

SUDBURY SELECT BOARD
TUESDAY, AUGUST 11, 2026
7:00 PM
VIRTUAL

AGENDA

Zoom info or Meeting location

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

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

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

Meeting ID: 360 217 080

Call to Order

Opening Remarks by Chair

Reports from Town Manager

Reports from Select Board

Public Comments

A. Consent Calendar

1. As the Licensing Authority for the Town of Sudbury, vote whether to approve a new Common Victualler License for Dunkin' Donuts, 378 Boston Post Road, as requested in an application dated June 9, 2026
Votes May Be Taken
2. Vote to grant a one-day Wine & Malt license to Sudbury Valley Trustees, to accommodate their Beer in the Barn Fundraiser on Friday, September 25, 2026 from 6:30 PM to 9:00 PM at the Barn at Wolbach Farm, 18 Wolbach Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance
Votes May Be Taken
3. Vote to grant a Special Permit to ASL Foundation, to hold the Ride to Defeat ALS on Saturday, September 19, 2026 from 7:30 AM through approximately 2:00 PM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion
Votes May Be Taken
4. Approve application for walk/relay of the Sudbury Pan-Mass Challenge Kids Ride on Sunday, September 20th from 10:00 AM until 11:30 AM. Rain date of Sunday September 27th
Votes May Be Taken
5. Approve walk/relay application for Bike Not Bombs on Sunday, October 4th from 10:00AM to 3:00PM. Rain date of October 11th.
Votes May Be Taken

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

6. Accept a grant in the amount of \$30,000 awarded to the Department of Health and Community Services for FIFA Community Watch Parties
Votes May Be Taken
7. Vote to appoint Election Officers for a one-year term, commencing August 15, 2026 and ending August 14, 2027, as recommended by the Democratic and Republican Town Committee Chairs and the Town Clerk
Votes May Be Taken
8. Reduce Michael Wallace, 18 Richard Avenue, from Full Member of the Historical Commission to Associate Member with a term to expire 5/31/2029
Votes May Be Taken
9. Accept resignation of John Drobinski from the SuAsCo River Stewardship Council effective 7/24/2026
Votes May Be Taken
10. Accept Resignation of William Pimentel from the Liberty Ledge / Sewataro Advisory Committee
Votes May Be Taken
11. Proclamation: Decades of the July 4th Parade
Votes May Be Taken
12. Vote to approve letter in support of Community Preservation Act funds used to improve walkways
Votes May Be Taken
13. Confirm the Town Manager's appointment of Alan Jost, 81 Austin Road, to the Historical Commission with a term through May 31, 2027
Votes May Be Taken

B. Public Hearing

1. 7:30 PM - Approve location for new Eversource stub pole: Station Road – northeasterly side approximately 430± feet northwest of Boston Post Road
Votes May Be Taken

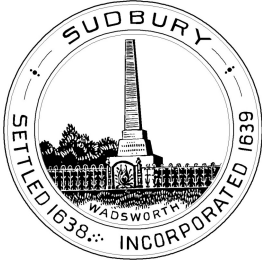
C. Miscellaneous

1. Appoint Blair Stewart, 405 Dutton Road, to the Energy & Sustainability Committee with a term to expire 5/31/2029
Votes May Be Taken
2. Appoint Susan Asbedian-Ciaffi of 140 Morse Road, to the Sudbury Housing Trust to serve the balance of a two-year term which began on June 1, 2026 and expires on May 31, 2028
Votes May Be Taken
3. Transportation Committee update on transportation activities
Votes May Be Taken
4. FY2026 Year End Review of Budget to Actual
Votes May Be Taken
5. Town Manager Performance Evaluation; Discuss composite evaluation

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Votes May Be Taken

6. Discussion and review of updated Select Board goals, including the Economic Development goal
Votes May Be Taken
7. Open Meeting Law complaint from Patrick Higgins – review and discuss response
Votes May Be Taken
8. Approve Meeting Minutes: April 8, 2026 April 9, 2026 June 2, 2026 June 16, 2026
Votes May Be Taken
9. Upcoming items



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.1: As the Licensing Authority for the Town of Sudbury, vote whether to approve a new Common Victualler License for Dunkin' Donuts, 378 Boston Post Road, as requested in an application dated June 9, 2026

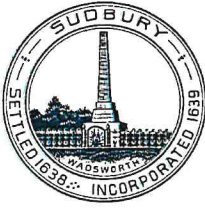
Formal Title: As the Licensing Authority for the Town of Sudbury, vote whether to approve a new Common Victualler License for Dunkin' Donuts, 378 Boston Post Road, as requested in an application dated June 9, 2026

Votes May Be Taken:

Attachment(s):

[Common Victualler - Application - Dunkin Donuts - Redacted.pdf](#)

[Common Victualler - Dunkin - Departmental Approvals.pdf](#)



Town of Sudbury

Office of Select Board
www.sudbury.ma.us

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

APPLICATION FOR COMMON VICTUALLER & ENTERTAINMENT LICENSE

Please complete this application form and return to the Select Board's Office, along with all required materials listed below. Please submit a Food Permit Application to the Health Department, and review your plans with the Building Inspector and Fire Chief prior to submitting your Common Victualler License application. After submitting the completed form and materials, the applicant will be reviewed by Town staff and added to the Select Board's agenda. The applicant will be asked to attend a Select Board meeting to discuss the application – advanced notice of the date will be provided. The processing time for the license is approximately 30 days.

TO THE LICENSING AUTHORITY
SUDBURY, MASSACHUSETTS

Applicant or Corporate Name: Mission Hill Donuts, LLC dba Dunkin'

Applicant or Corporate Address: 72 Junction Square Drive

City: Concord State: MA Zip Code: 01742

Applicant Contact Email: [REDACTED]

Applicant Contact Phone: [REDACTED]

Business/Restaurant Name (DBA): Dunkin

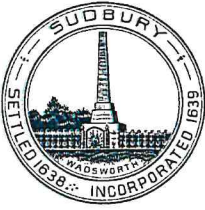
Business/Restaurant Address: 378 Boston Post Road Sudbury, MA

Business/Restaurant Phone: [REDACTED]

Restaurant Manager Name: Geo Barbosa

APPLICATION REQUIREMENTS

- ☐ Completed Tax Attestation (form attached)
- ☒ Evidence of compliance with the Worker's Compensation Act requirement to provide workers' compensation insurance for employees. (A copy of the policy or a certificate of insurance is satisfactory.)



Town of Sudbury

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Email: sbadmin@sudbury.ma.us

- ☒ Background information relative to the corporation. If applicable, articles of incorporation, including, names of principals of corporation, number of restaurants owned, etc.
- ☒ Floor plan: detailing plan of rooms, their use, restroom locations, exits, seating arrangements, as well as showing cooking and service area (seating capacity must be obtained from the Building Inspector).
- ☐ Whether any changes in the premises, structural or expansion, are planned. **NO**
- ☒ A dated letter from the present business owner stating the effective date of new ownership.
- ☒ A copy of the lease agreement between the property owner and the business owner.
- ☐ Additional Requirements for **Alcohol License holders**:
 - ☐ **Current Roster of Personnel Trained to Serve Alcohol** - Information must include employees' name, date of birth, certification number and certification expiration date.
 - ☐ **Proof of Liquor Liability Insurance**
 - ☐ **Sudbury Alcohol Rules & Regulations Receipt** – in Rules & Regs packet
 - ☐ **Sudbury Food Service Requirement Form** – in Rules & Regs packet
- ☒ Application Fee:
 - **Common Victualler License: \$50**
 - **Entertainment License (if applicable): \$50**
 - **Provide one check payable to Town of Sudbury with application materials.**

In accordance with M.G.L. c.140, I hereby request a Common Victualler license, to be presented within the premises herein described.

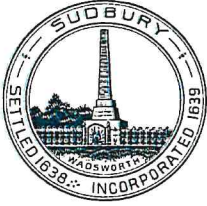
4/24/2026

Date

Mark Pesce

Applicant Signature

Please submit completed application and materials to:
Office of Select Board, 278 Old Sudbury Rd, Sudbury, MA 01776



Town of Sudbury

Office of Select Board
www.sudbury.ma.us

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

APPLICATION FOR ENTERTAINMENT LICENSE

Entertainment licenses are required for live entertainment (*not* tv or radio) that occurs Monday – Saturday.

Please note: a separate license is required for entertainment on Sunday.

FORM OF ENTERTAINMENT: _____

DAYS & HOURS OF ENTERTAINMENT: _____

EXPECTED # OF ATTENDEES: _____

ADDITIONAL REQUIREMENT

☐ Floor plan showing accessibility: the entrance and at least one table must be handicap-accessible.

-OR-

CHECK HERE ☒ IF ENTERTAINMENT LICENSE IS NOT REQUESTED.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/03/2025

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

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

PRODUCER PAYCHEX INSURANCE AGENCY INC 76210755 225 KENNETH DR STE 110 ROCHESTER NY 14623	CONTACT NAME:	
	PHONE (800) 472-0072 (A/C, No, Ext):	FAX (585) 389-7894 (A/C, No):
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	
	NAIC#	
INSURER A : Twin City Fire Insurance Company		29459
INSURED MISSION HILL DONUTS LLC 72 JUNCTION SQUARE DR CONCORD MA 01742-3049	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COM/OP AGG	
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ HIRED AUTOS ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	
	UMBRELLA LIAB EXCESS LIAB ☐ OCCUR ☐ CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE AGGREGATE	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	76 WEG BC2AYY	12/28/2025	12/28/2026	X PER STATUTE OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE -EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000	

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

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

For Informational Purposes
 72 JUNCTION SQUARE DR
 CONCORD MA 01742-3049

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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Business Entity Summary

ID Number: 001712152

[Request certificate](#)

[New search](#)

Summary for: MISSION HILL DONUTS LLC

The exact name of the Domestic Limited Liability Company (LLC): MISSION HILL DONUTS LLC

Entity type: Domestic Limited Liability Company (LLC)

Identification Number: 001712152

Date of Organization in Massachusetts: 10-17-2023

Date of Revival:

Last date certain:

The location or address where the records are maintained (A PO box is not a valid location or address):

Address: 72 JUNCTION SQUARE

City or town, State, Zip code, Country: CONCORD, MA 01742 USA

The name and address of the Resident Agent:

Name: MARK A. PESCE

Address: 72 JUNCTION SQUARE

City or town, State, Zip code, Country: CONCORD, MA 01742 USA

The name and business address of each Manager:

Title	Individual name	Address
MANAGER	MARK A. PESCE	72 JUNCTION SQUARE CONCORD, MA 01742 USA USA
MANAGER	MEGAN A. PESCE	72 JUNCTION SQUARE CONCORD, MA 01742 USA USA

In addition to the manager(s), the name and business address of the person(s) authorized to execute documents to be filed with the Corporations Division:

Title	Individual name	Address

The name and business address of the person(s) authorized to execute, acknowledge, deliver, and record any recordable instrument purporting to affect an interest in real property:

Title	Individual name	Address
REAL PROPERTY	MARK A. PESCE	72 JUNCTION SQUARE CONCORD, MA 01742 USA USA
REAL PROPERTY	MEGAN A. PESCE	72 JUNCTION SQUARE CONCORD, MA 01742 USA USA

☒ Consent

☐ Confidential Data

☐ Merger Allowed

☐ Manufacturing

View filings for this business entity:

ALL FILINGS
Annual Report
Annual Report - Professional
Articles of Entity Conversion
Certificate of Amendment
Certificate of Conversion

[View filings](#)

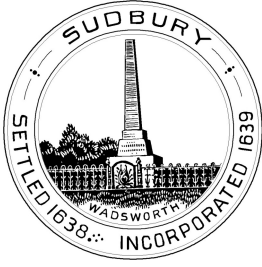
Comments or notes associated with this business entity:

[New search](#)

Common Victualler License Application Departmental Approval

Organization: Dunkin Donuts (New Owner)

Department	Staff	Date	Comments
Building Department	Andrew Lewis	6/23/2026	The Building Department has approved this application.
Fire Department	Assistant Chief Gordon	7/20/2026	The Fire Department has approved this application
Health Department	Vivian Zeng	6/23/2026	The Health Department has approved this application.
Police Department	Chief Nix	6/9/2026	The Police Department has approved this application.



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.2: Vote to grant a one-day Wine & Malt license to Sudbury Valley Trustees, to accommodate their Beer in the Barn Fundraiser on Friday, September 25, 2026 from 6:30 PM to 9:00 PM at the Barn at Wolbach Farm, 18 Wolbach Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

Requested by: Sally Hild

Formal Title: Vote to grant a one-day Wine & Malt license to Sudbury Valley Trustees, to accommodate their Beer in the Barn Fundraiser on Friday, September 25, 2026 from 6:30 PM to 9:00 PM at the Barn at Wolbach Farm, 18 Wolbach Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance

Votes May Be Taken:

Attachment(s):

[One Day Application - Sudbury Valley Trustees - 9.25.26 - Redacted.pdf](#)

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



Town of Sudbury

Office of Selectmen
www.sudbury.ma.us

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

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

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

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

Name of Responsible Manager: Sally Hild, Sudbury Valley Trustees

Address of Responsible Manager: 18 Wolbach Road, Sudbury

Phone: [REDACTED] Email: [REDACTED]

Non-Profit Organization Name: Sudbury Valley Trustees

Name & Purpose of Event: Beer In the Barn, Fundraiser/Social Event

Name(s) of Brewery/ Distillery/Winery/Wholesaler/Manufacturer to provide alcohol:
Amory's Tomb

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

Event Date: Friday, Sept. 25, 2026 Event Time: 6:30-9:00pm

Event Venue: The Barn at Wolbach Farm

Event Address: 18 Wolbach Road

Documents Enclosed:

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

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

6/29/2026

Date

[Signature]
Applicant Signature

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

REC'D TOWN OF SUDBURY
JUN 25 2026 PM 2:47



ATBCLLC-01

MLOPEZ5

CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 6/11/2026

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

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PRODUCER Beall Financial & Insurance Services 1950 W Corporate Way #1 Anaheim, CA 92801-5373	CONTACT Jose Herrera NAME: PHONE (A/C, No, Ext): (909) 792-2345 FAX (A/C, No): (909) 792-0159 E-MAIL ADDRESS: beall@beallinsurance.com
INSURER(S) AFFORDING COVERAGE	
INSURER A : Citizens Insurance Company of America	
NAIC #	
31534	
INSURED ATBC LLC DBA: Amory's Tomb Brewing Company PO Box 681 Maynard, MA 01754	
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY	X	ZH3D76157307	11/21/2025	11/21/2026	EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000
	☒ Liquor Liability					MED EXP (Any one person) \$ 10,000
						PERSONAL & ADV INJURY \$ 1,000,000
						GENERAL AGGREGATE \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:					PRODUCTS - COMP/OP AGG \$ 2,000,000
	☒ POLICY ☐ PROJECT ☐ LOC					Liquor Liab. \$ 1,000,000
	OTHER:					
	AUTOMOBILE LIABILITY					COMBINED SINGLE LIMIT (Ea accident) \$
	ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS					BODILY INJURY (Per person) \$
	HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY					BODILY INJURY (Per accident) \$
						PROPERTY DAMAGE (Per accident) \$
						\$
	UMBRELLA LIAB ☐ OCCUR					EACH OCCURRENCE \$
	EXCESS LIAB ☐ CLAIMS-MADE					AGGREGATE \$
	DED ☐ RETENTION \$					\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY					PER STATUTE ☐ OTH-ER ☐
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y/N	N/A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. DISEASE - EA EMPLOYEE \$
						E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Event: Beer in the Barn on Saturday, September 25, 2026. Certificate holder and Sudbury Valley Trustees and The Town of Sudbury are named as additional insured per attached 421-29150615 as required per written contract or agreement.

CERTIFICATE HOLDER

CANCELLATION

 The Barn at Wolbach Farm
 18 Wolbach Road
 Sudbury, MA 01776

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

- (3) Applies on a primary basis if that is required by the written contract, written agreement or permit.
 - (4) Will not be broader than coverage provided to any other insured.
 - (5) Does not apply if the "bodily injury", "property damage" or "personal and advertising injury" is otherwise excluded from coverage under this Coverage Part, including any endorsements thereto.
- c. This provision does not apply:
- (1) Unless the written contract or written agreement was executed or permit was issued prior to the "bodily injury", "property damage", or "personal injury and advertising injury".
 - (2) To any person or organization included as an insured by another endorsement issued by us and made part of this Coverage Part.
 - (3) To any lessor of equipment:
 - (a) After the equipment lease expires; or
 - (b) If the "bodily injury", "property damage", "personal and advertising injury" arises out of sole negligence of the lessor
 - (4) To any:
 - (a) Owners or other interests from. whom land has been leased which takes place after the lease for the land expires; or
 - (b) Managers or lessors of premises if:
 - (i) The occurrence takes place after you cease to be a tenant in that premises; or
 - (ii) The "bodily injury", "property damage", "personal injury" or "advertising injury" arises out of structural alterations, new construction or demolition operations performed by or on behalf of the manager or lessor.
 - (5) To "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of or the failure to render any professional services.
- This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage" or the offense which caused the "personal and

advertising injury" involved the rendering of or failure to render any professional services by or for you.

- d. With respect to the insurance afforded to these additional insureds, the following is added to **SECTION III - LIMITS OF INSURANCE**:

The most we will pay on behalf of the additional insured for a covered claim is the lesser of the amount of insurance:

- 1. Required by the contract, agreement or permit described in Paragraph a.; or
- 2. Available under the applicable Limits of Insurance shown in the Declarations.

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

2. Additional Insured - Primary and Non-Contributory

The following is added to **SECTION IV - COMMERCIAL GENERAL LIABILITY CONDITIONS**, Paragraph 4. Other insurance:

Additional Insured - Primary and Non-Contributory

If you agree in a written contract, written agreement or permit that the insurance provided to any person or organization included as an Additional Insured under **SECTION II - WHO IS AN INSURED**, is primary and non-contributory, the following applies:

If other valid and collectible insurance is available to the Additional Insured for a loss covered under Coverages A or B of this Coverage Part, our obligations are limited as follows:

a. Primary Insurance

This insurance is primary to other insurance that is available to the Additional Insured which covers the

Additional Insured as a Named Insured. We will not seek contribution from any other insurance available to the Additional Insured except:

- (1) For the sole negligence of the Additional Insured;
- (2) When the Additional Insured is an Additional Insured under another primary liability policy; or
- (3) when b. below applies.

If this insurance is primary, our obligations are not affected unless any of the other insurance is also primary. Then, we will share with all that other insurance by the method described in c. below.

- a. worked on; or
 - b. used in your manufacturing process.
 - c. The insurance afforded under this provision is excess over any other valid and collectible property insurance (including deductible) available to the insured whether primary, excess, contingent
- 6. Knowledge of Occurrence**
- The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**, Paragraph 2. **Duties in the Event of Occurrence, Offense, Claim or Suit:**
- e. Notice of an "occurrence", offense, claim or "suit" will be considered knowledge of the insured if reported to an individual named insured, partner, executive officer or an "employee" designated by you to give us such a notice.
- 7. Liberalization Clause**
- The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS:**
- Liberalization Clause**
- If we adopt any revision that would broaden the coverage under this Coverage Form without additional premium, within 45 days prior to or during the policy period, the broadened coverage will immediately apply to this Coverage Part.
- 8. Medical Payments – Extended Reporting Period**
- a. **SECTION I – COVERAGES, COVERAGE C – MEDICAL PAYMENTS**, Paragraph 1. **Insuring Agreement**, subparagraph a.(3)(b) is replaced by the following:
 - (b) The expenses are incurred and reported to us within three years of the date of the accident; and
 - b. This coverage does not apply if **COVERAGE C – MEDICAL PAYMENTS** is excluded either by the provisions of the Coverage Part or by endorsement.
- 9. Newly Acquired Or Formed Organizations**
- SECTION II – WHO IS AN INSURED**, Paragraph 3.a. is replaced by the following:
- a. Coverage under this provision is afforded until the end of the policy period.

10. Non-Owned Watercraft

SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY, Paragraph 2. **Exclusions**, subparagraph g.(2) is replaced by the following:

g. Aircraft, Auto Or Watercraft

(2) A watercraft you do not own that is:

- (a) Less than 51 feet long; and
- (b) Not being used to carry persons or property for a charge;

This provision applies to any person who, with your consent, either uses or is responsible for the use of a watercraft.

11. Supplementary Payments Increased Limits

SECTION I – SUPPLEMENTARY PAYMENTS COVERAGES A AND B, Paragraphs 1.b. and 1.d. are replaced by the following:

1.b. Up to \$2,500 for cost of bail bonds required because of accidents or traffic law violations arising out of the use of any vehicle to which the Bodily Injury Liability Coverage applies. We do not have to furnish these bonds.

1.d. All reasonable expenses incurred by the insured at our request to assist us in the investigation or defense of the claim or "suit", including actual loss of earnings up to \$1000 a day because of time off from work.

12. Unintentional Failure to Disclose Hazards

The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**, Paragraph 6. **Representations:**

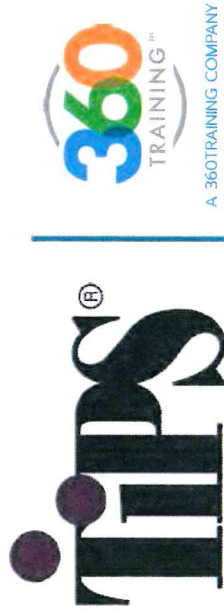
We will not disclaim coverage under this Coverage Part if you fail to disclose all hazards existing as of the inception date of the policy provided such failure is not intentional.

13. Unintentional Failure to Notify

The following is added to **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**, Paragraph 2. **Duties in the Event of Occurrence, Offense, Claim or Suit:**

Your rights afforded under this policy shall not be prejudiced if you fail to give us notice of an "occurrence", offense, claim or "suit", solely due to your reasonable and documented belief that the "bodily injury" or "property damage" is not covered under this policy.

ALL OTHER TERMS, CONDITIONS, AND EXCLUSIONS REMAIN UNCHANGED.



