knowledgeable, creative, independent thinkers who are caring collaborative members of the school and wider communities.

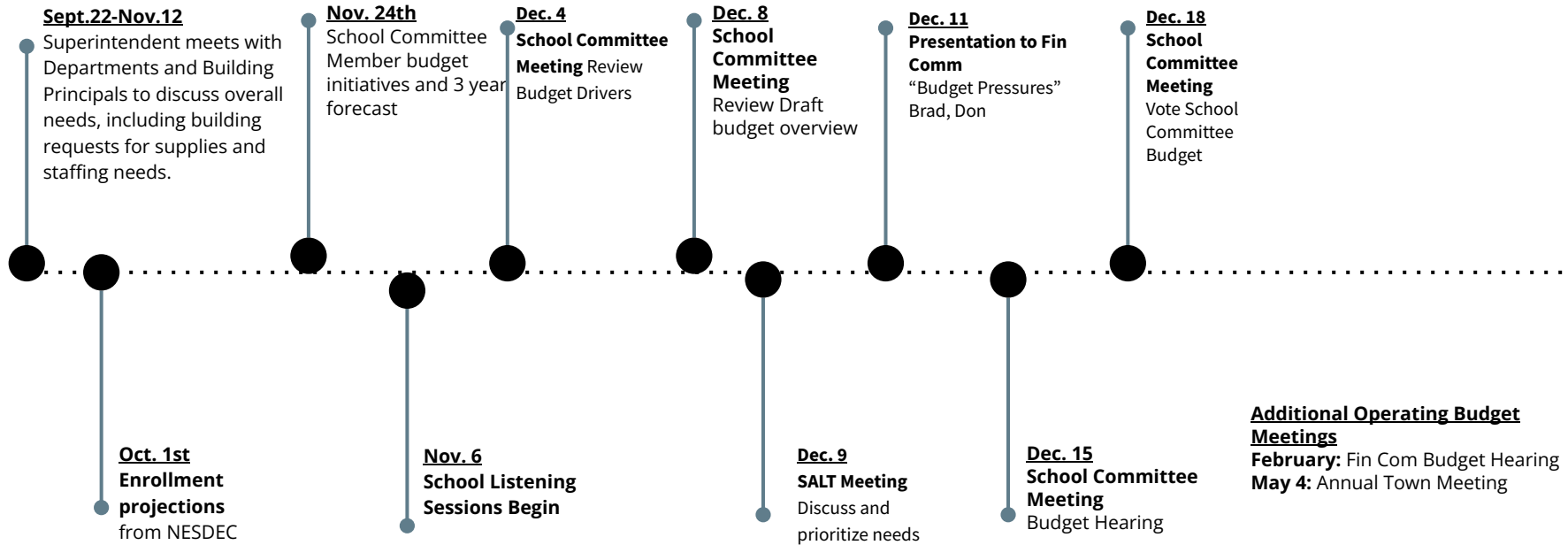
Equity Statement

Sudbury Public Schools are committed to welcoming, affirming, and celebrating all students, staff, and families.

Sudbury Public Schools are committed to creating and sustaining a culture that promotes advocacy, equity, and justice for historically marginalized populations who have been systematically oppressed and excluded.

Sudbury Public Schools are committed to an anti-bias and anti-racist education that includes and values the perspectives and histories of diverse peoples.

SPS School Committee FY27 Budget Timeline



Budget Building

NEW STRATEGIC INITIATIVES

Any new initiatives related to the District's Strategic Plan that are included.



LEVEL SERVICES

All curriculum and programs are included.



CONTRACTUAL OBLIGATIONS

Meeting all contractual obligations are required.



ENROLLMENT CONSIDERATIONS

Baseline budget is based on current student needs and projections.



FY 27 NESDEC ENROLLMENT PROJECTION

School District: Sudbury, MA

10/14/2025

Enrollment Projections By Grade*															
Birth Year	Births*		School Year	PK	K	1	2	3	4	5	6	7	8	K-8	PK-8
2020	137		2025-26	74	259	254	272	299	278	245	315	278	272	2472	2546
2021	168		2026-27	74	312	267	261	278	300	279	246	315	276	2534	2608
2022	162		2027-28	74	301	321	274	266	279	301	280	246	313	2581	2655
2023	141	(prov.)	2028-29	74	262	310	330	280	267	280	302	280	244	2555	2629
2024	149	(prov.)	2029-30	75	277	270	318	337	281	268	281	302	278	2612	2687
2025	151	(est.)	2030-31	75	282	285	277	324	338	282	269	281	300	2638	2713
2026	154	(est.)	2031-32	75	287	290	293	283	325	339	283	269	279	2648	2723
2027	152	(est.)	2032-33	76	282	296	298	299	284	326	340	283	267	2675	2751
2028	149	(est.)	2033-34	76	278	290	304	304	300	285	327	340	281	2709	2785
2029	151	(est.)	2034-35	76	281	286	298	310	305	301	286	327	338	2732	2808
2030	152	(est.)	2035-36	76	282	289	294	304	311	306	302	286	325	2699	2775

FY27 Elementary Classroom Sections

	FY26	FY27	+/-
Haynes	19	20	+1
Loring	22	23	+1
Nixon	17	18	+1
Noyes	22	22	0
Total	80	83	+3

We are building a budget to educate 2,532 K-8 students, in addition to preschool students.