CERTIFICATE OF COMPLETION

This certifies that

Allen Quinn

is awarded this certificate for

TIPS On-Premise Alcohol Server Training



Hours
3.00



Completion Date
01/06/2026



Expiration Date
01/05/2029



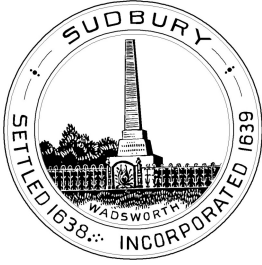
Certificate #
ON-00004043331

One-Day Liquor License Application Departmental Approval

Organization: Sudbury Valley Trustees

Event Date: 9/25/26

Department	Staff	Date	Comments
Building Department	Andrew Lewis	7/10/26	The Building Department has approved this application.
Fire Department	Assistant Chief Gordon	7/10/26	The Fire Department has approved this application.
Health Department	Vivian Zeng	6/29/26	The Health Department has approved this application.
Police Department	Chief Nix	6/29/26	The Police Department has approved this application.



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.3: Vote to grant a Special Permit to ASL Foundation, to hold the Ride to Defeat ALS on Saturday, September 19, 2026 from 7:30 AM through approximately 2:00 PM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

Requested by: Myke Farricker

Formal Title:

Vote to grant a Special Permit to ASL Foundation, to hold the Ride to Defeat ALS on Saturday, September 19, 2026 from 7:30 AM through approximately 2:00 PM subject to Police Department safety requirements, proof of insurance coverage and the assurance that any litter will be removed at the event's conclusion

Votes May Be Taken:

Attachment(s):

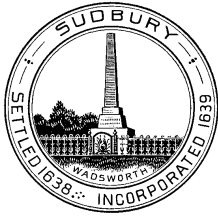
[Walk Run Application - Ride to Defeat ALS - Redacted.pdf](#)

[Walk Run - Ride to Defeat ALS - Departmental Approvals - 9.19.2026.pdf](#)

[2026 62 mile Ride to Defeat ALS cue sheet .pdf](#)

[2026 40 mile Ride to Defeat ALS cue sheet .pdf](#)

[2026 20 mile Ride to Defeat ALS cue sheet .pdf](#)



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

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

Organization Name ALS Association

Event Name Right to Defeat ALS Bike Ride

Organization Address 524 Boston Post Road, Wayland, MA 01778

Name of contact person in charge Myke Farricker

Telephone Number(s) of contact [REDACTED] (cell) _____

Email address [REDACTED]

Date of event _____ Rain Date _____

Starting time 7:30 AM Ending time 2:00 PM

Route of the race/relay and portion of the road requested to be used (please indicate on map and attach to this application) See attachments

Anticipated number of participants _____

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

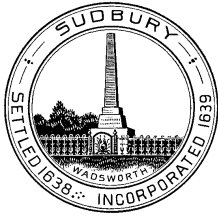
Longfellow Tennis and Health Club, Wayland

Organization that proceeds will go to ALS Association

Any other important information _____

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

Signature of Applicant _____ Date _____



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

Application Checklist:

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

Please submit completed application and materials to:

Office of Select Board

278 Old Sudbury Rd.

Sudbury, MA 01776

Fax: 978-443-0756

Email: SBadmin@sudbury.ma.us

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
START	0.0	11.2
Right on Boston Post Rd, US 20	0.1	11.1
Right on Old County Rd	0.4	10.8
Left on Water Row	1.2	10.0
Left on Old Sudbury Rd, MA 27	1.5	9.7
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	9.7
Left on Plympton Rd	2.1	9.1
Bear right on Concord Rd	3.1	8.1
Quick left on Morse Rd	3.2	8.0
Right on Marlboro Rd	4.6	6.6
Quick left on Mossman Rd	4.6	6.6
Continue Powder Mill Rd, MA 62	6.1	5.1
Continue on Sudbury Rd	6.9	4.3
Right on Powder Mill Rd, MA 62	7.3	3.9
Left onto High St	7.5	3.7

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
Exit Rail Trail and Left on Pantry Rd	14.8	5.4
Straight on Concord	15.2	5.0
Left on Lincoln Rd	16.0	4.2
Right on Water Row	16.8	3.4
Straight on Water Row	18.2	2.0
Left on Old Sudbury Rd, MA 27	18.7	1.5
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	18.7	1.5
Bear Right on River Row	19.0	1.2
Left on Boston Post Rd, US 20	19.9	0.3
Left on Minuteman Rd	20.2	0.0
Left to FINISH!	20.2	0.0

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Parker St	8.1	3.1
Continue on Parker St	8.8	2.4
Right on School St	9.5	1.7
Bear Right Laws Brook Rd	9.8	1.4
Right to Rest Stop at Rideout Field	11.2	9.0
Right to Laws Brook Rd	11.4	8.8
Continue on Commonwealth Ave	11.4	8.7
Left on Main St, MA 62	11.5	8.7
Quick Right to Bruce Freeman Trail	11.5	8.7
Continue Bruce Freeman Trail	11.9	8.3
Continue Bruce Freeman Trail	12.4	7.8
Continue Bruce Freeman Trail	13.3	6.9
Continue Bruce Freeman Trail	14.4	5.8

IMPORTANT**PHONE NUMBERS!!!**

To access SAG support,
call our Ride Hotline at
888-699-4415

In case of a *medical* emergency,
please call **911**

HYDRATE! (Drink before you're thirsty)

BE CONSIDERATE (Communicate)

RIDE SINGLE FILE



40 Mile Route	Route Mileage	Mileage to Next Rest Stop
START	0	17.0
Right on Boston Post Rd, US 20	0.1	16.9
Right on Old Country Rd	0.4	16.6
Left on Water Row	1.2	15.8
Left on Old Sudbury Rd, MA 27	1.5	15.5
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	15.5
Left on Plympton Rd	2.1	14.9
Bear right on Concord Rd	2.9	14.1
Quick left on Morse Rd	3.2	13.8
Left on Marlboro Rd	4.6	12.4
Straight on Marlboro Rd	5.1	11.9
Continue on Marlboro Rd	5.3	11.7
Right on Maynard Rd, MA 27	5.6	11.4
Quick left on Fairbank Rd	5.6	11.4
Right on Hudson Rd	6.5	10.5
Quick left on Dutton Rd	6.7	10.3
Bear right on Dutton Rd	8.2	8.8
Right on Wayside Inn Rd	9.6	7.4
Right on Sudbury St	10.2	6.8

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on Concord Rd	11.8	5.2
Quick right on Goodale Rd	12.0	5.0
Continue on Chestnut St	12.5	4.5
Continue on Chestnut St	13.2	3.8
Quick left on Brook St	13.4	3.6
Bear right on Brook St	13.8	3.2
Left on Main St	14.1	2.9
Caution crossing Main St		
Right on Manning St	16.2	0.8
Rest Stop at Quinn Middle School	17.0	13.5
Straight on Teele Rd	18.0	12.5
Continue on Maple St	18.5	12.0
Right on Old Bolton Rd	19.5	11.0
Left on Hiley Brook Rd	19.8	10.7
Bear left on Harvard Rd	20.3	10.2
Right on Kirkland Dr	21.1	9.4
Right on Adams Dr	21.7	8.8
Right on Taylor Rd	22.3	8.2
Bear right on Buxboro Rd	23.5	7.0

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on South Acton Rd	24.0	6.5
Left on Martin St	26.3	4.2
Right on Central St	26.7	3.8
Bear Right on Main St	27.0	3.5
Quick left on School St	27.1	3.4
Bear right on River St	27.2	3.3
Left on Parker St	28.2	2.3
Right on School St	28.9	1.6
Bear Right on Lawsbrook Rd	29.1	1.4
Rest Stop at Rideout Field	30.5	9.4
Right on Commonwealth Ave	30.6	9.3
Right on Church St	30.8	9.1
Left on Upland Rd	31.2	8.7
Right on Old Marlboro Rd	31.4	8.5
Continue on Pantry Rd	34.4	5.5
Left on Lincoln Rd	35.5	4.4
Right on Water Row	36.4	3.5
Continue on Water Row	37.7	2.2

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on Old Sudbury Rd, MA 27	38.3	1.6
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	38.3	1.6
Right on River Road	38.6	1.3
Left on Boston Post Road, US 20	39.4	0.5
Left on Minuteman Rd	39.8	0.1
Left to FINISH!	39.9	

IMPORTANT PHONE NUMBERS!!!

To access SAG support,
call our Ride Hotline at
888-699-4415

In case of a *medical* emergency,
please call **911**

RIDE  **ALS**
TO DEFEAT

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Boston Post Rd, US 20	0.1	16.9
Right on Old Country Rd	0.4	16.6
Left on Water Row	1.2	15.8
Left on Old Sudbury Rd, MA 27	1.5	15.5
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	15.5
Left on Plympton Rd	2.1	14.9
Bear right on Concord Rd	2.9	14.1
Quick left on Morse Rd	3.2	13.8
Left on Marlboro Rd	4.6	12.4
Right on Maynard Rd, MA 27	5.6	11.4
Quick left on Fairbank Rd	5.6	11.4
Right on Hudson Rd	6.5	10.5
Quick left on Dutton Rd	6.7	10.3
Bear right on Dutton Rd	8.2	8.8
Right on Wayside Inn Rd	9.6	7.4
Right on Sudbury St	10.2	6.8
Left on Concord Rd	11.8	5.2
Quick right on Goodale Rd	12.0	5.0

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Bear right on Powers Rd	37.4	15.0
Right on Great Rd, MA 2A, MA 119	38.8	13.6
Quick Left on Shaker Ln	38.9	13..5
Left on Newtown Rd	39.6	12.8
Right on Harwood Ave	40.6	11.8
Left on Foster St	42.1	10.3
Left on Taylor St	43.5	8.9
Left on Mass Ave, MA 111	46.2	6.2
Quick right on Summer Rd	46.2	6.2
Left on Summer Rd	46.5	5.9
Right on Central St	48.9	3.5
Quick left on School St	49.0	3.4
Right on River St	49.1	3.3
Left on Parker St	50.1	2.3
Right on School St	50.8	1.6
Rest Stop at Rideout Field	52.4	9.9
Right on Church Street	52.7	9.5
Left on Upland Road	53.2	9.0

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Quick left on Brook St	13.4	3.6
Bear right on Brook St	13.8	3.2
Left on Main St	14.1	2.9
Caution crossing Main St		
Right on Manning St	16.2	0.8
Rest Stop at Quinn Middle School	17.0	13.5
Left on Long Hill Rd	18.0	12.5
Right on Meadow Rd	19.1	9.1
Right on Main St, MA 117	19.7	8.5
Left on Eastend Rd	20.3	7.9
Right on Codman Hill Rd	22.7	5.5
Left on Beaver Brook Rd	24.5	3.7
Right on Littleton Country Rd	26.0	2.2
Left on Sanderson Rd	27.7	0.5
Quick left on Harvard Rd	28.2	24.2
Right on Bruce St	28.9	23.5
Right on Westford Rd	30.4	22.0
Rest Stop at Woitowicz Field	32.7	19.7
Bear right on Pleasant St, MA 225	34.0	18.4
Left on Littleton Rd, MA 110, MA 225	36.8	15.6

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Old Marlboro Rd	53.3	9.0
Continue on Pantry Rd	56.3	5.9
Left on Lincoln Rd	57.5	4.7
Right on Water Row	58.3	3.9
Continue on Water Row	60.1	2.1
Left on Old Sudbury Rd, MA 27	60.6	1.6
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	60.6	1.6
Right on River Road	60.9	1.3
Left on Boston Post Road, US 20	61.8	0.4
Left on Minuteman Rd	62.1	0.1
Left to FINISH!	62.2	0.0

IMPORTANT PHONE NUMBERS!!!

To access SAG support,
call our Ride Hotline at
888-699-4415

In case of a *medical* emergency,
please call **911**



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

8/29/2025

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

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

PRODUCER
Wharton/Lyon & Lyon
PO Box 1660
Livingston NJ 07039

CONTACT NAME: Sophia Nikolaidis

PHONE (A/C, No, Ext): 973-863-2805

FAX (A/C, No):

E-MAIL ADDRESS: snikolaidis@whartoninsurance.com

INSURER(S) AFFORDING COVERAGE

NAIC #

License#: BR-787709

INSURER A: Beazley Insurance Company, Inc.

37540

INSURER B: Philadelphia Insurance Company

23850

INSURER C:

INSURER D:

INSURER E:

INSURER F:

INSURED
Amyotrophic Lateral Sclerosis Association
1300 Wilson Blvd., Ste 600
Arlington VA 22209

COVERAGES**CERTIFICATE NUMBER: 283088183****REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☒ LOC ☐ OTHER:	Y		PHPK2595465-003	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			PHPK2595465-003	9/1/2025	9/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$ 10,000			PHUB879092-003	9/1/2025	9/1/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y / ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Cyber Liability			V20484250901	9/1/2025	9/1/2026	Limit 5,000,000 Aggregate 5,000,000 Each Incident Ded 25,000

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

Coverage is subject to policy terms, conditions, and exclusions.

(A) Professional Liability Policy #PHPK2595465-003

Philadelphia Insurance Company Policy Period 9/1/2025 to 9/1/2026

Limit \$1,000,000 Occurrence/\$2,000,000 Aggregate

Massachusetts Ride to Defeat ALS at Longfellow Club, Wayland, MA on September 20, 2025 for the ALS Association Massachusetts Chapter. Town of Sudbury are included as Additional Insured for Commercial General Liability when required by written contract Per Policy Form PI-GL-005 (7/12)

CERTIFICATE HOLDER**CANCELLATION**

Town of Sudbury
278 Old Sudbury Road
Sudbury MA 01776
USA

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

Walk/Run License Application Departmental Approval

Organization: ASL Association

Event Date: 9/19/2026

Department	Staff	Date	Comments
Department of Public Works	Tina Rivard	8/3/2026	The Department of Public Works has approved this application.
Fire Department	Chief Choate	8/3/2026	The Fire Department has approved this application.
Police Department	Chief Nix	8/3/2026	The Police Department has approved this application.

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Boston Post Rd, US 20	0.1	16.9
Right on Old Country Rd	0.4	16.6
Left on Water Row	1.2	15.8
Left on Old Sudbury Rd, MA 27	1.5	15.5
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	15.5
Left on Plympton Rd	2.1	14.9
Bear right on Concord Rd	2.9	14.1
Quick left on Morse Rd	3.2	13.8
Left on Marlboro Rd	4.6	12.4
Right on Maynard Rd, MA 27	5.6	11.4
Quick left on Fairbank Rd	5.6	11.4
Right on Hudson Rd	6.5	10.5
Quick left on Dutton Rd	6.7	10.3
Bear right on Dutton Rd	8.2	8.8
Right on Wayside Inn Rd	9.6	7.4
Right on Sudbury St	10.2	6.8
Left on Concord Rd	11.8	5.2
Quick right on Goodale Rd	12.0	5.0

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Bear right on Powers Rd	37.4	15.0
Right on Great Rd, MA 2A, MA 119	38.8	13.6
Quick Left on Shaker Ln	38.9	13..5
Left on Newtown Rd	39.6	12.8
Right on Harwood Ave	40.6	11.8
Left on Foster St	42.1	10.3
Left on Taylor St	43.5	8.9
Left on Mass Ave, MA 111	46.2	6.2
Quick right on Summer Rd	46.2	6.2
Left on Summer Rd	46.5	5.9
Right on Central St	48.9	3.5
Quick left on School St	49.0	3.4
Right on River St	49.1	3.3
Left on Parker St	50.1	2.3
Right on School St	50.8	1.6
Rest Stop at Rideout Field	52.4	9.9
Right on Church Street	52.7	9.5
Left on Upland Road	53.2	9.0

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Quick left on Brook St	13.4	3.6
Bear right on Brook St	13.8	3.2
Left on Main St	14.1	2.9
Caution crossing Main St		
Right on Manning St	16.2	0.8
Rest Stop at Quinn Middle School	17.0	13.5
Left on Long Hill Rd	18.0	12.5
Right on Meadow Rd	19.1	9.1
Right on Main St, MA 117	19.7	8.5
Left on Eastend Rd	20.3	7.9
Right on Codman Hill Rd	22.7	5.5
Left on Beaver Brook Rd	24.5	3.7
Right on Littleton Country Rd	26.0	2.2
Left on Sanderson Rd	27.7	0.5
Quick left on Harvard Rd	28.2	24.2
Right on Bruce St	28.9	23.5
Right on Westford Rd	30.4	22.0
Rest Stop at Woitowicz Field	32.7	19.7
Bear right on Pleasant St, MA 225	34.0	18.4
Left on Littleton Rd, MA 110, MA 225	36.8	15.6

62 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Old Marlboro Rd	53.3	9.0
Continue on Pantry Rd	56.3	5.9
Left on Lincoln Rd	57.5	4.7
Right on Water Row	58.3	3.9
Continue on Water Row	60.1	2.1
Left on Old Sudbury Rd, MA 27	60.6	1.6
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	60.6	1.6
Right on River Road	60.9	1.3
Left on Boston Post Road, US 20	61.8	0.4
Left on Minuteman Rd	62.1	0.1
Left to FINISH!	62.2	0.0

IMPORTANT PHONE NUMBERS!!!

To access SAG support,
call our Ride Hotline at
888-699-4415

In case of a *medical* emergency,
please call **911**

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
START	0	17.0
Right on Boston Post Rd, US 20	0.1	16.9
Right on Old Country Rd	0.4	16.6
Left on Water Row	1.2	15.8
Left on Old Sudbury Rd, MA 27	1.5	15.5
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	15.5
Left on Plympton Rd	2.1	14.9
Bear right on Concord Rd	2.9	14.1
Quick left on Morse Rd	3.2	13.8
Left on Marlboro Rd	4.6	12.4
Straight on Marlboro Rd	5.1	11.9
Continue on Marlboro Rd	5.3	11.7
Right on Maynard Rd, MA 27	5.6	11.4
Quick left on Fairbank Rd	5.6	11.4
Right on Hudson Rd	6.5	10.5
Quick left on Dutton Rd	6.7	10.3
Bear right on Dutton Rd	8.2	8.8
Right on Wayside Inn Rd	9.6	7.4
Right on Sudbury St	10.2	6.8

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on Concord Rd	11.8	5.2
Quick right on Goodale Rd	12.0	5.0
Continue on Chestnut St	12.5	4.5
Continue on Chestnut St	13.2	3.8
Quick left on Brook St	13.4	3.6
Bear right on Brook St	13.8	3.2
Left on Main St	14.1	2.9
Caution crossing Main St		
Right on Manning St	16.2	0.8
Rest Stop at Quinn Middle School	17.0	13.5
Straight on Teele Rd	18.0	12.5
Continue on Maple St	18.5	12.0
Right on Old Bolton Rd	19.5	11.0
Left on Hiley Brook Rd	19.8	10.7
Bear left on Harvard Rd	20.3	10.2
Right on Kirkland Dr	21.1	9.4
Right on Adams Dr	21.7	8.8
Right on Taylor Rd	22.3	8.2
Bear right on Boxboro Rd	23.5	7.0

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on South Acton Rd	24.0	6.5
Left on Martin St	26.3	4.2
Right on Central St	26.7	3.8
Bear Right on Main St	27.0	3.5
Quick left on School St	27.1	3.4
Bear right on River St	27.2	3.3
Left on Parker St	28.2	2.3
Right on School St	28.9	1.6
Bear Right on Lawsbrook Rd	29.1	1.4
Rest Stop at Rideout Field	30.5	9.4
Right on Commonwealth Ave	30.6	9.3
Right on Church St	30.8	9.1
Left on Upland Rd	31.2	8.7
Right on Old Marlboro Rd	31.4	8.5
Continue on Pantry Rd	34.4	5.5
Left on Lincoln Rd	35.5	4.4
Right on Water Row	36.4	3.5
Continue on Water Row	37.7	2.2

40 Mile Route	Route Mileage	Mileage to Next Rest Stop
Left on Old Sudbury Rd, MA 27	38.3	1.6
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	38.3	1.6
Right on River Road	38.6	1.3
Left on Boston Post Road, US 20	39.4	0.5
Left on Minuteman Rd	39.8	0.1
Left to FINISH!	39.9	

IMPORTANT PHONE NUMBERS!!!

To access SAG support,
call our Ride Hotline at
888-699-4415

In case of a *medical* emergency,
please call **911**

RIDE  **ALS**
TO DEFEAT

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
START	0.0	11.2
Right on Boston Post Rd, US 20	0.1	11.1
Right on Old County Rd	0.4	10.8
Left on Water Row	1.2	10.0
Left on Old Sudbury Rd, MA 27	1.5	9.7
Caution crossing Old Sudbury Rd		
Quick right on Water Row	1.5	9.7
Left on Plympton Rd	2.1	9.1
Bear right on Concord Rd	3.1	8.1
Quick left on Morse Rd	3.2	8.0
Right on Marlboro Rd	4.6	6.6
Quick left on Mossman Rd	4.6	6.6
Continue Powder Mill Rd, MA 62	6.1	5.1
Continue on Sudbury Rd	6.9	4.3
Right on Powder Mill Rd, MA 62	7.3	3.9
Left onto High St	7.5	3.7

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
Exit Rail Trail and Left on Pantry Rd	14.8	5.4
Straight on Concord	15.2	5.0
Left on Lincoln Rd	16.0	4.2
Right on Water Row	16.8	3.4
Straight on Water Row	18.2	2.0
Left on Old Sudbury Rd, MA 27	18.7	1.5
Caution crossing Old Sudbury Rd		
Quick Right on Water Row	18.7	1.5
Bear Right on River Row	19.0	1.2
Left on Boston Post Rd, US 20	19.9	0.3
Left on Minuteman Rd	20.2	0.0
Left to FINISH!	20.2	0.0

20 Mile Route	Route Mileage	Mileage to Next Rest Stop
Right on Parker St	8.1	3.1
Continue on Parker St	8.8	2.4
Right on School St	9.5	1.7
Bear Right Laws Brook Rd	9.8	1.4
Right to Rest Stop at Rideout Field	11.2	9.0
Right to Laws Brook Rd	11.4	8.8
Continue on Commonwealth Ave	11.4	8.7
Left on Main St, MA 62	11.5	8.7
Quick Right to Bruce Freeman Trail	11.5	8.7
Continue Bruce Freeman Trail	11.9	8.3
Continue Bruce Freeman Trail	12.4	7.8
Continue Bruce Freeman Trail	13.3	6.9
Continue Bruce Freeman Trail	14.4	5.8

IMPORTANT
PHONE NUMBERS!!!

To access SAG support,
call our Ride Hotline at
888-699-4415

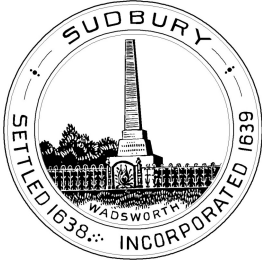
In case of a *medical* emergency,
please call **911**

HYDRATE! (Drink before you're thirsty)

BE CONSIDERATE (Communicate)

RIDE SINGLE FILE





SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.4: Approve application for walk/relay of the Sudbury Pan-Mass Challenge Kids Ride on Sunday, September 20th from 10:00 AM until 11:30 AM. Rain date of Sunday September 27th

Requested by: Tyler Steffey

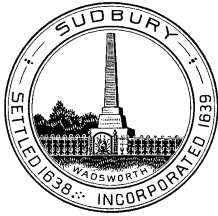
Formal Title: Approve application for walk/relay of the Sudbury Pan-Mass Challenge Kids Ride on Sunday, September 20th from 10:00 AM until 11:30 AM. Rain date of Sunday September 27th

Votes May Be Taken:

Attachment(s):

[Walk Run - Application - Pan-Mass Challenge - 9.20.26_Redacted.pdf](#)

[Walk Run - Pan-Mass Challenge - Departmental Approvals - 9.20.2026.pdf](#)



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

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

Organization Name Pan-Mass Challenge

Event Name Sudbury PMC Kids Ride

Organization Address 77 4th Avenue Needham, MA 02494

Name of contact person in charge Tyler Steffey

Telephone Number(s) of contact [REDACTED] (cell) [REDACTED]

Email address [REDACTED]

Date of event _____ Rain Date Sunday, September 27th

Starting time 10:00am Ending time 11:30am

Route of the race/relay and portion of the road requested to be used (please indicate on map and attach to this application) Curtis MS to Pratts Mill to Peakham to Meadowbrook to Pratts Mill to Curtis

Anticipated number of participants ~100

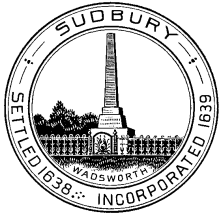
Assembly area (enclose written permission of owner if private property to be used for assembly) NA

Organization that proceeds will go to Pan-Mass Challenge

Any other important information _____

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

Signature of Applicant [Signature] Date July 13, 2026



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

Application Checklist:

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

Please submit completed application and materials to:

Office of Select Board

278 Old Sudbury Rd.

Sudbury, MA 01776

Fax: 978-443-0756

Email: SBadmin@sudbury.ma.us

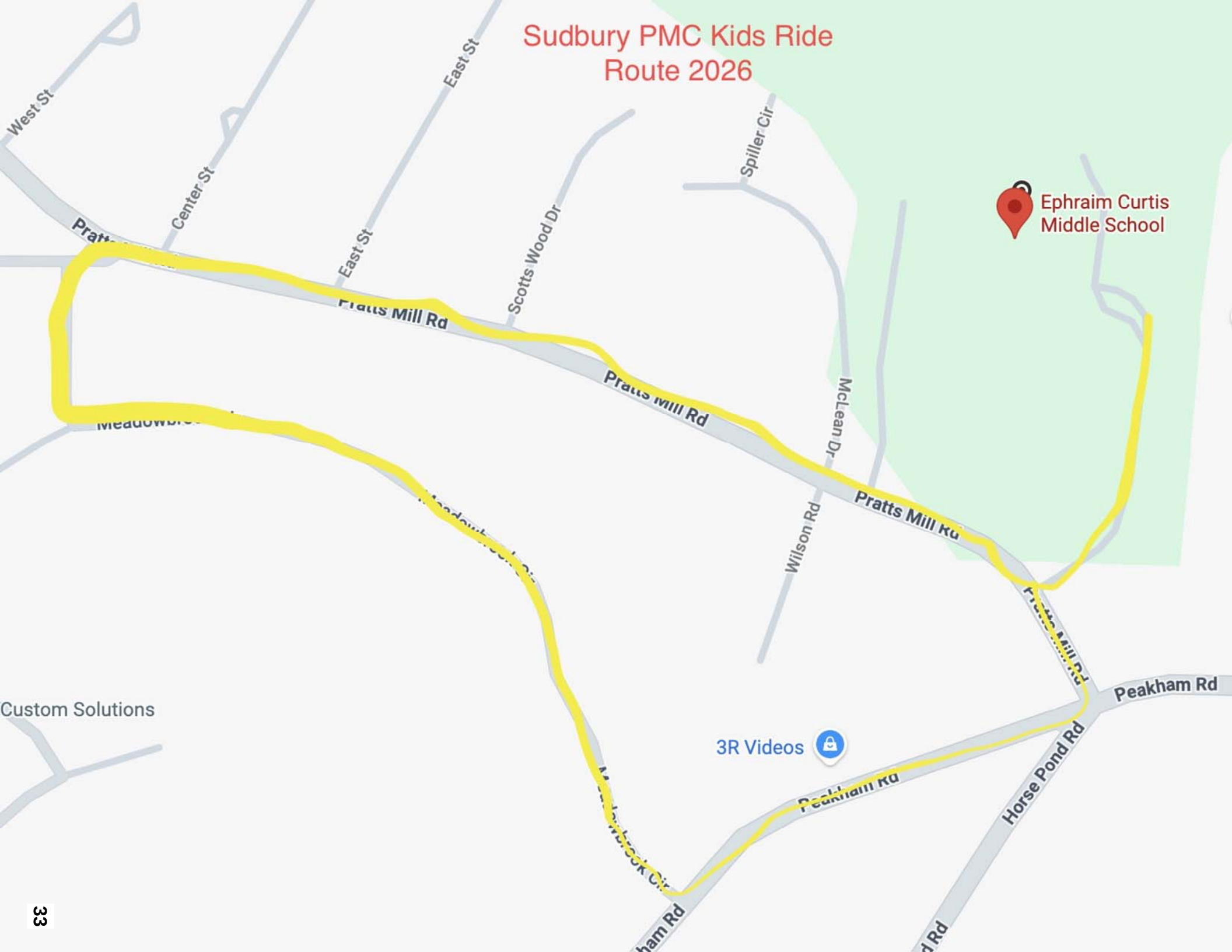
Sudbury PMC Kids Ride Route 2026



3R Videos

Sudbury PMC Kids Ride
Route 2026

 Ephraim Curtis
Middle School





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/17/2025

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

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

PRODUCER MARSH USA, LLC. 99 HIGH STREET BOSTON, MA 02110 Attn: Boston.Certrequest@marsh.com Fax: 212-948-4377 CN128549194-PMC-GAU-25-26	CONTACT NAME: Brett Rogal PHONE (A/C, No, Ext): E-MAIL ADDRESS: Brett.Rogal@marsh.com INSURER(S) AFFORDING COVERAGE INSURER A : National Casualty Company INSURER B : INSURER C : INSURER D : INSURER E : INSURER F : NAIC # 11991
---	--

COVERAGES**CERTIFICATE NUMBER:**

NYC-012039675-06

REVISION NUMBER: 7

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☒ GEN'L AGG LIMIT PER EVENT GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:			9R-AIP-00034503534-01	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 Liquor Liability Agg \$ 1,000,000
A	☐ AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			9R-AIA-00034502039-02	01/01/2025	01/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED RETENTION \$			9Z-AIX-00034502037-02	01/01/2025	01/01/2026	EACH OCCURRENCE \$ 9,000,000 AGGREGATE \$ 9,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☒ N	N / A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

RE : Sudbury PMC Kids Ride on 9/21/2025.

Town of Sudbury is included as additional insured where required by written contract.

CERTIFICATE HOLDER**CANCELLATION**

Town of Sudbury 278 Old Sudbury Road Sudbury, MA 01776	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Marsh USA LLC</i>
--	---

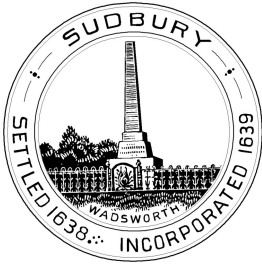
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Walk/Run License Application Departmental Approval

Organization: Pan-Mass Challenge

Event Date: 09/20/2026

Department	Staff	Date	Comments
Department of Public Works	Tina Rivard	7/23/2026	The Department of Public Works has approved this application.
Fire Department	Chief Choate	7/14/2026	The Fire Department has approved this application.
Police Department	Chief Nix	8/6/2026	The Police Department has approved this application and communicated with the applicant on recommended safety measures.



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.5: Approve walk/relay application for Bike Not Bombs on Sunday, October 4th from 10:00AM to 3:00PM. Rain date of October 11th.

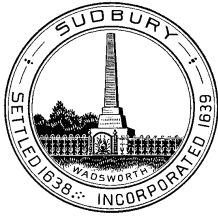
Requested by: Sam Snekvik

Formal Title: Approve walk/relay application for Bike Not Bombs on Sunday, October 4th from 10:00AM to 3:00PM. Rain date of October 11th.

Votes May Be Taken:

Attachment(s):

[Walk Run Application - Bikes Not Bombs - 10.4.26_Redacted.pdf](#)



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

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

Organization Name Bikes Not Bombs

Event Name Century Challenge

Organization Address 284 Amory St, Boston MA 02130

Name of contact person in charge Sam Snekvik

Telephone Number(s) of contact [REDACTED] (cell) _____

Email address [REDACTED]

Date of event _____ Rain Date October 11th, 2026

Starting time 10am Ending time 3pm

Route of the race/relay and portion of the road requested to be used (please indicate on map and attach to this application) <https://ridewithgps.com/routes/55682936>

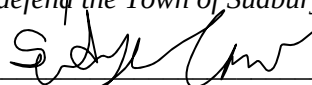
Anticipated number of participants 100

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

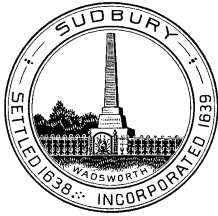
Organization that proceeds will go to Bikes Not Bombs

Any other important information See letter sent within the email

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

Signature of Applicant 

Date 7/14/2026



TOWN OF SUDBURY

Office of Select Board

www.sudbury.ma.us

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

Email: SBadmin@sudbury.ma.us

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

Application Checklist:

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

Please submit completed application and materials to:

Office of Select Board

278 Old Sudbury Rd.

Sudbury, MA 01776

Fax: 978-443-0756

Email: SBadmin@sudbury.ma.us



BIKES NOT BOMBS

Reclaim. Empower. Transform.

284 Amory Street
Jamaica Plain, MA 02130
bikesnotbombs.org
617.522.0222

July 14th, 2026

Office of Select Board
278 Old Sudbury Rd.
Sudbury, MA 01776

Dear Whomever it may concern,

I am writing today to request that Bikes Not Bombs be granted permission to use Sudbury roads for our Century Challenge fundraising bike ride, on Sunday, October 4th, 2026.

This will be our 39th year of running fundraising bike rides smoothly and safely! Each of these heroic cyclists in the event raises money to support our non-profit bicycle programs. Our youth programs in Jamaica Plain help underserved Boston teens learn bicycle mechanics, community engagement, event planning, sales, and administrative skills. These skills lay a foundation for professional development that will help them get higher paying jobs.

This year on May 17th, our Bike-A-Thon included the 3 shortest routes but left out the 63 and 105 mile routes which are going to be part of the Century Challenge. There are no points along our route where we plan to block, obstruct, or in any way interfere with vehicular or pedestrian traffic. This is not a race, and it is not a single mass of cyclists who stay together. Upon leaving the starting point in Jamaica Plain at staggered times, each cyclist rides at their own pace, and they will be spread out over many miles and integrated into the normal flow of traffic. We provide the route for cyclists to follow, and each cyclist is on the road as an individual, riding safely and single file on the road as would any other recreational cyclist. The section through Sudbury is part of our 63 and 105 mile Century Challenge routes, and the riders are extremely experienced in riding with traffic.

We instruct all riders to obey all traffic laws. These cyclists will also be experienced and comfortable with safely integrating themselves into the normal flow of traffic. We expect the impact on Sunday's traffic to be negligible, and we are not requesting any assistance from town authorities on the day of the event.

There are no spectators or parking in Sudbury. There will only be cyclists on the road as a part of normal traffic.

Below is an outline of our route through Sudbury:

63 AND 105 MILE ROUTE:

- Enter Sudbury on Concord Rd.
- Turn left to stay on Concord Rd.
- Turn left on Newbridge Rd.
- Turn left on Water Row
- Turn right on Lincoln Rd. and exit Sudbury

Maps of the above route can be found here:

105 Mile Route: <https://ridewithgps.com/routes/55682936>

63 Mile Route: <https://ridewithgps.com/routes/55682923>

Riders will start to trickle into Sudbury at around 10:00am. We expect our very last riders will have exited Sudbury by 3:00pm. The riders will be quite staggered throughout the day.

Liability insurance has been obtained as well, naming the Town of Sudbury as an additional insured. If there are any questions at all, please be in touch with me. Many thanks for your consideration.

Sincerely,

Sadye Cheever

Development and Communications Intern

[Bikes Not Bombs](#)

sadye@bikesnotbombs.org



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/18/2026

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

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

PRODUCER		CONTACT NAME: Event Helper Customer Service	
	Gaslamp Insurance Services	PHONE (A/C, No. Ext): (855) 493-8368	FAX (A/C, No):
	DBA Event Helper Insurance Services	E-MAIL ADDRESS: info@theeventhelper.com	
	PO Box 1549		
	Grass Valley CA 95945	INSURER(S) AFFORDING COVERAGE	
		INSURER A: Crum & Forster	NAIC # 44520
INSURED		INSURER B:	
Bikes Not Bombs, Inc.		INSURER C:	
c/o Sam Snekvik		INSURER D:	
284 Amory St		INSURER E:	
Boston MA 02130		INSURER F:	

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

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY			BAK-88413-5-A4395421	10/04/2026 12:01 AM	11/05/2026 12:01 AM	EACH OCCURRENCE \$ 1,000,000
	☐ CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES \$ 100,000
	Host Liquor Liability						MED EXP (Any one person) \$ 5,000
	Retail Liquor Liability						PERSONAL & ADV INJURY \$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$ 2,000,000
	☒ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG \$ 2,000,000
	OTHER:						Deductible \$ 1,000
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	☐ ANY AUTO						BODILY INJURY (Per person) \$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
							\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE \$
	DED ☐ RETENTION \$						\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						☐ PER STATUTE ☐ OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	☐ Y / ☒ N	N / A				E.L. EACH ACCIDENT \$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$

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

Certificate holder listed below is named as additional insured per attached CG 20 10 12 19. Coverage Date(s): 10/04/2026-11/05/2026 Attendance: 50, Participants: 200, Event Type: Cycling (short term)- No Racing/No Off-Road - Amateur Only. Waiver of transfer of rights of recovery against others to us referenced attached CG 24 04 05 09. Primary/Non-Contributory wording applies per attached SB579-0225. Athletic/Sport Participants liability sublimit of \$50,000 per occurrence, \$50,000 General Aggregate.

CERTIFICATE HOLDER**CANCELLATION**

Town of Sudbury Town Hall 322 Concord Rd Sudbury MA 01776	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

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THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – OWNERS, LESSEES OR CONTRACTORS – SCHEDULED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
All persons or organizations as required by written contract with the insured It is further agreed that this insurance shall be primary and non-contributory but only in the event of a named insured's sole negligence	Various
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

- A. Section II – Who Is An Insured** is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:
1. Your acts or omissions; or
 2. The acts or omissions of those acting on your behalf;
- in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.
- However:
1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
 2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.
- B.** With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:
- This insurance does not apply to "bodily injury" or "property damage" occurring after:
1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
 2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

- C. With respect to the insurance afforded to these additional insureds, the following is added to **Section III – Limits Of Insurance:**

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

1. Required by the contract or agreement; or

2. Available under the applicable limits of insurance;

whichever is less.

This endorsement shall not increase the applicable limits of insurance.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Person Or Organization:	All persons or organizations as required by written contract with the insured
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

The following is added to Paragraph **8. Transfer Of Rights Of Recovery Against Others To Us** of **Section IV – Conditions**:

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**PRIMARY AND NONCONTRIBUTORY –
OTHER INSURANCE CONDITION**

This endorsement modifies insurance provided under the following:

**COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART**

The following is added to the **Other Insurance** Condition and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under this policy provided that:

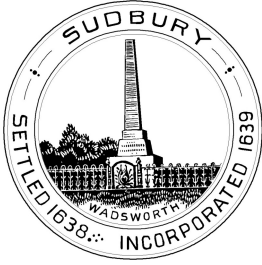
- (1) The additional insured is a Named Insured under such other insurance; and
- (2) You have agreed in writing in a contract or agreement prior to the injury or damage that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

However, the insurance provided under this endorsement will not apply beyond the extent required by such contract or agreement.

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):
Town of Sudbury Town Hall 322 Concord Rd Sudbury, MA 01776

ALL OTHER TERMS AND CONDITIONS OF THIS POLICY REMAIN UNCHANGED.



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.6: Accept a grant in the amount of \$30,000 awarded to the Department of Health and Community Services for FIFA Community Watch Parties

Requested by: Vivian Zeng

Formal Title: Accept a grant in the amount of \$30,000 awarded to the Department of Health and Community Services for FIFA Community Watch Parties

Votes May Be Taken:

Attachment(s):

[FIFA Grant Contract 8-26.pdf](#)



The Commonwealth of Massachusetts
Executive Office of Health and Human Services
Department of Public Health
250 Washington Street, Boston, MA 02108-4619

MAURA T. HEALEY
Governor

KIMBERLEY DRISCOLL
Lieutenant Governor

KIAME MAHANIAH, MD, MBA
Secretary

ROBERT GOLDSTEIN, MD, PhD
Commissioner

Tel: 617-624-6000
www.mass.gov/dph

06/30/2026

TOWN OF SUDBURY
322 CONCORD RD
SUDBURY, MA 017761850

Attn: Vivian Zeng

R/E: Contract #: INTF1200P01236938377

The Massachusetts Department of Public Health, DPH Offices is awarding you an engagement contract in accordance with RFQ# 262369380326 - Local Public Health Funding for FIFA 2026 World Cup Community Events. The engagement contract will be in effect through 09/30/2026.

Enclosed please find an Engagement Contract package for you to review and sign via DocuSign. Please take note of the following:

- **NEW ENGAGEMENT CONTRACT/AMENDMENT/RENEWAL FORM**

This form must be signed with an **authorized signatory**, dated, and returned via DocuSign.

All attachments must be completed for your contract package to be processed.

If you have programmatic questions about your engagement **contract package**, please contact your Bureau Program Manager **Diana Acosta** at Diana.C.Acosta@mass.gov.

Please sign with an **authorized signatory** and return the contract package via DocuSign no later than close of business on **6/30/2026**.

Sincerely,

Sam Wong
Bureau Director
Office of Local and Regional Health

Award Letter Additional Information

Contract ID #: INTF1200P01236938377

This will be a special circumstance that there will be only one payment voucher due to time constraints.

DPH MASTER AGREEMENT ENGAGEMENT FORM

Bureau: DPH Offices

Engagement Contract ID: INTF1200P01236938377

Vendor Name: TOWN OF SUDBURY

Vendor Code: VC6000191996

Vendor Contact: Vivian Zeng

Vendor Email: ZengV@sudbury.ma.us

Master Agreement Id: MUNICIPALPHSERVICES0

Procurement No: 236938

Procurement Name: PUBLIC HEALTH SERVICES AT THE LOCAL AND REGIONAL LEVEL

DPH Program Manager: Diana Acosta

DPH Program Manager Email: Diana.C.Acosta@mass.gov

☒ **New**

Dates of Service:

Anticipated Start Date*: 07/01/2026

End Date: 09/30/2026

Total Engagement Maximum Obligation \$30,000.00

☒ **RFQ** 262369380326 attached **Vendor response**

☐ **NOI** _____

☐ **Confidentiality Agreement**

☐ **Amendment**

Amendment Type:

Original Start Date:

Current End Date:

New End Date:

Current Total Engagement Maximum Obligation _____

Engagement Amendment Amount (+ or -) _____

New Total Engagement Maximum Obligation _____

☐ **RFQ** _____

☐ **NOI** _____

☒ **DPH MA PP Budget Attached**

Expenditures must be made in accordance with the approved budget for this engagement and the terms and conditions of the procuring agency's RFR and contract.

Periodic Scheduled Payment Installments: Payments will be made upon the submission of a payment voucher(s) that are complete and that include appropriate documentation in accordance with the terms of the service scope and governing contract.

Expenditure Reporting: Triannual or quarterly narrative reports and expenditure reports

Funding: Funding for this engagement is subject to the appropriation of funds by the Massachusetts legislature or the federal government for the year(s) in which services are delivered.

Changes to Scope and /or Terms: Any changes to this engagement must be agreed upon in writing by both parties.

Termination: The Department, upon prior written notice, may terminate this engagement without cause and without penalty, or may terminate or suspend an engagement if the vendor breaches any material term or condition or fails to perform or fulfill any material obligation required by this engagement, or in the event of an elimination of an appropriation or absence of sufficient funds for the purposes of an engagement, or in the event of an unforeseen public emergency mandating immediate department action.