FY27 Curtis Homeroom Sections

	6th Grade (248)	7th Grade (315)	8th Grade (278)
FY25	12	12	14
FY26	14	12	14
FY27	12	14	14
Total	12	14	14

Grades 6 & 7 enrollment drives total homeroom changes to each grade.

Important Note:

The budget information on these documents represents the early stages of the SPS FY27 budget development process and should NOT be considered a final budget request. Revisions will occur throughout the budget process and School Committee updates.

FY27 GF Budget

Version Update: 11/24/25

<u>EXPENSE (DOE Function Category)</u>	----- FY2026 -----			----- FY2027 -----		
	<u>Budget \$</u>	<u>+/- \$:</u>	<u>+/- %</u>	<u>Budget \$</u>	<u>+/- \$:</u>	<u>+/- %</u>
Administration	\$ 1,351,639	\$ 33,435	2.54%	\$ 1,396,070	\$ 44,431	3.29%
Instructional Leadership	\$ 4,209,659	\$ 356,696	9.26%	\$ 4,430,032	\$ 220,373	5.23%
Teachers	\$ 23,789,565	\$ 677,332	2.93%	\$ 25,311,534	\$ 1,521,969	6.40%
Other Teaching Services	\$ 6,241,266	\$ 175,339	2.89%	\$ 6,991,847	\$ 750,581	12.03%
Professional Development	\$ 345,712	\$ 417	0.12%	\$ 340,939	\$ (4,773)	-1.38%
Instructional Materials/Equip/Tech	\$ 746,264	\$ 5,781	0.78%	\$ 749,243	\$ 2,979	0.40%
Guidance, Counseling, Testing	\$ 2,104,002	\$ (10,020)	-0.47%	\$ 2,189,336	\$ 85,334	4.06%
Pupil Services	\$ 3,759,374	\$ 119,027	3.27%	\$ 4,052,838	\$ 293,464	7.81%
Operations and Maintenance	\$ 3,126,452	\$ 55,831	1.82%	\$ 3,264,042	\$ 137,590	4.40%
Fixed Charges	\$ 212,667	\$ 898	0.42%	\$ 213,574	\$ 907	0.43%
<u>Out-of-District Expenditures</u>	<u>\$ 1,392,847</u>	<u>\$ 78,840</u>	<u>6.00%</u>	<u>\$ 1,701,075</u>	<u>\$ 308,228</u>	<u>22.13%</u>
TOTAL GF FORECAST \$:	\$ 47,279,447	\$ 1,493,576	3.26%	\$ 50,640,530	\$ 3,361,083	7.11%

Town Manager FY27 Budget Guidance Target (11/17/25):

\$49,052,426 \$ 1,772,979 3.75%

+ / - diff \$: \$ (1,588,104)

FY27 Budget Drivers

Total Salary Contractual Obligations	\$2,052,839
Elementary Classroom Positions	\$241,248
Middle School Math (.5)	\$41,882
Special Education Contract Services	\$146,451
Plant Operations - Utilities	\$56,873
Specialized Transportation	\$153,005
Software Subscriptions	\$115,503
Out-of-District Tuition	\$308,228
General Transportation	\$72,717
All Other Budget Accounts (+1%)	\$172,337