Signed by: Andrew J Sheehan
C09BA8BC59AA461... 06/30/2026

Authorized Vendor Signature and Date

Andrew J Sheehan Town Manager
Print Name and Title

Signed by: Debra Dinkins
01E9D79CB4AF4BB... 06/30/2026

Department Authorized Signatures
Authorized DPH Bureau Representative Signature and Date

Debra Dinkins A & F Director
Print Name and Title

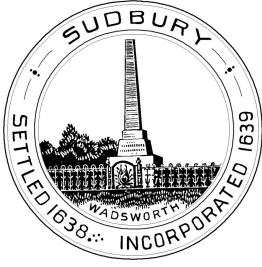
* The effective start date of this Engagement or Amendment shall be the latest date this document has been executed by an authorized signatory of the Vendor, the Department or a later Engagement or Amendment start date specified above

Scope of Services

Contract ID #: INTF1200P01236938377

New Contract

Local Public Health Funding for FIFA 2026 World Cup Community Events



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.7: Vote to appoint Election Officers for a one-year term, commencing August 15, 2026 and ending August 14, 2027, as recommended by the Democratic and Republican Town Committee Chairs and the Town Clerk

Requested by: Lisa Davis

Formal Title: Vote to appoint Election Officers for a one-year term, commencing August 15, 2026 and ending August 14, 2027, as recommended by the Democratic and Republican Town Committee Chairs and the Town Clerk

Votes May Be Taken:

Attachment(s):

[Election Worker Appointment by Enrollment.docx](#)

ELECTION OFFICERS BY ENROLLMENT

2026-2027

CARMINE GENTILE - DEMOCRATIC TOWN COMMITTEE CO-CHAIR

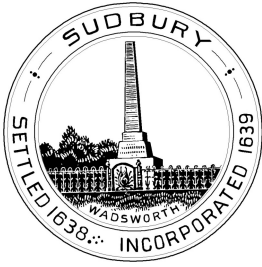
DOROTHY BISSON - REPUBLICAN TOWN COMMITTEE CHAIR

RAVI SIMON - DEMOCRATIC TOWN COMMITTEE CO-CHAIR

First Name	Last Name	Election Officer Type	Party
Democrat			
Beverly F.	Blatz	Inspector	D
Ellen	Church	Inspector	D
Sherrill	Cline	Teller	D
Anne	Devine	Inspector	D
Frank	DiPace	Monitor/Ballot Box	D
Neriman	Donalds	Inspector	D
Kelly	Durning	Clerk	D
Michael	Dziekan	Inspector	D
Debra D.	Ehrmann	Clerk	D
Steven	Greene	Warden	D
Ellen	Harvey	Monitor/Ballot Box	D
Peter	Hoenig	Monitor/Ballot Box	D
Kirk	Hutchinson	Monitor/Ballot Box	D
Mary	Jenkinson	Inspector	D
Gail	Kessler-Walsh	Monitor/Ballot Box	D
Melodie	Knowlton	Inspector	D
Elizabeth	Kugler	Monitor/Ballot Box	D
Jacqueline A.	Lustig	Monitor/Ballot Box	D
Dorothy	Oldroyd	Monitor/Ballot Box	D
Regina	O'Rourke	Inspector	D
Elizabeth	Packhem	Teller	D
Patricia A.	Pakos	Inspector	D
Ark	Pang	Clerk	D
Bonita	Rettman	Warden	D
Susan	Rushfirth	Clerk	D
Emily	Schur	Inspector	D
Carol	Shulman	Clerk	D
Carolina	Signorino	Inspector	D
Kay	Silverman	Warden	D
Suzanne	Steinbach	Monitor/Ballot Box	D
Andrew	Suitter	Inspector	D
Frances	Tabone	Inspector	D
Jo Susan	Travers	Clerk	D
Julie	Weinstein	Inspector	D
Barbara A.	Wilson	Inspector	D
Republican			
Catherine	Burke,	Monitor/Ballot Box	R

First Name	Last Name	Election Officer Type	Party
Sonya V.	Caimano	Teller	R
George L.	Connor, Jr.	Warden	R
Susan	Gorman	Monitor/Ballot Box	R
Patricia A.	Guthy	Inspector	R
Edward	Kleiman	Monitor/Ballot Box	R
Evelyn J.	Tate	Warden	R
Susan	Thomas	Clerk	R
Unenrolled			
Kathleen F.	Bell	Teller	U
Joanne	Bennett	Clerk	U
Michael	Bennett	Monitor/Ballot Box	U
Beverly	Biller	Inspector	U
Susan	Carboni	Monitor/Ballot Box	U
Maura F.	Carty	Inspector	U
Aurie-Sage	Chidziva	Inspector	U
Jennie	Chu	Monitor/Ballot Box	U
Jeffrey	Conlin	Inspector	U
Tonya	Cunningham	Inspector	U
Betsey	Cutler	Clerk	U
Stacey	Danziger	Dep. Warden	U
Maria	Dawson	Inspector	U
William	Dawson	Monitor/Ballot Box	U
Janet	Derby	Warden	U
Alice L.	DiPace	Warden	U
Ellen	Fraize	Inspector	U
Thomas	Friedlander	Warden	U
Wendie I.	Gershengorn	Inspector	U
Barbara	Goldsmith	Inspector	U
Howard	Goldsmith	Inspector	U
Elizabeth	Gray-Nix	Clerk	U
Ruth	Greene	Clerk	U
Jan	Hardenbergh	Inspector	U
Edward A.	Hawkins	Inspector Teller	U
Christine	Hawrylak	Inspector	U
Lawrence	Haydu	Monitor/Ballot Box	U
Marc	Hertzberg	Teller	U
Sarah	Hubbell	Warden	U
Deborah	Hurtig	Inspector	U
Sandra	Johnson	Inspector Teller	U
Diane M.	Kaplan	Clerk	U
Phyllis	Kaufman	Teller	U
Thomas	Kelly	Clerk	U
Ann Marie	Lanza	Inspector	U
John	Longo	Monitor/Ballot Box	U
Marilyn A.	MacLean	Monitor/Ballot Box	U

First Name	Last Name	Election Officer Type	Party
Aiden	Manilov	Teller	U
Richard	Mattione	Inspector	U
Patsy A.	Maxon	Warden	U
Mary	McCormack	Inspector	U
Anne	McCormick	Monitor/Ballot Box	U
Susan K.	Murphy	Inspector	U
Elizabeth	Nikula	Warden	U
Gail G.	Nozik	Inspector	U
Joanne M.	Phillips	Inspector	U
Judy	Reed	Monitor/Ballot Box	U
Kirsten	Roopenian	Teller	U
Marie	Royea	Monitor/Ballot Box	U
Mary Pat	Scott	Inspector	U
Gail-Ann	Simon	Monitor/Ballot Box	U
Deanna	Sklenak	Clerk	U
Lisa	Sullivan	Inspector	U
Gabrielle	Swirsky	Inspector	U
Elaine	Taranto	Inspector	U
Thomas S.	Travers	Warden	U
Lane B.	Williamson	Inspector	U
Jean	Wong	Monitor/Ballot Box	U



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.8: Reduce Michael Wallace, 18 Richard Avenue, from Full Member of the Historical Commission to Associate Member with a term to expire 5/31/2029

Formal Title: Reduce Michael Wallace, 18 Richard Avenue, from Full Member of the Historical Commission to Associate Member with a term to expire 5/31/2029

Votes May Be Taken:

Attachment(s):

[Michael Wallace_Historical Commission.pdf](#)

Application Form

Profile

Michael Wallace
First Name Middle Initial Last Name

Email Address

18 Richard Avenue
Home Address Suite or Apt
Sudbury MA 01776
City State Postal Code

Primary Phone Alternate Phone

Which Boards would you like to apply for?

Historical Commission: Submitted

Sudbury Residency

Years Lived in Sudbury

3

Interests & Experiences

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

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

I'm a current member of the Commission, interested in changing my role to an Alternate.

Please describe your experience pertinent to this board/committee.

I have served on the Commission for three years.

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

None aside from current work on the Commission.

What is your educational background?

Masters in History and J.D.

Mintz Levin
Employer

Real Estate Attorney
Job Title

Upload a Resume

Availability

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

Town Interest

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

Signature Confirmation

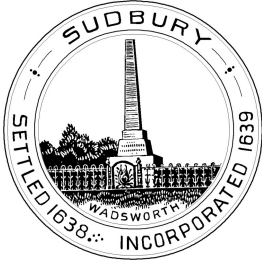
Check below to indicate that you have read, understand and agree to the following statement:

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

☒ I Agree

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

Michael Wallace



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

**A.9: Accept resignation of John Drobinski from the SuAsCo River
Stewardship Council effective 7/24/2026**

Formal Title: Accept resignation of John Drobinski from the SuAsCo River Stewardship
Council effective 7/24/2026

Votes May Be Taken:

Attachment(s):

[Resignation - Suasco - Drobinski_.pdf](#)

Cataloni, Maria

From: Sheehan, Andy
Sent: Friday, July 24, 2026 9:58 AM
To: Cataloni, Maria
Subject: FW: SUASCO

Follow Up Flag: Follow up
Flag Status: Flagged

Consent item for 8/11: accept resignation

From: John Drobinski [REDACTED]
Sent: Friday, July 24, 2026 9:33 AM
To: Dretler, Janie <DretlerJ@sudbury.ma.us>
Cc: Sheehan, Andy <SheehanA@sudbury.ma.us>
Subject: SUASCO

Good morning.

I want to inform the Select Board that I am stepping down from my appointed position on the SUASCO River Council.

I have enjoyed my role in representing Sudbury on this position, but need to move on .

I sincerely thank the Select Board for letting me represent the town in this important position.

Cheers

John

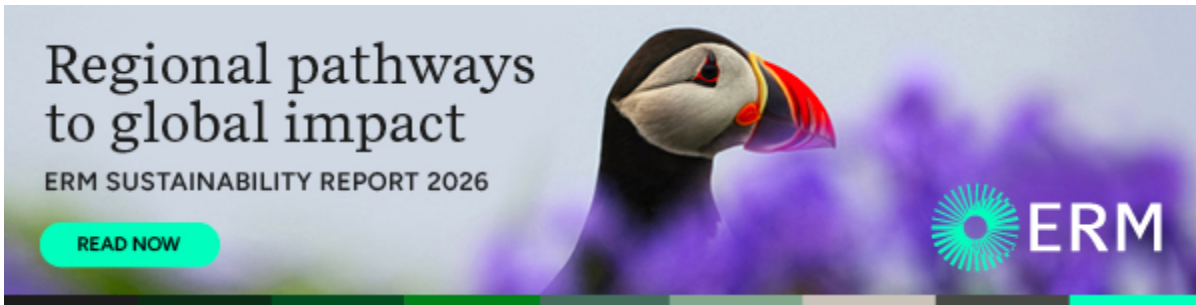


Sustainability is our business

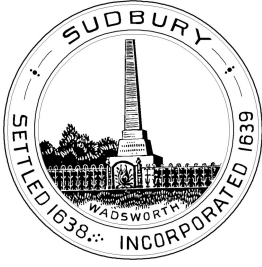
John C Drobinski
Principal Consultant, Geological Sciences, P.G.,LSP

Boston MA
[REDACTED]

erm.com



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SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

**A.10: Accept Resignation of William Pimentel from the Liberty Ledge /
Sewataro Advisory Committee**

Requested by: James Goudie

Formal Title: Accept Resignation of William Pimentel from the Liberty Ledge / Sewataro
Advisory Committee

Votes May Be Taken:

Attachment(s):

[Resignation - LLSAC - Pimentel_.pdf](#)

Cataloni, Maria

From: Goudie, James
Sent: Monday, July 20, 2026 8:36 AM
To: Cataloni, Maria; Frank, Leila; Goudie, James; Hobin, Carol; Sheehan, Andy
Subject: FW: Future Availability

Follow Up Flag: Follow up
Flag Status: Flagged

Good morning Maria,

Can you please add this to an upcoming Select Board agenda for the Board to accept this resignation?

I imagine also that the Board would want to fill this vacant seat. I spoke with the Chair of the LLSAC and he would like to leave it to the Select Board's discretion.

All the best,

James Goudie-Murray
Management Analyst
Town of Sudbury
(978) 639-3383

From: William Pimentel [REDACTED]
Sent: Thursday, July 16, 2026 9:44 PM
To: Liberty Ledge / Sewataro Advisory Committee <llsac@sudbury.ma.us>
Subject: Future Availability

Hey Everyone,

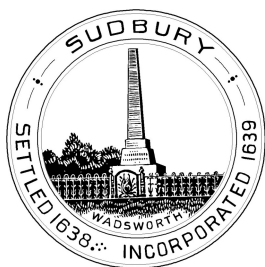
Apologies for not being able to attend the meeting tonight.

I wanted to let you know that I need to step down from the committee. My work schedule has become significantly more demanding, and I no longer have the time to devote to the committee and the project in the way it deserves.

I appreciate the opportunity to serve and wish the committee continued success with its work.

Thank you,

Bill Pimentel



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

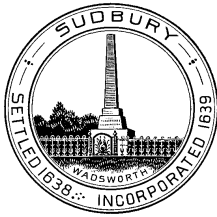
A.11: Proclamation: Decades of the July 4th Parade

Formal Title: Proclamation: Decades of the July 4th Parade

Votes May Be Taken:

Attachment(s):

[July 4th Proclamation.doc](#)



TOWN OF SUDBURY

Office of Select Board
www.sudbury.ma.us

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

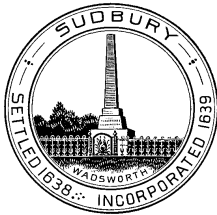
Email: selectboard@sudbury.ma.us

Proclamation

*Honoring Mike Hamill, Libby Hamill, Doug Haartz, and the Sudbury Chamber of Commerce for
Decades of Distinguished Service to Sudbury's Fourth of July Parade*

- **WHEREAS**, for twenty-five years, Mike Hamill, Libby Hamill, and Doug Haartz have devoted their time, talents, and unwavering commitment to planning and leading Sudbury's annual Fourth of July Parade, one of the Town's most anticipated and enduring community traditions; and
- **WHEREAS**, for thirty-seven years, the Sudbury Chamber of Commerce has organized the Town's annual Fourth of July Parade in partnership with the Town of Sudbury, veterans' organizations, public safety personnel, marching bands, Scouts and youth groups, civic and nonprofit organizations, local businesses, community groups, volunteers, and countless residents, creating a celebration that reflects the pride, patriotism, and enduring spirit of the Sudbury community; and
- **WHEREAS**, under the dedicated leadership of Mike Hamill, Parade Commander, Libby Hamill, Doug Haartz, members of the extended Hamill family, and the Fourth of July Parade Committee, this collaborative community effort has been expertly planned and implemented year after year, ensuring the continued success of one of Sudbury's most cherished traditions; and
- **WHEREAS**, Mike Hamill has faithfully served as Parade Commander for twenty-five years, providing exceptional leadership, thoughtful planning, and steadfast oversight to ensure the continued success, safety, and enjoyment of this annual celebration; and
- **WHEREAS**, Libby Hamill and Doug Haartz, together with members of the extended Hamill family and countless dedicated volunteers, have generously contributed thousands of hours coordinating the many details required to organize and present a successful parade each year; and
- **WHEREAS**, through their vision, dedication, and extraordinary spirit of volunteerism, Mike Hamill, Libby Hamill, and Doug Haartz have preserved and strengthened a treasured Sudbury tradition, creating lasting memories for generations of residents and visitors while inspiring civic engagement and fostering a strong sense of community; and
- **WHEREAS**, as Mike Hamill, Libby Hamill, and Doug Haartz conclude twenty-five years of distinguished leadership of the Fourth of July Parade Committee, they leave behind an enduring legacy of service that will continue to inspire future generations of volunteers, while the Sudbury Chamber of Commerce carries forward the tradition of organizing this cherished annual celebration; and
- **WHEREAS**, the Sudbury Select Board wishes to recognize and express its sincere gratitude and appreciation for the outstanding leadership, service, and lasting contributions of Mike Hamill, Libby Hamill, and Doug Haartz, whose dedication has helped make Sudbury's Fourth of July Parade a beloved annual tradition for a quarter of a century;

NOW, THEREFORE, BE IT PROCLAIMED, that the Sudbury Select Board hereby honors Mike Hamill, Libby Hamill, and Doug Haartz for their outstanding and exemplary volunteer service, leadership, and dedication in planning and managing Sudbury's Fourth of July Parade for the past twenty-five years, and extends its deepest appreciation for the lasting impact they have made on the Town of Sudbury and its residents.



TOWN OF SUDBURY

Office of Select Board
www.sudbury.ma.us

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

Email: selectboard@sudbury.ma.us

BE IT FURTHER PROCLAIMED, that the Sudbury Select Board expresses its appreciation to the Sudbury Chamber of Commerce for its continued commitment to organizing this cherished community tradition and wishes continued success to all who will carry the parade forward in the years to come.

IN WITNESS WHEREOF, the Sudbury Select Board has hereunto set its hand and caused the Seal of the Town of Sudbury to be affixed this ____ day of _____, 2026.

SELECT BOARD

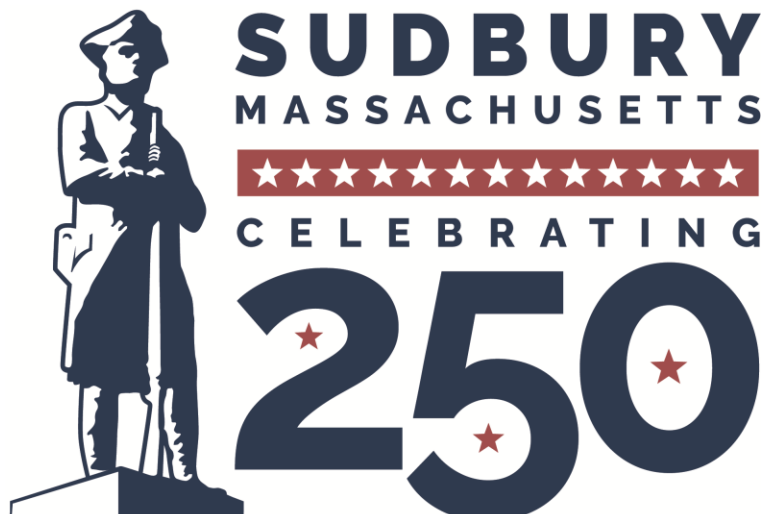
Janie W. Dretler, Chair

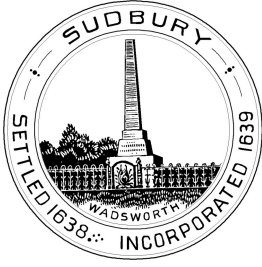
Radha R. Gargeya, Vice-Chair

Daniel E. Carty

Lisa V. Kouchakdjian

Charles G. Russo





SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

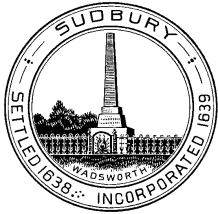
A.12: Vote to approve letter in support of Community Preservation Act funds used to improve walkways

Formal Title: Vote to approve letter in support of Community Preservation Act funds used to improve walkways

Votes May Be Taken:

Attachment(s):

[Support for CPA Legislation for Walkways DCarty.docx](#)



Town of Sudbury

Select Board

www.sudbury.ma.us/selectboard

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

Email: selectboard@sudbury.ma.us

May 19, 2026

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

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

Dear Representative Gentile and Senator Eldridge:

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

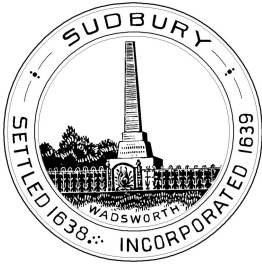
Logic holds that if CPA funds can be used for a parking lot and pathways directly adjacent to a recreational area, as Sudbury has done as recently as 2024 with funds allocated for the Parkinson Field Driveway design and just last month in our 2026 Annual Town Meeting for parking and connecting paths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

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

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

Thank you for your continued support of Sudbury.

SUDBURY SELECT BOARD



SELECT BOARD
Tuesday, August 11, 2026

CONSENT CALENDAR

A.13: Confirm the Town Manager's appointment of Alan Jost, 81 Austin Road, to the Historical Commission with a term through May 31, 2027

Formal Title: Confirm the Town Manager's appointment of Alan Jost, 81 Austin Road, to the Historical Commission with a term through May 31, 2027

Votes May Be Taken:

Attachment(s):

[Application-for-Appointment - Alan Jost_.pdf](#)

TOWN OF SUDBURY
APPLICATION FOR APPOINTMENT

SELECT BOARD
278 OLD SUDBURY ROAD
SUDBURY, MA 01776

FAX: (978) 443-0756
E-MAIL: selectboard@sudbury.ma.us

Board or Committee Name: Historical Commission

Name: Alan C. Jost

Address: 81 Austin Road

Email Address: [REDACTED]

Home phone: [REDACTED]

Work or Cell phone: [REDACTED]

Years lived in Sudbury: 33+

Brief resume of background and pertinent experience:

20 years as an Air Force Officer, Lt Colonel. Multiple assignments as Program Manager and Program Director of multi million dollar programs large, phased array radars in Thule Greenland and Fylingdales, United Kingdom.. Stationed twice at Hanscom AFB, Bedford, MA. Associate Professor, Computer Science Department, United States Air Force Academy, Colorado Springs, CO.
33+ years as Program Manager, Raytheon Company, Sudbury and Marlborough facilities. 28 years as Senior Software Program Manager for International Air Traffic Control Software Systems in Norway, Australia, and India.

Municipal experience (if applicable):

Educational background:

Bachelors of Education, Mathematics, University of Miami, FL; Master of Science, Computer Science, University of Arizona; Master of Engineering, Computer Engineering, Vanderbilt University, Master of Arts, Psychology, U. of Northern Colorado

Reason for your interest in serving:

Extremely interested in the history of Sudbury. Active member of the Sudbury Companies of Militia and Minute (SCMM). Currently the SCMM Treasurer and Clerk.

Times when you would be available (days, evenings, weekends):

Retired from Raytheon for over 1 year. Pretty flexible at any time days, evening, and/or weekends.

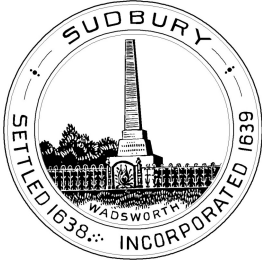
Do you or any member of your family have any business dealings with the Town? If yes, please explain:
No

acj (Initial here that you have read, understand and agree to the following statement)

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

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature _____ Date May 14, 2026



SELECT BOARD
Tuesday, August 11, 2026

PUBLIC HEARING

B.1: 7:30 PM - Approve location for new Eversource stub pole: Station Road – northeasterly side approximately 430± feet northwest of Boston Post Road

Requested by: Eversource

Formal Title: 7:30 PM - Approve location for new Eversource stub pole:

Station Road – northeasterly side approximately 430± feet northwest of Boston Post Road

Votes May Be Taken:

Attachment(s):

[Station Rd, Sudbury Cover, OH JO Hearing WO #26339899.doc](#)

[Station Rd, Sudbury Order, OH JO Hearing WO #26339899.doc](#)

[SUD-STATIOAA-26339899.pdf](#)

[Signed Petition - Station Rd, Sudbury - 26339899.docx](#)

June 16, 2026

Select Board
Sudbury Town Hall
Sudbury, MA 01776

RE: Station Road
Sudbury, MA
WO #26339899

Hearing Required

Dear Members of the Board:

The enclosed petition and plan are being presented by the NSTAR ELECTRIC COMPANY d/b/a as EVERSOURCE ENERGY and VERIZON for obtaining a Grant of Location to install one (1) Stub Pole #122/3S

This work is necessary to provide support to pole #122/3. Existing Tree Guy removed.

If you have any further questions, contact Chris Cosby (508) 305-6989.
Your prompt attention to this matter would be greatly appreciated.

Very truly yours,

Richard M. Schifone

Richard M. Schifone
Rights and Permits, Supervisor

RMS/sky
Attachments

**ORDER FOR JOINT OR IDENTICAL LOCATIONS FOR POLES
Town of SUDBURY, Massachusetts**

WHEREAS NSTAR **ELECTRIC COMPANY dba EVERSOURCE ENERGY** and **VERIZON NEW ENGLAND, INC.** have petitioned for joint or identical locations for the erection or construction of poles to be owned and used in common by them upon, along and across the public way or ways of the town hereinafter specified, and notice has been given and a hearing held on said petition as provided by law.

It is ORDERED that **NSTAR ELECTRIC COMPANY dba EVERSOURCE ENERGY** and **VERIZON NEW ENGLAND, INC.** be and hereby are granted joint or identical locations for the erection or construction of poles, to be owned and used in common by them, and for such other fixtures including anchors and guys as may be necessary to sustain or protect the wires of the line upon, along and across the following public way or ways of said town:

Station Road – northeasterly side approximately 430± feet northwest of Boston Post Road

- **Install one (1) Stub Pole #122/3S**

Hearing Required

All construction work under this Order shall be in accordance with the following conditions: Poles shall be of sound timber and located as shown on plans made by **K. Rice dated June 3, 2026**, on file with said petition. There may be attached to said poles by said **NSTAR ELECTRIC COMPANY dba EVERSOURCE ENERGY** and by said **VERIZON NEW ENGLAND, INC.** wires and cables necessary for the conduct of their business. All such wires and cables shall be placed at a height of not less than eighteen feet from the ground at crossings of other ways and at not less than fourteen feet from the ground elsewhere.

_____ Select Board of
the town of
SUDBURY

CERTIFICATE

We hereby certify that the foregoing Order was adopted after due notice and a public hearing as prescribed by Section 22 of Chapter 166 of the General Laws (Ter.Ed.), and any additions thereto or amendments thereof, to wit: after written notice of the time and place of the hearing mailed at least seven days prior to the date of the hearing by the Select Board to all owners of real estate abutting upon that part of the way or ways upon, along or across which the line is to be constructed under said Order, as determined by the last preceding assessment for taxation, and a public hearing held at _____ in said town on _____ day of _____, 2026 at _____ P.M.

_____ Select Board of
the town of
SUDBURY

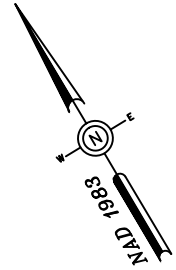
CERTIFICATE

I hereby certify that the foregoing are true copies of the Order of the Select Board of the town of **SUDBURY** Massachusetts, duly adopted on the _____ day of _____ 2026, and recorded with records of location Orders said town, Book _____, Page _____ and of the certificate of notice of hearing thereon required by Section 22 of Chapter 166 of the General Laws (Ter.Ed.), and any additions thereto or amendments thereof, as the same appear of record.

Attest: _____
Clerk of the Town of **SUDBURY**, Massachusetts

N:\SHARED-mmms-vf02\CIMAGE\BASELINS\SUD\SUD-STATIOAA.dwg

#0
STATION RD



PROPOSED STUB POLE
122/3S & GUY WIRE AND
ANCHOR

APPROX ROW

APPROX ROW

APPROX EOP

APPROX EOP

28'±

STATION RD

APPROX EOP

APPROX EOP

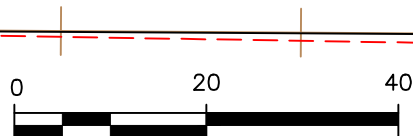
122/3

APPROX 430' TO
BOSTON POST RD

APPROX ROW

APPROX ROW

RAIL WAY



SCALE IN FEET

BY YOUR USE OF THE INFORMATION CONTAINED IN THIS MAP, YOU AGREE THAT NO WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, IS GIVEN WITH RESPECT TO THE INFORMATION. NEITHER NSTAR ELECTRIC COMPANY, NSTAR GAS COMPANY NOR ITS PARENTS, AFFILIATES, OFFICERS, DIRECTORS, SHAREHOLDERS, EMPLOYEES OR AGENTS (COLLECTIVELY THE "NSTAR ENTITIES") SHALL BE LIABLE FOR ANY LOSS OR INJURY CAUSED IN WHOLE OR IN PART BY USE OF THIS INFORMATION OR IN RELIANCE UPON IT, TO THE MAXIMUM EXTENT ALLOWED BY LAW, YOU AGREE BY YOUR ACCEPTANCE OF THE INFORMATION TO RELEASE, INDEMNIFY AND HOLD THE NSTAR ENTITIES HARMLESS FROM ANY SUCH LOSS OR INJURY.

THE INFORMATION MAY NOT REPRESENT A SURVEY, MAY NOT BE THE MOST COMPLETE AND IS SUBJECT TO CHANGE WITHOUT NOTICE. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE INFORMATION, EITHER EXPRESSED OR IMPLIED. UNAUTHORIZED ATTEMPTS TO MODIFY THE INFORMATION OR USE THE INFORMATION FOR OTHER THAN ITS INTENDED PURPOSES ARE PROHIBITED

Proposed pole locations shown thus



Pole locations to be abandoned, shown thus



Proposed Anchor Guy shown thus



Proposed Hip Guy shown thus



Proposed Underground location shown thus



Proposed Push Brace shown thus



Existing Pole location shown thus



C#

Ward #

Work Order # 26339899

Surveyed by: VT/GR

Research by: GR

Plotted by: VT

Proposed Structures: VT

Approved: K RICE

P#

NSTAR
ELECTRIC
d/b/a **EVERSOURCE**

1165 MASSACHUSETTS AVE. DORCHESTER, MASS. 02125

Plan of STATION ROAD

SUBDURY

Showing PROPOSED STUB POLE & ANCHOR LOCATON

Scale 1"=20'

Date JUNE 3, 2026

SHEET 1 of 1

**PETITION OF NSTAR ELECTRIC COMPANY dba EVERSOURCE ENERGY AND OTHER
COMPANIES FOR JOINT OR IDENTICAL LOCATIONS FOR POLES**

To the Select Board of the Town of Sudbury, Massachusetts:

Respectfully represent **NSTAR ELECTRIC COMPANY dba Eversource Energy** and **VERIZON NEW ENGLAND, INC.** companies subject to Chapter 166 of the General Laws (Ter.Ed.), that they desire to construct a line upon, along and across the public way or ways hereinafter specified.

WHEREFORE, your petitioners pray that after due notice and hearing as provided by law the **Select Board** may by Order grant your petitioners joint or identical locations for the erection or construction of poles, to be owned and used in common by them, and for such other fixtures including anchors and guys as may be necessary to sustain or protect the wires of the line, said poles to be located, substantially as shown on the plans made by **K. Rice on June 3, 2026** and filled herewith, upon along and across the following public way or ways of said town:

Station Road – northeasterly side approximately 430± feet northwest of Boston Post Road

- **Install one (1) Stub Pole #122/3S**

Hearing Required

Also, for permission to lay and maintain underground laterals, cables, and wires in the above or intersecting public ways for making connections with such poles and buildings as each of said petitioners may desire for distributing purposes. Your petitioners agree to reserve space for one Crossarm at a suitable point upon each of said poles for the telephone, fire and police signal wires owned by the town and used for municipal purposes.

**NSTAR ELECTRIC COMPANY
dba EVERSOURCE ENERGY**

By: *Richard M. Schifone*
Richard M. Schifone
Rights and Permits, Supervisor

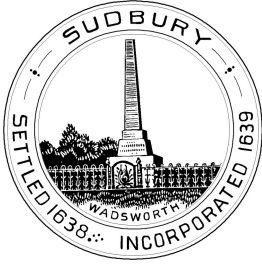
VERIZON NEW ENGLAND INC.

By: *Albert E. Bessette Jr.*

Dated this _____ day of _____ 2026

Town of SUDBURY, Massachusetts

Received and filed _____ 2026



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.1: Appoint Blair Stewart, 405 Dutton Road, to the Energy & Sustainability Committee with a term to expire 5/31/2029

Formal Title: Appoint Blair Stewart, 405 Dutton Road, to the Energy & Sustainability Committee with a term to expire 5/31/2029

Votes May Be Taken:

Attachment(s):

[Application-for-Appointment - Blair Stewart_.pdf](#)

[ESC Recommendation_Blair Steart.pdf](#)

TOWN OF SUDBURY
APPLICATION FOR APPOINTMENT

SELECT BOARD
278 OLD SUDBURY ROAD
SUDBURY, MA 01776

FAX: (978) 443-0756
E-MAIL: selectboard@sudbury.ma.us

Board or Committee Name: Energy and Sustainability Green Ribbon Committee

Name: Blair Stewart

Address: 405 Dutton Road, Sudbury MA 01776 Email Address: [REDACTED]

Home phone: [REDACTED] Work or Cell phone: [REDACTED]

Years lived in Sudbury: 13 years

Brief resume of background and pertinent experience:

I'm an electronics engineer by training, and I've worked with and for energy companies in part of my career including consulting to National Grid here in NE (and the UK). I've always had an interest in how energy is generated, transmitted, and how to effectively manage it. Most of my working life has been spent helping organizations — utilities, banks, a fair number of manufacturers — work out which investments are actually worth making and then getting them funded and built. I'm used to pushing past a pitch to see what a technology really costs to run, and digging into incentive programs that turn a good idea into something a budget committee will sign off on. As recently as this year I've been working with McDonald's on the sustainability side, so this is live for me, not a hobby. I run strategic sales globally now for a Tech Mahindra company called BORN, and a while back I went through MIT Sloan's program on how AI is reshaping the way businesses make decisions like these.

Municipal experience (if applicable):

None

Educational background:

Studied Bachelor of Technology Majoring in Information Engineering at Massey University in Palmerston North, New Zealand

Reason for your interest in serving:

Would like to give back to our community and believe have skills and aptitude to be of benefit.

Times when you would be available (days, evenings, weekends):

Evenings - Tuesdays at 5:30pm work as do Wednesday or Thursday at that time.

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

No.

BCS (Initial here that you have read, understand and agree to the following statement)

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

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature  Date June 15th, 2026

Letter of Recommendation by Energy and Sustainability Committee

July 20, 2026

To: Town of Sudbury Select Board

RE: Recommendation for Appointment of Blair Stewart to the Energy and Sustainability Committee

Dear Members of the Select Board,

The Energy and Sustainability Committee (ESC) respectfully recommends the appointment of Blair Stewart to fill the current vacancy on the Committee. Following a formal interview, the Committee voted unanimously (5–0) to advance this recommendation, subject to the Select Board's own interview and confirmation process.

Mr. Stewart brings more than 40 years of experience in electrical engineering, information technology, consulting, and strategic business development, and has resided in Sudbury since 2013. He currently leads strategic sales for a global technology company and has direct professional experience in sustainability, including greenhouse gas accounting and supply chain traceability.

In its interview, the Committee found Mr. Stewart's expertise in stakeholder engagement, strategic planning, funding partnerships, data analysis, and communications to be directly relevant to the Committee's mission. He expressed particular interest in municipal and residential solar initiatives, the economics of residential solar adoption, and strengthening the Committee's outreach and public communication efforts. The Committee was also encouraged by his demonstrated readiness to take on the hands-on, project-based leadership expected of members between monthly meetings.

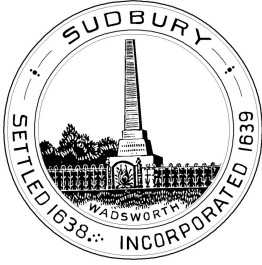
The Committee is confident that Mr. Stewart's professional background and genuine commitment to the Committee's work will make him a valuable addition, and respectfully requests the Select Board's favorable consideration of his appointment.

Sincerely,

Olga Faktorovich Allen

Chair, Energy and Sustainability Committee Town of Sudbury





SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.2: Appoint Susan Asbedian-Ciaffi of 140 Morse Road, to the Sudbury Housing Trust to serve the balance of a two-year term which began on June 1, 2026 and expires on May 31, 2028

Requested by: Ryan Poteat

Formal Title: Appoint Susan Asbedian-Ciaffi of 140 Morse Road, to the Sudbury Housing Trust to serve the balance of a two-year term which began on June 1, 2026 and expires on May 31, 2028

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: Move to appoint Susan Asbedian-Ciaffi of 140 Morse Road, to the Sudbury Housing Trust to serve the balance of a two-year term which began on June 1, 2026 and expires on May 31, 2028.

Attachment(s):

[Asbedian__Susan_-_SHT_Membership_Application_260703_Redacted.pdf](#)

[Susan_Asbedian-Ciaffi_-_2026_CV1_Redacted.pdf](#)

TOWN OF SUDBURY
APPLICATION FOR APPOINTMENT TO

__Sudbury Housing Trust__

Planning and Community Development
Department
278 OLD SUDBURY ROAD
SUDBURY, MA 01776

PHONE: 978.639.3387
FAX: 978.639.3314
E-MAIL: PCD@sudbury.ma.us

Name: Susan Asbedian-Ciaffi

Brief resume of background and experience:

I have been a homeowner in Sudbury for 30 years and have spent most of that time working for various companies in finance. During this time, I have seen open space developed into housing and have seen affordable housing units constructed. I believe people should have a place to live and I would be interested in serving on the Sudbury Housing Trust to help improve upon and grow the inventory of affordable housing in Sudbury.

Address: 140 Morse Road

Cell phone:

[REDACTED]

Work phone:

Years lived in Sudbury: 30

E-Mail Address

[REDACTED]

Municipal experience (If applicable):

Capital Improvement Advisory Committee, (member and chair), Open Space and Recreation Committee (member), Blue Ribbon Committee (member), Sudbury Youth Commission (member and chair)

Educational background:

MBA, Bentley College, finance

BA, UNH, Political Science International

Relations, Spanish minor

Employment and/or other pertinent experience:

I have been a homeowner in Sudbury for 30 years and have spent most of that time working for various companies in finance. During this time, I have seen open space developed into housing and have seen affordable housing units constructed. I believe people should have a place to live and would be interested in serving on the Sudbury

housing Authority to help maintain and grow the
inventory of affordable housing in Sudbury

Reason for your interest in serving:

The availability of housing in Massachusetts is a high priority topic, and having affordable housing options is important. The need for housing is great and the ability for young people to be able to purchase homes and older people to stay in their homes has become cost prohibitive. Zoning laws are important to maintain at a local level in order to maintain the character of our town. There needs to be an intersection of housing availability, affordability, and inventory. I would be interested in helping Sudbury increase the affordable housing inventory while still maintaining the town's character.

Times when you would be available (days, evenings, weekends): weekday evenings, some weekday mornings

Do you or any member of your family have any business dealings with the Town? If yes, please explain: no

_SAC_____ (Initial here that you have read, understand and agree to the following statement)

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

I hereby submit my application for consideration for appointment to the Board or Committee listed above.

Signature: Susan Asbedian-Ciaffi Date: 7/3/26

Susan Asbedian-Ciaffi

Sudbury, MA 01776



Finance Professional

Finance professional with experience in financial analysis and general ledger accounting in both large corporate and small business environments. Highly self-motivated and extremely well organized with excellent interpersonal and communication skills. Experienced in the use of Microsoft Office, SAP, and Quickbooks.

Professional Experience

RTX Corporation July 2020 – present

Marlborough, MA

Raytheon/Collins - Program Controls Financial Analyst - ATNAVICS March 2021 - present

- Provide financial analysis and support as the Finance Lead for the Army ATNAVICS contract. ● Prepare and review weekly variance analysis.
- Responsible for working with the Program Manager and Contracts in requesting, reviewing, processing and executing contract modifications.
- Produce a monthly report (CDRL) required by the customer. Worked with the PM and the customer to recreate this monthly customer report to be more efficient and to address customer requirements. ● Experience in operating under and executing various contract types including Cost Plus Fixed Price (CPFF), Firm Fixed Price (FFP) and Cost Reimbursable (CR).
- Mentored and trained a new RTX employee. Instructed a new employee in how to use SAP, how to read and execute a contract modification, and how to produce various reports.
- Create and maintain inter office transfers (IOTs) as needed.
- Create financial reports as needed by program stakeholders.

Raytheon - Program Controls Financial Analyst - ATNAVICS July 2020 - March 2021

- Finance lead for the NAVAIR (Marine) ATNAVICS contract and Engineering Services contract. ● Worked to prepare Engineering Services contract for closeout (Gate 11).
- Produced and submitted monthly required CDRLs to the customers in a timely manner. ● Mentored and trained an employee new to ATNAVICS in learning the NAVAIR contract. ● Created a new customer report that was more streamlined to provide a better fit for the customer.

Wayside Athletic Club February 2018 – March 2020

Marlborough, MA

Accountant / Payroll Admin

- Processed and input biweekly payroll which required coordination and communication with all fitness center departments and employees.
- Maintained confidential personnel files for all active and past employees This included the electronic and physical security of new hire forms and paperwork.
- Managed the collection process of outstanding account balances. Monitored and managed the aging report. Was successful in lowering monthly delinquencies by 60%.

H. Thomas Babaian, CPA January 2014 – February 2018

Maynard, MA

Senior Accountant, Bookkeeping and Tax preparation, seasonal

Susan Asbedian-Ciaffi

Sudbury, MA 01776



- Used Quickbooks to create financial statements for clients.
- Worked with clients to compile and organize all of their relevant tax preparation documents and data. • Analyzed client data and prepared both personal and business tax returns.
- Organized office files and client information.
 - Provided the first level of support to all clients regarding their financial and tax related inquiries .

TJX Companies September 1999 - September 2004

Framingham, MA

Senior Accountant

- Produced the income statement for all TJMaxx stores.
- Analyzed the income statement and prepared notes for senior management.
- Responsible for monthly journal entries and accruals.
- Responsible for various schedules including capital budget monitoring and rolling plan variance. • Reviewed other accountant's schedules, journal entries and reconciliations.
- Produced the balance sheet for all TJMaxx stores.
 - Prepared schedules and compiled TJMaxx corporate package for senior management.

CompUSA

Marlborough, MA

Senior General Ledger Accountant / Cost Accountant

New England Teamsters Federal Credit Union

Arlington, MA

Accounting Manager

Education

Bentley College, Graduate School of Business

Masters of Business Administration, Finance

University of New Hampshire

Bachelor of Arts; Political Science, International Affairs, Spanish minor

Volunteer Organizations and Boards

Sudbury 4th of July Race Committee 2016 - present

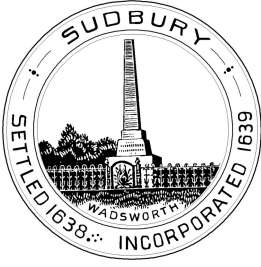
Sudbury, MA

Capital Improvement Advisory Committee (CIAC) 2014 – 2026

Sudbury, MA

Household Goods 2013 - present

Acton, MA



SELECT BOARD
Tuesday, August 11, 2026

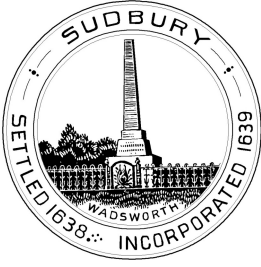
MISCELLANEOUS

C.3: Transportation Committee update on transportation activities

Requested by: Dan Carty

Formal Title: Transportation Committee update on transportation activities

Votes May Be Taken:



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS
C.4: FY2026 Year End Review of Budget to Actual

Requested by: Victor Garofalo, Assistant Town Manager/Finance Director

Formal Title: FY2026 Year End Review of Budget to Actual

Votes May Be Taken:

Representative(s) expected to attend meeting: Victor Garofalo, Assistant Town Manager/Finance Director

Attachment(s):

[FY2026 Budget to Actual - FINAL.pdf](#)

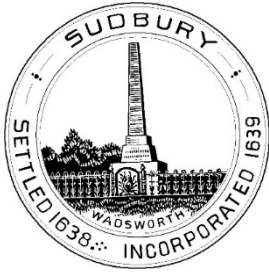
[Memo Select Board FY2026 - Budget to Actual.pdf](#)

**TOWN OF SUDBURY
BUDGET & ACTUAL SUMMARY
FISCAL YEAR 2026**

REVENUES	Original Budget	Budget Adjustments	Final Budget	Actual Revenue	Adjustments	Total Revenue	Difference Budget	% Over/ Under
Real Estate & Personal Property	\$ 113,026,842	\$ (327,388)	\$ 112,699,454	\$ 112,086,149	\$ -	\$ 112,086,149	\$ (613,305)	99.5%
Tax Liens & Deferrals	-	-	-	768,831	-	768,831	768,831	
Intergovernmental (State Aid)	8,089,560	-	8,089,560	8,071,734	-	8,071,734	(17,826)	99.8%
Motor Vehicle Excise Tax	3,858,000	-	3,858,000	5,293,015	-	5,293,015	1,435,015	137.2%
Meals and Room Tax	368,000	-	368,000	522,962	-	522,962	154,962	142.1%
In Lieu of Taxes	41,000	-	41,000	43,891	-	43,891	2,891	107.1%
MEDICAID Reimbursements	98,251	-	98,251	180,882	-	180,882	82,631	184.1%
Penalties and Interest	250,000	-	250,000	854,117	-	854,117	604,117	341.6%
Licenses and Permits	801,000	-	801,000	1,170,057	-	1,170,057	369,057	146.1%
Fines and Forfeitures	8,000	-	8,000	19,411	-	19,411	11,411	242.6%
Other Departmental Revenue	595,000	-	595,000	749,614	-	749,614	154,614	126.0%
Earnings on Investments	255,334	-	255,334	1,833,567	-	1,833,567	1,578,233	718.1%
TOTAL REVENUES	\$ 127,390,987	\$ (327,388)	\$ 127,063,599	\$ 131,594,231	\$ -	\$ 131,594,231	\$ 4,530,632	103.6%
Transfers In	695,000	-	695,000	806,045	-	806,045	111,045	116.0%
TOTAL REVENUES & TRANSFERS	\$ 128,085,987	\$ (327,388)	\$ 127,758,599	\$ 132,400,276	\$ -	\$ 132,400,276	\$ 4,641,677	103.6%