Version Update: 11/24/25

<u>EXPENSE (DOE Function Category)</u>	FY2027			FY2028			FY2029		
	<u>Budget \$</u>	<u>+/- \$:</u>	<u>+/- %</u>	<u>Budget \$</u>	<u>+/- \$:</u>	<u>+/- %</u>	<u>Budget \$</u>	<u>+/- \$:</u>	<u>+/- %</u>
Administration	\$ 1,396,070	\$ 44,431	3.29%	\$ 1,431,512	\$ 35,442	2.54%	\$ 1,470,063	\$ 38,551	2.69%
Instructional Leadership	\$ 4,430,032	\$ 220,373	5.23%	\$ 4,578,651	\$ 148,619	3.35%	\$ 4,551,162	\$ (27,489)	-0.60%
Teachers	\$ 25,311,534	\$ 1,521,969	6.40%	\$ 26,482,190	\$ 1,170,656	4.62%	\$ 27,604,843	\$ 1,122,653	4.24%
Other Teaching Services	\$ 6,991,847	\$ 750,581	12.03%	\$ 7,293,401	\$ 301,555	4.31%	\$ 7,559,708	\$ 266,306	3.65%
Professional Development	\$ 340,939	\$ (4,773)	-1.38%	\$ 342,647	\$ 1,708	0.50%	\$ 346,073	\$ 3,426	1.00%
Instructional Materials/Equip/Tech	\$ 749,243	\$ 2,979	0.40%	\$ 756,734	\$ 7,491	1.00%	\$ 764,302	\$ 7,568	1.00%
Guidance, Counseling, Testing	\$ 2,189,336	\$ 85,334	4.06%	\$ 2,281,078	\$ 91,742	4.19%	\$ 2,348,812	\$ 67,734	2.97%
Pupil Services	\$ 4,052,838	\$ 293,464	7.81%	\$ 4,402,234	\$ 349,396	8.62%	\$ 4,618,050	\$ 215,816	4.90%
Operations and Maintenance	\$ 3,264,042	\$ 137,590	4.40%	\$ 3,387,897	\$ 123,855	3.79%	\$ 3,456,772	\$ 68,875	2.03%
Fixed Charges	\$ 213,574	\$ 907	0.43%	\$ 214,490	\$ 916	0.43%	\$ 216,635	\$ 2,145	1.00%
<u>Out-of-District Expenditures</u>	\$ 1,701,075	\$ 308,228	22.13%	\$ 1,803,140	\$ 102,065	6.00%	\$ 1,911,328	\$ 108,188	6.00%
TOTAL GF FORECAST \$:	\$ 50,640,530	\$ 3,361,083	7.11%	\$ 52,973,975	\$ 2,333,445	4.61%	\$ 54,847,748	\$ 1,873,773	3.54%

Town Manager FY27 Budget									
Gudance Target (11/17/25):	\$49,052,426	\$ 1,772,979	3.75%						
	+ / - diff \$:	(\$1,588,104)							
Forecast @ 3% YoY:				\$50,523,999	\$1,471,573	3.00%	\$52,039,719	\$1,515,720	3.00%
				+ / - diff \$:	(\$2,449,976)		+ / - diff \$:	(\$2,808,029)	



Sudbury Public Schools

School Committee FY27 Budget Guidelines

1. Purpose

The FY27 Budget Guidelines outline the principles, process, and priorities that will guide the development of Sudbury Public Schools' budget. They are designed to ensure that every dollar spent advances our mission, supports our core values, and delivers measurable benefits for students, while maintaining fiscal responsibility and transparency to the community.

2. Guiding Principles

The FY27 budget will be developed in alignment with these guiding principles:

1. **Student-Centered Decision Making** – Budget decisions will be grounded in what is best for students, preserving class size guidelines, ensuring safe and supportive learning environments, and investing in enrichment, intervention, and support services that meet diverse needs.
2. **Equity, Inclusion, and Access** – Resources will be allocated through an equity lens to ensure fair access to high-quality instruction and support for every student.
3. **Alignment with Core Priorities** – Every budget line should clearly support the district's core educational values, compliance obligations, and School Committee-identified priorities.
4. **Fiscal Stewardship and Sustainability** – The district will meet contractual and legal obligations, reallocate resources where appropriate, pursue non-tax revenue sources, and evaluate both short- and long-term fiscal impacts before committing to new investments.
5. **Transparency and Accountability** – Budget development, presentation, and monitoring will be conducted openly, with plain-language explanations of assumptions, trade-offs, risks, and how budget decisions tie to student outcomes.

3. Budget Development Process

The budget will be developed through a process that is transparent, data-informed, and aligned to district priorities:

3.1 Public Calendar and Participation – Publish and maintain a budget calendar that includes all statutory requirements, School Council consultation with building administration, and opportunities for community input.

3.2 Priority-Based and Tiered Budgeting – Clearly define core (required), level-service, and strategic priority tiers. Link each proposed expenditure to core priorities and measurable student outcomes.

3.3 Data-Informed Decision Making – Use enrollment trends, class size data, state staffing guidelines, program evaluations, cost analyses, and student performance data to guide resource allocation.

3.4 Multi-Year Planning – Provide three-year projections for enrollment, revenue, staffing, operating costs, and capital needs to inform sustainable decision-making.

3.5 Full Cost Accounting – When recommending new programs or positions, include all associated costs (benefits, training, materials, space, technology) — not just salaries.

3.6 Scenario Modeling – Present at least three scenarios:

- **Level Service** (maintaining current operations, which should be within guidance on state staffing and Sudbury Public Schools class size guidelines)
 - **Targeted Enhancements** (aligned to identified priorities; priorities are set in November through our budget process)
 - **Fiscally Constrained** (within tighter parameters)
- Each scenario should include impacts and potential funding sources.