**TOWN OF SUDBURY
BUDGET & ACTUAL SUMMARY
FISCAL YEAR 2026**

EXPENDITURES	Original Budget	Budget PY Encumbrances & Transfers	Final Budget	Actual Expenditures	Encumbrances	Total Expenditures	Remaining	% of Budget
Education - Sudbury Public Schools (SPS)	\$ 47,279,447	\$ 272,568	\$ 47,552,015	\$ 47,481,809	\$ 68,984	\$ 47,550,792	\$ 1,223	100.0%
Education - LS Regional High School (LS)	30,252,405	-	30,252,405	30,193,976	-	30,193,976	58,429	99.8%
Education - Vocational	400,000	48,000	448,000	447,730	-	447,730	270	99.9%
General Government	4,049,200	67,531	4,116,731	3,875,928	187,620	4,063,548	53,183	98.7%
Public Safety	10,679,760	107,367	10,787,127	10,508,491	136,523	10,645,014	142,113	98.7%
Public Works	5,914,764	724,600	6,639,364	5,856,896	612,121	6,469,017	170,346	97.4%
Public Works (Snow & Ice)	500,000	750,000	1,250,000	1,419,713		1,419,713	(169,713)	113.6%
Human Services	1,072,145	2,200	1,074,345	1,023,491	198	1,023,689	50,656	95.3%
Culture & Recreation	1,773,678	1,041	1,774,719	1,713,182	4,272	1,717,454	57,265	96.8%
Total Town Departments	\$ 101,921,398	\$ 1,973,307	\$ 103,894,705	\$ 102,521,216	\$ 1,009,718	\$ 103,530,934	\$ 363,771	99.6%
Reserve Fund	\$ 300,000	\$ (48,000)	\$ 252,000	\$ -	\$ -	\$ -	\$ 252,000	0.0%
Town-Wide Operating	216,664	300	216,964	188,598	28,322	216,920	44	100.0%
Town Debt Service	4,969,223	-	4,969,223	4,760,585	-	4,760,585	208,638	95.8%
Employee Benefits (Town and SPS)	17,346,530	10,500	17,357,030	16,813,296	15,822	16,829,119	527,911	97.0%
Property and Liability Insurance	626,808	-	626,808	626,606	-	626,606	202	100.0%
State and County Charges	285,287	-	285,287	253,706	-	253,706	31,581	88.9%
OPEB Trust Contribution (Town and SPS)	650,000	-	650,000	650,000	-	650,000	-	100.0%
Total Operating Budget	\$ 24,394,512	\$ (37,200)	\$ 24,357,312	\$ 23,292,791	\$ 44,144	\$ 23,336,935	\$ 1,020,376	95.8%
TOTAL EXPENDITURES:	\$ 126,315,909	\$ 1,936,107	\$ 128,252,016	\$ 125,814,007	\$ 1,053,863	\$ 126,867,869	\$ 1,384,147	98.9%
Reserve for Abatement/Exemptions	\$ 90,580	\$ (327,388)	\$ (236,808)	\$ -	\$ -	\$ -	\$ (236,808)	0.0%
Other Financing Uses (Transfer Outs)	1,110,100	-	1,110,100	1,110,100	-	1,110,100	-	100.0%
TOTAL EXPENDITURES & TRANSFERS	\$ 127,516,589	\$ 1,608,719	\$ 129,125,308	\$ 126,924,107	\$ 1,053,863	\$ 127,977,969	\$ 1,147,339	99.1%
Capital Expenditures	\$ 4,280,220	\$ 4,166,386	\$ 8,446,606	\$ 4,106,114	\$ 257,726	\$ 4,363,840	\$ 4,082,766	51.7%
TOTAL ALL EXPENDICTURES/TRANSFERS	\$ 131,796,809	\$ 5,775,105	\$ 137,571,914	\$ 131,030,221	\$ 1,311,588	\$ 132,341,809	\$ 5,230,105	96.2%



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

August 5, 2026

To: Select Board

Cc: Andrew Sheehan, Town Manager
Finance Committee

From: Victor Garofalo, Assistant Town Manager, Finance Director

Re: FY2026 Budget to Actual Results

The Town has completed the Fiscal Year 2026 year-end closing process and we are working on preparing the required year-end reports for submission to the Commonwealth of Massachusetts. This memorandum provides the Select Board with an overview of the Town's FY2026 financial results, highlights significant revenue and expenditure variances, and discusses the factors that contributed to the Town's overall financial position.

Overall, FY2026 produced favorable financial results, with revenues exceeding budget estimates and expenditures remaining within appropriated levels. The following sections summarize the key factors that contributed to the Town's year-end financial position and provide additional context for the significant budget variances.

Revenues

FY2026 revenues exceeded budget estimates by approximately \$4.53 million, reflecting continued strength in local receipts, significant Tax Title and Deferred Tax collections, higher investment earnings, and increased motor vehicle excise collections. While these results significantly strengthened the Town's financial position, many of the largest favorable variances were attributable to one-time or temporary factors and should not be viewed as recurring revenue sources for future operating budgets.

FY2026 Real Estate & Personal Property Tax Collections and Receivable Balances

- **Total Tax Revenue:**
 - o The Town collected \$112,086,149, which is 99.5% of the budgeted estimate.
 - o This total includes \$111,450,349 from FY2026 taxes and \$635,800 from prior-year taxes (FY2025 & earlier).
 - o This indicates strong overall collection performance, with nearly all current fiscal year taxes collected and a small portion recovered from previous years.
 - o *Note: The adjustment of \$327,388 pertains to the Abatements and Exemptions that were issued in FY2026.*
 - **Outstanding Receivables as of June 30, 2026:**
 - o **FY2026 Taxes:** \$887,612 remained unpaid at the end of the fiscal year.
 - o **FY2025 & Prior:** \$178,384 remained unpaid at the end of the fiscal year.
 - o This shows that about 0.79% of current-year taxes were still outstanding at year-end, which is a typical and manageable level for a municipality.
 - **Outstanding Receivables as of July 31, 2026:**
 - o **FY2026 Taxes:** Outstanding amounts decreased to \$208,635 after the first month of collection in the new fiscal year, reflecting effective follow-up on late payments.
 - o **FY2025 & Prior:** Remained outstanding at \$175,098, indicating that older delinquencies are slower to resolve.
 - o **Total Outstanding as of 7/31/2026:** \$854,075 represents a low remaining balance that is either being actively collected or may be moved to Tax Title if unresolved.
 - o **Collection Efforts:** Monthly letters continue to be sent to taxpayers, with the expectation that most, if not all, of these outstanding amounts will be collected in the coming year.
-

Tax Title and Deferred Taxes Collections

- **FY2026 Collections:** The Town collected \$768,831 in tax title and deferred tax payments during FY2026. These collections are not budgeted, as they are dependent on taxpayer payments and cannot be reliably forecast. The total excludes statutory interest collected.
 - o These collections included the payoff of six deferred tax accounts and four tax title accounts. Notably, the tax title payments resolved long-outstanding delinquencies dating back to 2008 and 2010.
 - o Three of the tax title accounts paid represented significant outstanding principal balances:
 - \$203,944
 - \$183,595
 - \$137,590
-

These collections reflect the successful resolution of several long-standing delinquent accounts, improving the Town's cash position while reducing outstanding tax title receivables.

Tax Title Taxes Receivable Balance

The Total Outstanding Receivables Tax Title Balance as of June 30, 2026 is \$1,001,362.

Tax Title accounts in Massachusetts are governed by **M.G.L. Chapter 60, Sections 1–61**, which establish the statutory process for the collection of delinquent real estate taxes through the Tax Title and Land Court foreclosure process.

The Town continues to actively manage outstanding Tax Title accounts in coordination with Tax Title Counsel. Since the start of FY2025, the Town has taken a more proactive approach to collecting delinquent real estate taxes. As a result, the outstanding Tax Title receivable balance has decreased by \$630,644, representing approximately a 39% reduction in outstanding Tax Title principal over the past two fiscal years.

During this two-year period, the Town collected \$698,800 in outstanding Tax Title principal while \$68,156 in subsequent taxes were added to existing Tax Title accounts. The net result was a reduction of \$630,644 in the Town's outstanding Tax Title receivable balance. Importantly, no new Tax Title accounts have been created during the past two fiscal years, demonstrating the Town's success in resolving existing delinquencies while preventing additional properties from entering the Tax Title process.

At the close of each fiscal year, any unpaid current-year real estate taxes on properties already in Tax Title are added to the existing Tax Title account as subsequent taxes. These are not new Tax Title accounts, but additional delinquent taxes added to properties already in the Tax Title process. During FY2026, \$68,156 in subsequent taxes were added to existing Tax Title accounts, compared to approximately \$174,000 in FY2024. This significant reduction is primarily attributable to the Town's success in reducing the overall number of Tax Title accounts. As the number of properties remaining in Tax Title declines, fewer current-year taxes are carried forward and added as subsequent taxes to existing Tax Title accounts.

The Town's progress is also reflected in the number of Tax Title accounts. At the end of FY2024, the Town had 49 active Tax Title accounts. By the close of FY2026, that number had declined to 38 accounts. These results demonstrate that the Town has not only collected significant delinquent taxes but has also reduced the overall number of properties subject to Tax Title. Reducing outstanding Tax Title receivables strengthens the Town's financial position by converting long-outstanding receivables into cash while reducing exposure to aged delinquent accounts.

The Town's primary objective is to work collaboratively with taxpayers to resolve delinquent taxes before a Tax Title lien becomes necessary. Avoiding the Tax Title process benefits both the taxpayer and the Town. For taxpayers, it eliminates additional costs associated with Tax Title, including recording fees, title examination costs, attorney's fees when applicable, and other statutory collection expenses that increase

the total amount owed. It also provides taxpayers with the opportunity to satisfy their obligations before a Tax Title lien is formally recorded against the property.

Under Massachusetts law, the Town's real estate tax lien exists by statute and does not require the immediate recording of a Tax Title to protect the Town's interest. Pursuant to Massachusetts General Laws Chapter 60, municipalities generally have up to three years after the close of the fiscal year in which the taxes were assessed to perfect that lien by taking the property into Tax Title. This statutory timeframe allows the Town to work directly with taxpayers, encourage voluntary payment, establish payment arrangements when appropriate, and resolve delinquencies before initiating the more formal and costly Tax Title process.

Going forward, staff will continue to communicate with delinquent taxpayers early, encourage voluntary compliance, and establish payment arrangements whenever appropriate. While there are still delinquent tax balances from prior fiscal years that have not yet been placed into Tax Title, staff is actively working with many of these taxpayers to resolve the outstanding amounts without initiating the Tax Title process. If taxpayers fail to resolve their delinquent balances within the statutory timeframe or otherwise fail to comply with payment arrangements, the Town will proceed with placing those accounts into Tax Title to preserve its statutory lien rights and protect the Town's financial interests.

Outstanding Tax Title Accounts

The Town evaluates each Tax Title account individually based on the value of the property, the likelihood of collection, and the legal and financial risks associated with foreclosure. The Town's objective is to maximize tax collections while avoiding situations where foreclosure would result in the Town assuming ownership of properties that present significant liability or have little market value.

As of June 30, 2026, the outstanding Tax Title accounts generally fall into the following categories:

- Twenty-nine (29) vacant land parcels are primarily unbuildable lots with Tax Title balances ranging from \$195 to \$13,678, totaling \$106,519 (excluding interest). Although the Town has the legal authority to foreclose, doing so would require the Town to assume ownership and any associated liabilities. Each parcel is therefore evaluated individually to determine whether foreclosure would provide a municipal benefit, such as expanding existing Town-owned land or serving another public purpose.
- One property has an outstanding Tax Title balance of \$15,293 (excluding interest). The property owner is making regular payments and remains current on all subsequent real estate taxes.
- One property has an outstanding Tax Title balance of \$77,322 (excluding interest). The owner is resolving estate matters and completing property improvements in preparation for a sale. The Town anticipates that the outstanding balance will be satisfied at closing. If the sale does not occur, the account will be referred to Tax Title Counsel for further legal action.
- One long-standing Tax Title account has an outstanding principal balance of \$213,916, dating back to 1988. The parcel has been determined to be unbuildable, and the Town has concluded that

foreclosure is not in its best interest because ownership could expose the Town to unnecessary legal and financial liability. Staff will continue to monitor the account and pursue alternative collection opportunities if circumstances change.

- The remaining six Tax Title accounts have a combined outstanding principal balance of approximately \$588,312 and represent the Town's highest collection priority. Land Court proceedings have already been initiated on four of these properties, while Tax Title Counsel is evaluating the remaining two accounts and determining the appropriate legal course of action. Based on the status of these cases, the Town is optimistic that several will be resolved before final judgments are issued.

Because Tax Title collections depend on taxpayer actions, legal proceedings, and property sales, they are unpredictable and non-recurring in nature. Accordingly, the Town does not budget for these revenues. Any collections received during the fiscal year are recognized as revenue and become part of the Town's Certified Free Cash calculation at fiscal year-end.

Deferred Taxes Receivable Balance

In Massachusetts, deferred taxes are governed under the Massachusetts General Laws (MGL), primarily in Chapter 59, which covers property taxation.

The Total Outstanding Receivables Deferred Taxes Balance as of June 30, 2026 is \$1,363,907

Key provisions Deferred Taxes include:

1. **MGL Chapter 59, Section 5** – Allows certain taxpayers to defer taxes on real estate under specific conditions, such as:
 - o Seniors (typically age 65 and older)
 - o Low-income individuals or households
 - o Disabled persons
2. **MGL Chapter 59, Section 5(k) and 5(l)** – Provide mechanisms for tax deferrals, requiring the taxpayer to apply annually. The deferred amounts become a lien on the property and are typically collected when the property is sold, transferred, or upon the death of the taxpayer.
3. **Purpose** – These provisions ensure that taxpayers who meet the eligibility criteria are not forced to pay property taxes they cannot reasonably afford, while the Town still records the amounts as legally owed.
4. **Accounting Treatment** – Deferred taxes are not recognized as current-year revenue because collection is postponed. They remain receivables on the books until paid. While these amounts are not collected in the current fiscal year, they remain legally owed and will be pursued according to applicable statutes. Revenues from deferred taxes will be recognized once payment is received and do not impact the Town's current-year budget projections. Revenues from these settlements are one-time in nature and will be recorded to Free Cash at year-end.

Current Status

As of June 30, 2026, the Town has 19 active deferred tax accounts with a combined outstanding balance of \$1,363,907.

Currently, four (4) accounts totaling \$324K are in the process of being resolved. In each of these cases, the taxpayer has passed away, and under Massachusetts law the full deferred tax balance becomes due upon the settlement of the estate or transfer of the property. Although these balances are legally collectible, the Town does not immediately compel payment while probate, estate administration, title matters, or property sales remain pending. The Town continues to work cooperatively with the personal representatives, attorneys, and family members to facilitate payment as these matters are resolved.

Unlike Tax Title accounts, where the Town may pursue foreclosure through the Land Court process to enforce collection, deferred tax accounts are governed by statute and are not subject to the same collection remedies while the qualifying taxpayer remains eligible for the program. As long as the taxpayer continues to meet the statutory requirements and the deferral remains valid, the Town cannot pursue collection or foreclosure. Payment becomes due only upon the occurrence of the events prescribed by law, such as the sale or transfer of the property or the death of the taxpayer.

Interest also differs significantly between the two programs. Deferred tax balances accrue interest at the town's approved rate of 2% per year, reflecting the program's purpose of providing financial relief to qualifying taxpayers. By comparison, Tax Title accounts accrue statutory interest at 8% per year under current Massachusetts law, reflecting their status as delinquent tax obligations.

The Town will continue to monitor these accounts, work with taxpayers and their representatives, and ensure that all deferred taxes are collected in accordance with Massachusetts law while balancing the statutory protections afforded to eligible participants in the Deferred Tax Program.

State Aid

The final Cherry Sheet distributions for Unrestricted General Government Aid and Chapter 70 were consistent with the Commonwealth's commitments and aligned with the amounts budgeted. Variances between the budgeted and actual receipts were attributable to Charter School Reimbursements, which fluctuate annually based on actual student enrollment and associated tuition assessments.

Local Receipts

Overall, Local Receipts exceeded the budgeted projections for FY2026 by \$4,392,932. Stronger-than-anticipated collections in several revenue categories contributed to this favorable variance, including motor vehicle excise, meals and room taxes, payments in lieu of taxes (PILOT), Medicaid reimbursements, penalties and interest, licenses and permits, fines and forfeitures, departmental revenues, and earnings

on investments. The following revenue categories represent the largest favorable variances from budget and account for the majority of the Town's excess local receipts during FY2026.

FY2026 Local Receipts:

- **Actual** – \$10,667,517
- **Budgeted** – \$6,274,585

Meals and Room Tax

- **Actual:** \$522,962
- **Budgeted:** \$368,000
- **Five-year range (FY22 - FY26):** \$450,000 – \$522,968
- **FY2027 Budget:** \$400,000

For FY2027, the Town increased the budget for this revenue category by \$32,000 to \$400,000 to better reflect recent collection trends. While recent performance supports a higher estimate, the Town will continue to budget conservatively, recognizing that these revenues can fluctuate from year to year and should not be relied upon as a recurring source of growth. As we prepare the FY2028 budget, the Town will evaluate whether this revenue estimate should be modestly increased based on sustained collection trends.

Motor Vehicle Excise Tax

- **Actual:** \$5,293,015
- **Budgeted:** \$3,858,000
- **Five-year range (FY22 - FY26):** \$3,958,821 – \$5,293,013
- **FY2027 Budget:** \$4,500,000

Motor vehicle excise tax collections significantly exceeded the budget due to strong new vehicle sales, higher vehicle valuations, and elevated prices in both the new and used vehicle markets. Based on these sustained trends, the Town increased the FY2027 budget by \$642,000 to \$4,500,000, and anticipates an additional increase in FY2028. However, the budget continues to be established conservatively, recognizing that this revenue source can fluctuate with changes in vehicle sales, market values, and consumer purchasing behavior. While recent performance supports a higher revenue estimate, the Town remains cautious to avoid overreliance on what may be cyclical market conditions.

Penalties and Interest

- **Actual:** \$854,117
- **Budgeted:** \$250,000
- **Five-year range (FY22 - FY26):** \$317,000 – \$854,117
- **FY2027 Budget:** \$275,000

Penalty and interest revenue is primarily generated from late taxpayer payments, tax title accounts, and deferred tax interest. FY2026 experienced an unusually high level of collections due to the resolution of older outstanding tax title and deferral accounts, resulting in a one-time increase in revenue.

Of the **\$854,117** collected in FY2026:

- \$488,868 was attributable to Tax Title interest.
- \$48,500 was generated from Deferred Tax interest.
- The remaining \$316,749 resulted from interest and penalties on other delinquent taxes.

The FY2027 budget has been increased by \$25,000 to \$275,000, reflecting recent collection trends while remaining conservative. Although FY2026 produced the highest level of penalty and interest revenue in the past five years, a significant portion of those collections resulted from one-time payments on older Tax Title and Deferred Tax accounts. Those revenues will not recur on an annual basis, and therefore the FY2027 budget does not assume a continuation of FY2026's unusually high collections.

Licenses and Permits

- **Actual:** \$1,170,057
- **Budgeted:** \$801,000
- **Five-year range (FY22 - FY26):** \$954,108 – \$1,312,988
- **FY2027 Budget:** \$814,000

License and permit revenues exceeded budget projections in FY2026 due to a combination of Town-approved fee adjustments and continued strong building permit activity. Town-approved fee increases are expected to continue providing a lasting positive impact on this revenue category by better aligning fees with the cost of providing services.

Building permit revenue also contributed significantly to the increase; however, this source of revenue is closely tied to construction and development activity, which can vary considerably from year to year based on economic conditions and the timing of major projects. While the Town anticipates that building permit activity will remain relatively strong, it recognizes that the exceptional level of revenue experienced in FY2026 may not be sustained indefinitely.

Accordingly, the FY2027 budget was increased by \$13,000 to \$814,000, but was established with a conservative approach. Although the budget reflects the positive impact of the adopted fee increases, it avoids relying on elevated building permit revenues that may fluctuate in future years, thereby providing a more stable and sustainable revenue forecast.

Other Departmental Revenue

- **Actual:** \$749,614
- **Budgeted:** \$595,000
- **Five-year range (FY22 - FY26):** \$693,588 – \$893,566
- **FY2027 Budget:** \$582,000

Within the Other Departmental Revenue includes revenue from Sewataro, Cell Tower Rental, Town Clerk Fees, Paid Detail Admin Fees, Board of Health Site fees, Municipal Lien Certificates and Other Misc. Revenue.

The largest revenue sources for Other Department Revenue are:

Camp Sewataro	\$331,767
Cell Tower Rental	\$218,686
Paid Detail-Admin Fees	\$58,291
Town Clerk Fees	\$28,478
Municipal Lien Certificates	\$18,425
Board Of Health-Site Fees	\$11,000
Registry Marking Fees	\$6,520

Investment Income

- **Actual:** \$1,833,567
- **Budgeted:** \$255,334
- **Five-year range (FY22 - FY26):** \$25,000 – \$1,965,888
- **FY2027 Budget:** \$400,000

Investment income significantly exceeded budget expectations in FY2026, driven by historically strong interest rates on U.S. Treasury securities and money market accounts, which generally ranged between 3.0% and 4.5% during the fiscal year. Although the Federal Reserve maintained interest rates for much of the year, it had previously reduced rates from prior highs, and the Town is no longer earning returns approaching the 5% levels experienced in earlier periods.

Recognizing these favorable market conditions, the FY2027 budget for investment income was increased to \$400,000 to better reflect current earning trends. While the Town may wish to consider a further increase as part of the FY2028 budget process, caution is warranted. Interest income is heavily dependent on market interest rates, which remain outside the Town's control and could decline if monetary policy changes. Overestimating this revenue source could create future budget challenges if investment yields fall.

In addition to the interest rates, investment income is also directly influenced by the amount of General Fund cash available for investment. As the general fund balance is utilized for capital projects or other

one-time expenditures, the amount of cash available to invest declines, reducing future investment earnings even if interest rates remain stable.

It is also important to note that the investment income reported in the General Fund does not include earnings generated by the Town's major reserve and fiduciary funds, including the Stabilization Fund, Capital Stabilization Fund, Enterprise Funds, OPEB Trust, or other Trust Funds. Interest earned on these funds is credited directly back to those respective accounts.

For FY2026, several of the Town's largest investment accounts generated the following earnings:

Fund	FY2026 Interest Earned	Balance (6/30/2026)	Percentage of Budget
General Stabilization Fund	\$220,560	\$6,838,081	5.2%
Capital Stabilization Fund	\$63,468	\$2,603,605	2.0%
OPEB Trust Fund	\$1,280,479	\$21,137,561	

In addition to interest earnings, the OPEB Trust Fund experienced \$1,393,170 in unrealized market value appreciation during FY2026. Combined with investment income, this strong investment performance significantly strengthened the Town's long-term ability to meet its future retiree healthcare obligations.

Overall, FY2026 represents an exceptionally strong year for investment earnings. However, because these revenues are largely driven by external market conditions and available cash balances, they should continue to be budgeted conservatively to avoid creating structural reliance on revenues that may not be sustainable over the long term. With that said, for FY2028 we will consider increasing the budgeted amount in this category.

Payment in Lieu of Taxes

This represents payment from the US Fish and Wildlife Service.

Medicaid Payments

For FY2026, the Town received an increase in its Medicaid payments. For FY2027, the Town budgeted a higher amount of \$130,000, but it was a conservative estimate, as the total annual payment can fluctuate. Medicaid reimbursements are inherently variable because they depend on the number of Medicaid-eligible students receiving qualifying services, the volume and type of services provided, provider staffing, documentation compliance, and state and federal reimbursement policies. As a result, annual collections can fluctuate significantly from year to year. While FY2026 revenues exceeded budget expectations, the Town has maintained a conservative budget approach, recognizing that these revenues are largely outside local control and should not be relied upon as a stable, recurring source of revenue.

Transfers In

- **Ambulance - \$660,000:** The Town increase this transfer to \$780,000 in FY2027 to account for salary and equipment cost increases in the Fire Department.
 - **Solar – \$35,000:** This amount covered 25% of the Sustainability Coordinator’s salary from the Solar account in FY2026.
 - **Completed Capital Projects – \$111,045:** These transfers represent the closure of capital projects that were accounted in other funds than the General Fund and returned to the General Fund in FY2026. This is a one-time transfer.
-

Expenditures

Total expenditures for FY2026 amounted to **\$125,814,007**, with **\$1,053,863** in encumbrances, bringing the total to **\$126,867,869**. Total reversions were **\$1,384,147**.

The expenditure reversions resulted from the following factors:

- **Sudbury Public Schools (\$1,223):** Represents unspent appropriated funds remaining at the close of FY2026.
- **Lincoln-Sudbury Regional High School (\$58,429):** The FY2026 assessment exceeded the amount originally budgeted, resulting in this variance.
- **Vocational Schools (\$270):** While the year-end variance was minimal, vocational education required a \$48,000 Reserve Fund Transfer during FY2026 due to higher-than-anticipated student enrollment and transportation costs. This additional funding was necessary to cover the increased assessment and transportation expenses incurred during the fiscal year.
- **General Government (\$53,183):** Personnel savings due to partial-year vacancies in the Town Manager’s Office and Planning Department.
- **Public Safety (\$142,113):** Personnel savings due to partial-year vacancies in the Fire and Police Department
 - Last May (2025), the Fire Department was facing a significant staffing challenge with eight firefighter vacancies. Through the dedicated efforts of Fire Chief Tim Choate and Human Resources Director Stephanie Oliver, the Town successfully recruited and filled all eight positions over the past year. This accomplishment has significantly strengthened the Department’s staffing levels, improved operational readiness, and reduced the reliance on overtime associated with prolonged vacancies. The Department currently has one recently vacated position due to normal attrition. Recruitment efforts are already underway, and the Town anticipates filling this vacancy within the next couple of months.

- **Public Works (\$170,346):** Personnel savings were realized through partial-year vacancies within the Department of Public Works, which helped offset a portion of the additional snow and ice expenditures.
- **Public Works - Snow and Ice (-\$169,713)**
 - Under Massachusetts General Laws Chapter 44, Section 31D, municipalities are permitted to exceed their snow and ice appropriation when necessary to respond to winter storms and maintain public safety. The resulting deficit may be funded in the subsequent fiscal year through an appropriation. As a result, the FY2026 deficit will be addressed in FY2027 when the Town submits its Tax RECAP sheet in accordance with this statutory authority. The Total Snow deficit for FY2026 was \$919,713, of which \$750,000 was funded through Free Cash at the 2026 ATM.
 - In addition, the Town recently submitted an application to the Commonwealth's Winter Recovery Assistance Program (WRAP), which provides financial assistance to municipalities for extraordinary winter maintenance costs incurred during the prior winter season. Based on the program guidelines, the Town is eligible to receive up to \$366,860 in reimbursement. Award amounts and the timing of payments are determined by the Commonwealth, and the Town does not expect to know the final reimbursement amount or payment schedule until the fall. Any reimbursement received will help offset a portion of the Town's winter operations costs.
- **Human Services (\$50,656):**
 - Veterans Benefits expenditures below budget.
 - Personnel savings were realized through partial-year vacancies.
- **Culture and Recreation (\$57,265):** Personnel savings were realized through partial-year vacancies.
- **Reserve Fund (\$252,000):** Unused portion of FY2026; \$48,000 was transferred to the Vocational Education Account.
- **Employee Benefits & Property & Liability Insurance (\$527,911):**
 - Reversions were primarily attributable to vacant positions across various Town and School departments. When positions remain vacant, the Town realizes savings not only in salaries but also in associated employee benefits. These savings include employer-paid health insurance premiums, Medicare payroll taxes, dental insurance, life insurance, and other fringe benefits that are budgeted based on filled positions. Because these costs are not incurred until a position is filled, vacancies reduce expenditures across multiple employee benefit accounts. It is also important to note that while Sudbury Public Schools budgets personnel costs within the School Department, employee benefits for both Town and School employees are budgeted and accounted for on the Town side. As a result, vacancies within the School Department also generate savings within the Town's employee benefits budget.

- o Workers' Compensation premiums were lower than budgeted due to a favorable claims experience over the Town's three-year experience period. In Massachusetts, workers' compensation premiums are based on several factors, including payroll, job classifications, and an employer's Experience Modification Factor (EMR), which reflects the frequency and severity of workers' compensation claims over a rolling three-year period. Because the Town experienced fewer and less costly claims during this period, its EMR improved, resulting in lower insurance premiums and savings to the Town. Continued emphasis on workplace safety, employee training, and effective claims management will help maintain favorable premium rates in future years.
 - **Town Wide Operating (\$44):** Unspent funds
 - **State and County Charges (\$31,581):** Lower than expected Charter School Assessment FY2026
-

Reserve for Abatements (Overlay Account)

In accordance with M.G.L. Ch. 59, §25, the Town annually establishes a Reserve for Abatements (commonly referred to as the Overlay) to cover anticipated property tax abatements and exemptions. For FY2026, the Town reserved \$90,580 for the Overlay, of which \$327,388 has been applied toward abatements and exemptions, and which is shown as an adjustment in the Real Estate and Personal Property Taxes revenue. The difference of \$236,808 was applied from the Reserve for Abatements balance.

The current balance in this reserve is \$ 1,464,941. By statute, the Reserve is maintained as a single cumulative account rather than by individual fiscal year and is carried forward until it is no longer needed for its original purpose.

Looking ahead, the Town does not plan to budget this line item at the same level as in prior years. Instead, a smaller appropriation will be made over the next 3 years, allowing the Town to gradually draw down the existing balance, which is what we did in FY2026. This approach is considered prudent, as it maintains sufficient funds to address outstanding tax obligations while also providing additional revenue flexibility for future budgets.

Capital Expenditures

This reflects all Capital projects approved for FY2026, as well as those that remain open from prior fiscal years. During the past year, several General Fund projects were closed out, returning approximately \$700,000, which contributed to the positive results for FY2026. All remaining projects are ongoing, and we continue to actively monitor and track their progress.

The Town concluded FY2026 in a strong financial position. Revenues exceeded budget expectations in several categories, driven by continued strength in local receipts, conservative budgeting practices, proactive collection efforts, and favorable economic conditions. As a result, the Town is expected to generate a positive Certified Free Cash balance that is anticipated to exceed the prior fiscal year.

The Town's undesignated General Fund balance changed from \$11,837,694 at the end of FY2025 to \$11,742,236 (FY2026) at June 30, 2026. While the undesignated fund balance declined modestly during the year, it remains at a healthy level and continues to provide financial stability and liquidity for the Town. Combined with a strong Free Cash position, the Town remains well positioned to address future capital needs, unforeseen expenditures, and other one-time funding requirements.

Although FY2026 produced exceptional revenue performance, some of the increase resulted from one-time or temporary factors, including Tax Title settlements, elevated investment earnings due to higher interest rates, significant development-related building activity, and other non-recurring economic conditions. These revenue sources should not be relied upon as recurring funding for future operating budgets.

Revenue Capacity Analysis

The Town generated approximately \$4.53 million in revenues above the FY2026 budget. However, not all of this favorable variance represents sustainable recurring revenue that should be incorporated into future operating budgets. A significant portion resulted from one-time events, including Tax Title and Deferred Tax settlements, while other revenue categories have already been increased as part of the FY2027 budget.

The following analysis separates one-time revenues from recurring revenue growth and illustrates the remaining revenue capacity available for consideration during the FY2028 budget process.

Revenue Category	Excess FY26 Revenue	FY26 One-Time	Incr. FY27 Revenue	Available Revenue	Proposed Incr. FY28	Revenue Remaining
Real Estate & Personal Property	(\$613,305)			(\$613,305)		(\$613,305)
Tax Liens & Deferrals	\$768,831	\$768,831		(\$0)		(\$0)
Intergovernmental (State Aid)	(\$17,826)			(\$17,826)		(\$17,826)
Motor Vehicle Excise Tax	\$1,435,015		\$642,000	\$793,015	\$350,000	\$443,015
Meals and Room Tax	\$154,962		\$32,000	\$122,962	\$50,000	\$72,962
In Lieu of Taxes	\$2,891			\$2,891		\$2,891
MEDICAID Reimbursements	\$82,631		\$21,749	\$60,882		\$60,882
Penalties and Interest	\$604,117	\$537,368	\$25,000	\$41,749		\$41,749
Licenses and Permits	\$369,057		\$13,000	\$356,057		\$356,057
Fines and Forfeitures	\$11,411			\$11,411		\$11,411
Other Departmental Revenue	\$154,614		(\$13,000)	\$167,614		\$167,614
Earnings on Investments	\$1,578,233		\$144,676	\$1,433,557	\$350,000	\$1,083,557
	\$4,530,632	\$1,306,199	\$865,425	\$2,359,008	\$750,000	\$1,609,008

As illustrated above, approximately \$1.31 million of the FY2026 favorable revenue variance resulted from one-time or non-recurring sources and should not be relied upon for future operating budgets. In addition, the Town incorporated approximately \$865,425 of recurring revenue growth into the FY2027 budget based on collection trends. After accounting for these adjustments, approximately \$2.36 million of favorable revenue capacity remains, assuming FY2026 revenue performance is sustained.

For planning purposes, the Town Manager and I are considering increasing revenue estimates by approximately \$750,000 as part of the FY2028 budget. If increased, approximately \$1.61 million of favorable revenue capacity would remain. It is important to emphasize that this analysis assumes revenue collections remain consistent with FY2026 levels. Changes in economic conditions, interest rates, development activity, or other revenue sources could significantly affect these projections.

While the Town has the capacity to increase certain recurring revenue estimates, doing so should be approached cautiously. Every increase in recurring revenue estimates reduces excess revenues available at year-end and, consequently, reduces Certified Free Cash.

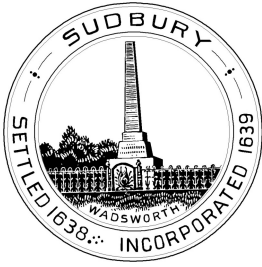
The Town's Free Cash Policy establishes a target of maintaining Certified Free Cash between 3% and 5% of annual operating expenditures, which currently equates to approximately \$6.6 million. Maintaining this level depends upon conservative revenue forecasting, prudent expenditure management, departmental reversions, and continued favorable revenue performance throughout the fiscal year.

Certified Free Cash remains one of the Town's most important financial resources. It provides funding for capital improvements, snow and ice deficits, reserve funds (Stabilization, Capital Stabilization and OPEB) and other one-time expenditures without requiring additional taxation or borrowing. As recurring revenue estimates increase, the Town's ability to generate Certified Free Cash naturally declines, reducing financial flexibility and limiting resources available for future capital and strategic initiatives.

Accordingly, future revenue adjustments should be based on demonstrated long-term trends rather than a single year of exceptional performance. The Town's longstanding practice of conservative revenue forecasting has been a key component of its financial stability, helping to maintain healthy reserve levels, preserve financial flexibility, and support sound long-term fiscal planning.

FY2026 represents another successful year of prudent financial management for the Town of Sudbury. Conservative budgeting practices, disciplined expenditure management, proactive tax collection efforts, and favorable local revenue performance combined to produce results that exceeded budget expectations while maintaining the Town's long-standing commitment to fiscal responsibility.

Although several of the favorable revenue variances were driven by one-time events or temporary economic conditions, the Town continues to maintain a strong financial foundation. Staff will continue to evaluate recurring revenue trends carefully while avoiding reliance on non-recurring revenues to support ongoing operating expenditures. Looking ahead, the Town remains well positioned to maintain healthy reserve levels, generate strong Certified Free Cash, and preserve the financial flexibility necessary to fund future capital investments, respond to unforeseen needs, and support the high level of municipal services expected by the community. The Town's continued commitment to conservative budgeting and sound financial policies will remain essential to maintaining its long-term fiscal stability.



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.5: Town Manager Performance Evaluation; Discuss composite evaluation

Formal Title: Town Manager Performance Evaluation; Discuss composite evaluation

Votes May Be Taken:

Attachment(s):

[Town Manager Composite Evaluation plus Individual Evaluations.pdf](#)

Performance Area	Carty	Dretler	Gargeya	Kouchakdjian	Russo	Average	Low	High	Tally				
									1	2	3	4	5
1. Vision and Community Leadership													
a) Mission and Vision	3	4	4	4	4	3.80	3	4	0	0	1	4	0
b) Develops Goals	2	5	4	4	4	3.80	2	5	0	1	0	3	1
c) Translates Goals to Implementation	3	5	4	4	4	4.00	3	5	0	0	1	3	1
d) Creates Open Environment	2	4	4	4	4	3.60	2	4	0	1	0	4	0
<i>Average Score for Performance Area</i>						3.80							
2. Communications/Public Relationships													
a) Projects positive image	1	5	4	5	4	3.80	1	5	1	0	0	2	2
b) Communicates vision	3	5	3	5	3	3.80	3	5	0	0	3	0	2
c) Media presence	2	4	4	4	3	3.40	2	4	0	1	1	3	0
d) Transparent approach	1	5	4	4	4	3.60	1	5	1	0	1	3	1
e) Encourages community involvement	4	4	4	3	4	3.80	3	4	0	0	1	4	0
f) Contacts outside the Town	4	5	4	5	4	4.40	4	5	0	0	0	3	2
<i>Average Score for Performance Area</i>						3.80							
3. Select Board Support/Relations													
a) Offers professional advice	4	5	4	5	4	4.40	4	5	0	0	0	3	2
b) Implements policies and directives	1	5	4	4	4	3.60	1	5	1	0	0	3	1
c) Maintains professional working relationship	1	5	4	5	4	3.80	1	5	1	0	0	2	2
d) Keeps the Board informed	3	5	5	5	4	4.40	3	5	0	0	1	1	3
e) Works with the Board to establish an agenda	2	5	4	5	N/A	4.00	2	5	0	1	0	1	2
f) Uses Town Counsel effectively	4	5	4	4	4	4.20	4	5	0	0	0	4	1
<i>Average Score for Performance Area</i>						4.10							
4. Personnel Management													
a) Establishes consistent procedures and practices	N/A	5	4	4	5	4.50	4	5	0	0	0	2	2
b) Collective bargaining	4	5	4	5	4	4.40	4	5	0	0	0	3	2
c) Staff relationships, teamwork and delegation	3	5	4	5	4	4.20	3	5	0	0	3	2	2
d) Develops staff evaluation process & prof. development opportunities	3	5	3	4	4	3.80	3	5	0	0	2	2	1
e) Promotes staff openness to public involvement	3	5	4	5	4	4.20	3	5	0	0	1	2	2
<i>Average Score for Performance Area</i>						4.15							
5. Financial Management													
a) Comprehensive and transparent budgeting	1	5	5	5	4	4.00	1	5	1	0	0	1	3
b) Budget forecasting, accounting and control	3	5	5	5	4	4.40	3	5	0	0	1	1	3
c) Timely annual budget	3	5	5	5	4	4.40	3	5	0	0	1	1	3
d) Presents budget information to boards and community	3	5	4	5	4	4.20	3	5	0	0	1	2	2
e) Pursues alternate funding sources	3	5	4	5	4	4.20	3	5	0	0	1	2	2
<i>Average Score for Performance Area</i>						4.30							
6. General Management and Planning													
a) Provides leadership, motivation and support	4	5	4	5	4	4.40	4	5	0	0	0	3	2
b) Monitors maintenance, repairs and improvement	4	5	4	4	4	4.20	4	5	0	0	0	4	1

Select Board Town Manager Evaluation Ratings 2026

c) Maintains orderly financial, personnel and other records	4	5	4	4	4	4.20	4	5		0	0	0	4	1
d) Administers Town in accordance with applicable law	1	5	4	5	4	3.80	1	5		1	0	0	2	2
<i>Average Score for Performance Area</i>						4.15								
7. Progress on Town Manager Goals														
a) Manages priorities effectively	3	5	4	4	4	4.00	3	5		0	0	1	3	1
b) Explains unanticipated issues to the Board	2	4	4	5	4	3.80	2	4		0	1	0	3	1
c) Creatively develops resources to achieve goals	4	4	4	4	4	4.00	4	4		0	0	0	5	0
d) Plans strategic use of limited resources	3	5	4	4	4	4.00	3	5		0	0	1	3	1
e) Sets ambitious but realistic targets	3	5	4	4	4	4.00	3	5		0	0	1	3	1
<i>Average Score for Performance Area</i>						3.95								
8. Personal Qualities and Characteristics														
a) Maintains high ethical standards and sound judgement	1	5	4	5	4	3.80	1	5		1	0	0	2	2
b) Represents the Town in a professional manner	1	5	4	5	5	4.00	1	5		1	0	0	1	3
c) Displays flexibility, manages conflict, handles crisis	3	5	4	4	4	4.00	3	5		0	0	1	3	1
d) Displays creativity and innovation	4	4	4	4	4	4.00	4	4		0	0	0	5	0
e) Maintains high level of professional development	4	5	4	5	5	4.60	4	5		0	0	0	2	3
<i>Average Score for Performance Area</i>						4.15				8	5	23	104	61
<i>Evaluator's average score</i>	2.74	4.83	4.05	4.50	4.03									
9. Overall Rating (Reported by Evaluator)	2	5	4	5	4	4.00	2	5						
						Ave.								

Summary

Average scores for each performance area ranged from 3.6 to 4.6.

The average overall score for the performance areas (not including the Overall Rating) was 4.15.

The average overall rating (as reported by the evaluators) was 4.0.

The lowest scoring performance areas were "creates an open environment", "transparent approach" and "implements policies and directives" (3.6).

The highest scoring performance area was "maintains high level of professional development" (4.6).

Rating Tallies: **8** "1" ratings, **5** "2" ratings, **23** "3" ratings, **104** "4" ratings, and **61** "5" ratings.

2026 Town Manager Evaluation by Select Board

Comment Summary

1. Vision/Community Leadership

Mr. Sheehan was recognized as an experienced Town Manager and dedicated public servant who has a clear vision for Sudbury and continues to make good progress toward high priority goals. He was praised for his understanding of the Town's needs, strong ability to develop and implement thoughtful plans and empower staff through appropriate delegation. Several evaluators noted that many of the large projects the Town Manager "inherited" are complete or nearly complete.

Mr. Sheehan was praised for being "effective in encouraging public participation" and as "someone who collaborates and encourages input and consensus, without passing the buck". Evaluators expressed appreciation for his active engagement with the Select Board, guidance and willingness to meet with Select Board members individually, though one evaluator was critical of his "closed door meeting on Sept 26, 2025 with Lisa Kouchakdjian and Karyn Jones to talk about the 'overall financial picture' and to 'strategize a bit for the road ahead, both near term and longer term'", because the evaluator is also a member of the Board and "would like to have an actual strategy session about the overall financial picture".

One evaluator appreciated the Town Manager's candor with the Board regarding "value-add efforts versus less effective efforts – 'urgent but not necessarily important'", and encouraged him to "take a stronger stance in where and how to 'move the needle' for residents".

2. Communications/Public Relationships

The Town Manager was recognized as a strong communicator who presents a positive image to the community. He was described as "clear, concise and direct in his recommendations and opinions". Evaluators expressed appreciation for new methods of public outreach and engagement launched recently, such as SudBrief, FlashVote surveys, Scout (the AI chatbot) and expressed interest in seeing what improvements the Town's new website platform (CivicPlus) will bring.

One evaluator noted that dialogue the Town Manager is "generally one way – informing – rather than two way – consulting" and that the Town Manager spends too much time giving content to political bloggers rather than the Town's own social media.

Evaluators appreciated the Town Manager's office hours and accessibility to the public, as well as his presence at community events. One evaluator noted more can be done by Mr. Sheehan and the Administration of the Town to address head-on, misinformation and disinformation that is disseminated to the community, and that Mr. Sheehan can use his experience to further support the efforts of volunteers in the community.