4. Budget Structure

To promote clarity and accountability, the budget document should:

4.1 Separate **Level Service** and **Priority Initiatives** expenditures.

4.2 Detail **Grants, Revolving Funds, and Other Revenue Sources**, including an accounting of the **Circuit Breaker** and how it supports operating and capital expenses.

4.3 Provide clear narratives linking each budget section to priorities and intended outcomes.

4.4 Include historical spending comparisons and variance explanations.

5. Initiative Review and Cost Expectations

The School Committee will prioritize initiatives in collaboration with district leadership. For each initiative, the administration should provide:

5.1 **Short- and Long-Term Cost Estimates** in a consistent format.

5.2 **Funding Source Identification** (tax levy, grants, revolving funds, partnerships).

5.3 **Peer District Research** and evidence of impact.

5.4 **Implementation Timeline** with milestones.

5.5 **Potential Impact on Student Outcomes** (academic growth, social-emotional health, inclusion).

School Committee Initiatives for FY27 Budget Review & Prioritization

a) **Co-Taught Classrooms** – Review program models in peer districts; evaluate potential to improve inclusion and outcomes given increased student needs reported by Student Services; provide full cost estimates, training needs, and service delivery changes.

b) **Elementary World Language / Program Alternatives** – Review current once-per-week Spanish model and compare to research-based benchmarks; consider alternative uses of instructional time (e.g., project-based learning, coding/robotics, enrichment); provide models, costs, and impacts.

c) **Early Mental Health Screenings** – Explore age-appropriate screening tools for early grades, including kindergarten; identify implementation needs, training, privacy considerations, and potential impacts.

d) **Compliance with Staffing and Class Size Guidelines** – Compare current staffing levels in all roles (nurses, counselors, psychologists, special educators, classroom teachers) against state requirements and best practice guidelines; identify gaps, costs to close them, and implications for safety, compliance, and student learning.

e) **Instructional Models, Curriculum, and Program Review** - Establish a cycle of internal self-studies and external expert reviews of major curricular and support areas. Internal reviews would identify strengths and areas for improvement; external reviews would provide independent recommendations. The district will develop cost models for both the review process and potential implementation needs to inform budget prioritization.

School Committee Initiatives for the FY27 Budget Review will be prioritized with the administration's recommendations in November.

6. Additional Recommendations

Ensure the budget book expands detail on:

- Circuit breaker roll-forward
- Level service vs. priority initiatives
- Enrollment trends and class size impacts
- Staffing changes and funding sources
- Contract agreement impacts
- Complete funding summary
- Capital planning priorities



Sudbury Public Schools

40 Fairbank Road
Sudbury, Massachusetts 01776
Phone: (978) 639-3211

November 6, 2025

Dear Community,

The Administration and the Sudbury School Committee are actively engaged in developing the budget for the 2026–2027 academic year. The budget is one of the most important tools we have to support our students and educators. As this work moves forward, we want to keep you informed and invite you to take part in the process.

We would like to share some key dates with you. During Budget Review Meetings, the Administration and School Committee review projected enrollment, MCAS data, Student Services, and other student achievement presentations. Every meeting includes time for public comment. The **Budget Hearing**, required by law, is a formal opportunity for community members to hear the proposal and provide feedback.

November 24 7pm Hybrid	School Committee Meeting 40 Fairbank Road Room 214	Administration and School Committee discussion to prioritize initiatives
December 4 7pm Hybrid	School Committee Meeting 40 Fairbank Road Room 214	The Administration will present budget drivers
December 8 7pm Remote	School Committee Meeting	The School Committee will provide feedback regarding the proposed budget
December 15 7pm Hybrid	School Committee Meeting 40 Fairbank Road Room 214	Budget Hearing - An opportunity for the community to provide feedback and have their voices heard in the budget process.
December 18 7pm Remote	School Committee Meeting	Vote on the budget
February TBD	Finance Committee Meeting	Budget Hearing

Review and approval of the budget is one of the School Committee's most important responsibilities, and community input is essential. We hope you will follow along, attend meetings, and add your voice as we work together to support our schools. As always, please feel free to reach out to members of the School Committee at any time at School-Committee@sudbury.k12.ma.us.

In partnership,

Sudbury School Committee

Karyn Jones (Chair), Jessica McCready (Vice-Chair), Nicole Burnard and Elizabeth Sues

**Sudbury Public Schools
School Committee Meeting**

Date: December 4, 2025

Agenda Item: 3d - Superintendent Attendance and Participation in Capital Planning; Collaboration with the Town Manager Regarding the FY27 Preliminary Budget

Recommendation:

Background Information:

Attachments:

Action: XX **Report:** **Discussion:** XX