3. Select Board Support/Relations

Evaluators described Mr. Sheehan as professional, engaged, approachable, methodical and efficient. One evaluator noted that he "consistently implemented Board direction professionally and without hesitation". Multiple evaluators commented that he uses Town Counsel effectively.

Evaluators report that the Town Manager does well at keeping the Board informed of issues and activities, and providing the Board with data, options and professional advice, based on experience and facts, that enable them to make sound decisions. Evaluators particularly appreciate his weekly updates, and several noted that they appreciated his recent candor with the Board regarding time management and things that are “urgent but not necessarily important”.

Evaluators report that the Town Manager works well with Chair to set Board meeting agendas and that meeting packets provide helpful context and supporting information, but there were concerns about agenda items sometimes being added with no supporting information or documents distributed late or not until the meeting itself, which makes it challenging for Board members to make informed decisions during the meeting. One evaluator commented that “recent efforts to streamline Select Board agendas and meeting lengths are appreciated. I hope this does not lead to “insider” decision made in a non-public fashion”.

One evaluator expressed “grave concern” about the Town Manager’s implementation of Select Board’s policies and directives, and commented that while they agreed with the “strong town manager” approach, they were concerned about a concentration of power without oversight.

Evaluators appreciated the Town Manager’s emphasis on building trust and a positive culture of mutual respect. One evaluator noted that they agreed with the Town Manager’s statement in his self-assessment that “internal Board dynamics have deteriorated and are an obstacle to advancement. These impact efficiency, retard our forward progress, and are a drain on our increasingly stressed resources” and added that Mr. Sheehan “does a great job staying out of the internal politics of the Select Board”.

4. Personnel Management

The Town Manager was praised for his hiring abilities and slowing of staff turnover. He was commended for his ability to attract and retain a “wonderful team for our community”. Several evaluators noted consistent positive feedback from the 360 reviews and praised Mr. Sheehan for his leadership style and encouragement of professional development and growth for his staff. Evaluators also noted that he settled the final open municipal collective bargaining agreement earlier this year, and provided valuable support during school union negotiations. The Town Manager was also complimented on the recent restructurings of the Health & Community Services and Finance departments, plus the addition of a Management Analyst as positive developments in terms of service and efficiency.

Evaluators described positive interactions with Town staff and described them as responsive and working well with Town boards and committees, though one evaluator commented that “some of these boards should be able to work without as much help from staff”, and reiterated a concern from last year about the Town Manager’s preference of not allowing Select Board members to talk to his staff.

5. Financial Management

Financial Management was widely seen as one of the Town Manager's greatest strengths, with evaluators citing the release of the comprehensive 15-year Capital Improvement Plan, Facilities Condition Report and Financial Report and Reference Guide as examples of his strong financial leadership.

One evaluator noted that they appreciated the Town Manager's "aggressive, practical management of town funds, specifically bringing in nearly \$1.5 million in competitive department grants and scrubbing our books to close out over \$700,000 in stale appropriations to free cash. Streamlining our procurement process by shifting smaller contract sign-offs to the Finance Director was another excellent, efficient operational move".

Mr. Sheehan was recognized for his collaborative efforts, including his strong partnership with the Assistant Town Manager/Finance Director, engagement with the Finance Committee, support of Sudbury Public Schools through its financial challenges and accessibility to other boards and committees. The creation of the Budget Working Group was given as another example of the Town Manager's leadership and "efforts to bring stakeholders together to work collaboratively and find solutions".

It was noted that Sudbury continues to hold a AAA bond rating and continues to receive Distinguished Budget Presentation Awards. One evaluator stated that "The Town's investment plan, conservative management of Free Cash so that the Town's current and future needs are secured, and overall fiscal discipline are noteworthy and to be commended".

Areas for improvement included deriving more financial support is from the Friends of the Goodnow Library, and avoiding "closed door meetings to discuss budgets, when those conversations are not held with the full Select Board".

6. General Management and Planning

Mr. Sheehan was recognized as an experienced manager with particular strengths in planning and compliance. Evaluators praised the Town Manager for his emphasis on long-term and strategic planning and his efforts to improve the capital planning process, in particular the new initiative to consolidate capital requests by department at the 2026 Annual Town Meeting. They pointed to the Facilities Condition Report and 15-year Capital Plans as evidence of his commitment to position Sudbury well for the future. Several evaluators noted that it will be important for the Town to continuously review and update capital planning needs based on the plan through a public process. The Town Manager was also recognized for his work on implementation of the Town's ADA Transition Plan and efforts to update Select Board policies.

7. Progress on Town Manager Goals

Evaluators commented that the Town Manager has an extensive list of goals and that he has managed his goals well, prioritized effectively and made good progress. Specific examples noted included the

long-term comprehensive plan for operating and capital budgets, staff development and succession planning, completion of the Mass Central Rail Trail and continued progress on the Bruce Freeman Rail Trail, refinement of the Fairbank Community Center programming and utilization, seeking membership in a vocational technical school district, and continuing the operation of transportation options. The Town Manager was encouraged “to implement more rigid, routine check-ins on exact project timelines and budgets”.

One evaluator noted that the Town Manager “understands very well the priorities of the Select Board and works to support those objectives in his own goals”. Another commented that the Town Manager “does a good job explaining unanticipated issues and challenges that affect achievement of goals”. Mr. Sheehan was also complimented on how he manages resources to address goals during fiscally challenging times, his openness about those challenges and how they impact what the Board/community may want to do. One evaluator commented that “the messaging around any potential future override should be carefully managed to avoid appearing overly pessimistic or exaggerated” and another expressed concern about what a realistic plan is if an override does not pass.

8. Personal Qualities and Characteristics

The Town Manager was described as ethical, honest, and professional, with a notable ability to stay calm under pressure. He was praised for the high level of integrity and good judgment he brings to the role. As one evaluator put it “his calm, steady demeanor has been an anchor for our staff, volunteers, and the community. 360 feedback emphasizes that he maintains composure even in high-stress, high-conflict environments”. There was a concern mentioned about an interaction with a citizen at the December town meeting and the Town Manager’s tone in meetings with the former SPS Superintendent, but Mr. Sheehan was otherwise consistently praised for his ability to stay steady and calm even during controversy.

Mr. Sheehan was commended for his commitment to his own ongoing professional development. One evaluator mentioned that “it would be also good to hear from him where and how this proved useful”.

The Town Manager was complimented on his creativity and innovation, such as the restructuring the Health & Community Services department and some of the smaller financial and bylaw improvements (e.g., capital planning, online notices, etc.).

9. Overall Rating

The Town Manager was recognized as having “successfully moved Sudbury from a phase of stabilization into a period of institutional modernization”. His leadership approach was described as “well reasoned, deliberate, and thoughtful”. He was credited with building a positive workplace culture and strengthening of Town leadership across departments, and described as “an experienced public servant who is committed to our town’s long-term vision, growth, and responsible fiscal management”, with an “established track record of excellent service to Sudbury as a leader and a manager”.

One evaluator was disappointed that the Town Manager had not used any feedback from the 360 evaluations in his self-evaluation, and expressed concern that he may not consider the evaluation process to be important.

Another evaluator expressed appreciation for the Town Manager's reflection goals that require further work, such as Fairbank Community Center, vocational education and CatchConnect, and was hopeful that continued progress will be made on those efforts, in addition to sidewalks, Sewataro, and Route 20. Route 20, in particular was noted as an area the Town Manager can/should take a more active role.

Overall, evaluators were generally impressed with the Town Manager's strong performance in this multi-faceted role. They expressed gratitude for Mr. Sheehan's service to the Town and confidence that Sudbury will be well-managed into the future.

**TOWN OF SUDBURY
TOWN MANAGER EVALUATION FORM**

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	☐	☐	x	☐	☐	☐
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	☐	x	☐	☐	☐	☐
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	☐	☐	x	☐	☐	☐
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	☐	x	☐	☐	☐	☐
Comments: I moved Andy down in b and d this year from 3's to 2's. Both downgrades are directly attributable to his closed door meeting on Sept 26, 2025 with Lisa Kouchakdjian and Karyn Jones to "talk about the overall financial picture" and to "strategize a bit for the road ahead, both near term and longer term". I am a sitting member of this Board and I too would like to have an actual strategy session about the overall financial picture.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	x	☐	☐	☐	☐	☐
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	☐	☐	X	☐	☐	☐
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	☐	x	☐	☐	☐	☐
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	x	☐	☐	☐	☐	☐
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	☐	☐	☐	x	☐	☐
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	☐	☐	☐	x	☐	☐
Comments: I moved Andy up in b and kept the same ratings for e and f. For b I have seen general improvements in the messages themselves. I still have the same concern with b that I did last year -- dialogue as generally one way -- informing -- rather than two way -- consulting.						

For e and f I think Andy does a good job. However I saw a crash in a and d. For c I think that Andy spends too much time giving content to political bloggers and I would rather see him focus on the towns own social media. There were cases where political bloggers had content before it was even up on the town sites.

Categories a and d – positive image and transparency – bring me back to my comments in #2 above regarding the closed door financial planning meeting. Here I will reference Andy’s self evaluation where he says in category #7 “Trust in government at all levels is at the lowest I have seen it”. Mr Sheehan has an opportunity to self reflect and consider if his actions have contributed to this.

3. Select Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	☐	☐	☐	x	☐	☐
b. Implements the Select Board’s policies and directives.	x	☐	☐	☐	☐	☐
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	x	☐	☐	☐	☐	☐
d. Keeps Board members informed of issues and activities in Town government and in the community.	☐	☐	x	☐	☐	☐
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	☐	x	☐	☐	☐	☐
f. Helps the Board use Town Counsel to effectively achieve Town goals.	☐	☐	☐	x	☐	☐

Comments: Good growth in a – Andy usually comes with alternatives and data.

I have noted b as being an area of grave concern for me in past cycles, and did not see progress. Allow me to repeat my comment from last year “Andy has quoted the town charter, and specifically section 10, which affords the Town Manager control over all financial matters of the town, as justification for his actions. However I have pointed out more than once section 7 which clearly says “the Town Manager will work under the policy direction of the Select Board. I believe this has been consciously ignored. I’ll repeat my comment from last year - I do agree with the “strong town manager” approach but I am concerned, and the public should be as well, about a concentration of power without oversight, exactly what will happen if we follow section 10 without following section 7.”. This year I add that, per the Town Charter, “The town manager shall be the chief administrative officer of the town, shall act as the **agent for the board of selectmen** [emphasis added] and shall be responsible to the board of selectmen for the proper operation of town affairs for which the town manager is given

responsibility under this act.”. When I asked about the Sept 26 closed door meeting I was given the curt response that it was in his purview. Truth is, it is not. The dictionary definition of agent is “a person who acts on behalf of another person or group.” This means his business is our business.

My low scores for c relates to the above. There is no respect for my role as a Select Board member. And he certainly went out of his way *not* to inform me of what happened on Sept 26.

For d I think in general Andy does a good job of keeping us informed of issues and activities.

For e I have realized that many topics that would generate questions or debate (e.g. financial reviews) are held and not distributed until the meeting itself. I’ve had to ask “why didn’t we get these documents in advance” too many times.

For f I think there is an appropriate use of Town Counsel.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	☐	☐	☐	☐	☐	x
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	☐	☐	☐	x	☐	☐
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	☐	☐	x	☐	☐	☐
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	☐	☐	x	☐	☐	☐
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.			x			

Comments: For a I assume this is going well as turnover has seemed have slowed. For b I think Andy did a good job. My rating for c comes from the 360 reviews – we got good feedback here.

For d...there are 36 places we ask Andy to rate himself...he rated himself with no 1s or 2s, and if I counted correctly only four 3's. This was one of them. I would be curious to learn more about his – from his self-evaluation – “upgrading our performance evaluation system and providing training to supervisors on effective evaluation procedures”. Systems are great, but I would like to hear about his management philosophy here.

I'm keeping Andy at 3 for e. Staff works well with town boards – perhaps too much. Some of these boards should be able to work without as much help from staff. But as I have mentioned in the past I still am bothered by his preference of not allowing SB members to talk to his staff.

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	x	☐	☐	☐	☐	☐
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	☐	☐	x	☐	☐	☐
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	☐	☐	x	☐	☐	☐
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	☐	☐	x	☐	☐	☐
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	☐	☐	x	☐	☐	☐
Comments: I have to move Andy down in a. Closed door meetings to discuss budgets, when those conversations are not held with the full Select Board, simply are not transparent. Insofar as his comment regarding the 15 year capital plan as he stated in his self review: "Last year we unveiled the Town's first 15-year capital improvement plan (CIP)." I would have preferred to see more humble phrasing. I do believe that he revived it, and even made good progress on and improvements to it. And I will add that I truly believe he will continue to do so. But we have done these before, see https://sudbury.ma.us/capitalimprovement/5-15-year-capital-plan-1-26-17/. I would have hoped that he gave some credit to those before him that crafted 15-year plans.						

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	☐	☐	☐	x	☐	☐
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	☐	☐	☐	x	☐	☐
c. Supervises and maintains in good order financial, personnel, and other records and documents.	☐	☐	☐	x	☐	☐

d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	x	☐	☐	☐	☐	☐
Comments: In most of this category Andy was very good this year. Good progress in a and in particular b. I believe involving Victor in capital project management has been a very good and necessary move. But for d see my earlier comments about the town charter. I believe that Andy understands the Charter but chooses to ignore it, in particular the “acts as an agent” part.						

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	☐	☐	x	☐	☐	☐
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	☐	x	☐	☐	☐	☐
c. Creatively develops resources to support goal implementation.	☐	☐	☐	x	☐	☐
d. Plans for strategic use of limited resources.	☐	☐	x	☐	☐	☐
e. Sets ambitious but realistic targets.	☐	☐	x	☐	☐	☐
Comments: Moving him from a 2 to a 3 in a...Andy seems to spend the appropriate amount of time on the appropriate things. And for c I moved him from a 3 to a 4. I have observed nice development in staff, in particular Vivian and Victor – I think getting them more involved in “new” areas has helped plug some holes for the betterment of the town. He remains steady in d and e. For b though I’m lowering him from a 3 to a 2. Here I will ask the simple question “What if the override does not pass?” I fear he’s putting too many eggs in that basket. If that is not the case, I’d like to hear what his realistic plan is.						

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	x	☐	☐	☐	☐	☐
b. Represents the Town in a professional manner at all times.	x	☐	☐	☐	☐	☐
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	☐	☐	x	☐	☐	☐
d. Displays creativity and innovation.	☐	☐	☐	x	☐	☐
e. Maintains a high level of ongoing professional development.	☐	☐	☐	x	☐	☐

Comments: I moved him up in c and kept him high for d and e. For a and b I am hopeful that Andy takes constructive feedback in order to boost trust from the public. For a see my earlier comments regarding Sept 26 meeting. And for b I found his chastising of a citizen at the December town meeting and his tone in meetings with former Superintendent Crosier to be unprofessional. People notice those things.

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	☐	☒	☐	☐	☐	☐
Comments: Last year I had Andy at a 3, up from a 2 I am moving him back down this year. I did find his self-evaluation and our discussion of it interesting. I really appreciated his comment to “resist getting sidetracked by things that are urgent but not necessarily important”. When I questioned it and asked for examples he gave honest feedback...he said Sewataro, the Gun Bylaw, and 5 hour Select Board meetings. I wish he had been more vocal at the time and spoke his mind. Maybe we would have agreed, or maybe we wouldn’t have. But at least we would have had that feedback from him. I admit this is a tightrope – I will quote again his self review “I try to provide support to the Board while staying out of the quarrels”. Perhaps that would have been helpful in these cases, if for no other reason than to get it off his chest and relieve some stress. But then he added the review process into the “urgent but not necessarily important”. That one, to be honest, shocked me. I would hope that any employee would find the review process important. I’m not sure if Andy thinks he is above being reviewed – boy oh boy, I hope that is not the case. One more bit of feedback I will give is I was disappointed in our discussion about the 360 reviews. I believe I first asked if he found any constructive feedback in the 360s, and he pasued and held without answering so I pivoted and asked if he used any feedback from the 360s in his self review and he responded no. While the 360’s were very positive, I took 3 bits of information away. There was one response of “no” when the respondent was asked “Is the manager effective at solving problems and driving solutions?”. There were two borderline responses to the question “Does the manager always control emotions and behavior, even when faced with high-conflict or stressful situations?” and one recommendaton with regards to checking in on project schedules and budgets. While none of these items are showstoppers, people took the time to give the feedback. I would hope that he would at least be curious, or at a minimum to acknowledge them.						

**TOWN OF SUDBURY
TOWN MANAGER EVALUATION FORM**

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	☐	☐	☐	X	☐	☐
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	☐	☐	☐	☐	X	☐
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	☐	☐	☐	☐	X	☐
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	☐	☐	☐	X	☐	☐
Comments: When Town Manager Sheehan first stepped into his role, he provided us with sharp, necessary early assessments of our structural and financial weak spots. I've watched him successfully thread those observations directly into the Select Board's core goals. In his 2026 self-assessment, it's clear this mature vision is paying off. He and his staff have made massive strides on our highest-priority targets, particularly in pushing Phase 3 of the Bruce Freeman Rail Trail to a 75% design completion ahead of schedule and executing our regional dispatch transition. Town Manager Sheehan continues to do an excellent job keeping town departments moving in lockstep to meet these targets.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	☐	☐	☐	☐	X	☐
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	☐	☐	☐	☐	X	☐
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	☐	☐	☐	X	☐	☐
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	☐	☐	☐	☐	X	☐
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	☐	☐	☐	X	☐	☐
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	☐	☐	☐	☐	X	☐

Comments: Town Manager Sheehan continues to present a highly professional, welcoming face for Sudbury. His deep regional connections remain an incredible asset to us, as proven by the significant state grants and legislative earmarks his office pulled in this year. In my previous reviews, I emphasized that our public outreach could be uneven and needed to adapt to residents who want quick, 30-second, digestible updates. I'm very pleased to see that Town Manager Sheehan took that feedback to heart in his 2026 goals, experimenting with the "SudBrief" and using educational videos to boost Town Meeting engagement.

As we transition to the CivicPlus website platform in FY27, I look forward to seeing these recent wins into a fully unified, modern town-wide communication strategy.

3. Select Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	☐	☐	☐	☐	X	☐
b. Implements the Select Board's policies and directives.	☐	☐	☐	☐	X	☐
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	☐	☐	☐	☐	X	☐
d. Keeps Board members informed of issues and activities in Town government and in the community.	☐	☐	☐	☐	X	☐
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	☐	☐	☐	☐	X	☐
f. Helps the Board use Town Counsel to effectively achieve Town goals.	☐	☐	☐	☐	X	☐
Comments: I deeply value Town Manager Sheehan's approachability and the consistent professional insight he brings to the Select Board. This has been a standout area for him. He excels at keeping us well-informed without overwhelming us, providing thorough data and options that allow us to make sound policy decisions. He works seamlessly with me to build efficient agendas and has partnered effectively with Town Counsel to keep town goals moving forward smoothly. The climate of mutual respect and trust he maintains with the Board is vital to our success.						
4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	☐	☐	☐	☐	X	☐
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	☐	☐	☐	☐	X	☐
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making	☐	☐	☐	☐	X	☐

with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.						
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	☐	☐	☐	☐	X	☐
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	☐	☐	☐	☐	X	☐
Comments: In 2024, given how brutal the municipal hiring market had become, I challenged Town Manager Sheehan to focus on internal operations and staff morale. This year, we are seeing the direct results of his hard work. His self-assessment shows that staff turnover has slowed dramatically, and we are near full staffing in critical areas like DPW and public safety. Settling the final open municipal collective bargaining agreement earlier this year, and his valuable support during school union negotiations, demonstrates exceptional leadership. Between the major health and community services consolidation and the launch of the compensation study, Town Manager Sheehan has built a high-performing, collaborative team. Our staff feedback confirms that he empowers his team and is deeply invested in mentoring the next generation of Sudbury's leaders.						

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	☐	☐	☐	☐	X	☐
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	☐	☐	☐	☐	X	☐
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	☐	☐	☐	☐	X	☐
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	☐	☐	☐	☐	X	☐
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	☐	☐	☐	☐	X	☐
Comments: Financial stewardship is one of the most critical pieces of Town Manager Sheehan's job, and his expertise here continues to protect the town during an incredibly tight budget cycle. He delivered on major long-term milestones this year by releasing Sudbury's first comprehensive 15-year Capital Improvement Plan and updating our multi-year Financial Report. I also appreciate his aggressive, practical management of town funds, specifically bringing in nearly \$1.5 million in competitive department grants and scrubbing our books to close out over \$700,000 in stale appropriations to free cash. Streamlining our procurement						

process by shifting smaller contract sign-offs to the Finance Director was another excellent, efficient operational move.

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	☐	☐	☐	☐	X	☐
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	☐	☐	☐	☐	X	☐
c. Supervises and maintains in good order financial, personnel, and other records and documents.	☐	☐	☐	☐	X	☐
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan's decades of municipal experience are clear in the way he handles complex town issues and project cleanups. This year, he successfully managed the wrap-up of the massive Eversource project and finalized both the Housing Production Plan and the Field Needs Assessment. I want to specifically highlight his initiative to consolidate capital requests by department at the 2026 Annual Town Meeting. Grouping those items saved significant procedural time on the floor and was well-received by our residents. It's a great example of the kind of efficiency we need.						

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	☐	☐	☐	☐	X	☐
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	☐	☐	☐	X	☐	☐
c. Creatively develops resources to support goal implementation.	☐	☐	☐	X	☐	☐
d. Plans for strategic use of limited resources.	☐	☐	☐	☐	X	☐
e. Sets ambitious but realistic targets.	☐	☐	☐	☐	X	☐
Comments: Now that the foundational reviews, like the DLS Financial Review, are complete, Town Manager Sheehan has pivoted into execution. He has kept us firmly compliant with the MBTA Communities Law and brought on a Management Analyst to expand our grant-writing and procurement bandwidth. As he noted in his updates, we still have critical work to do on defining operational boundaries at the Fairbank Center and finalizing recommendations for the Route 20 Sewer Project. Additionally, echoing some internal feedback from his department heads, I encourage Town Manager Sheehan to implement more rigid, routine check-ins on exact project timelines and						

budgets. With our staff carrying heavy workloads, his direct oversight on these rolling capital schedules will ensure we stay strictly accountable.

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	☐	☐	☐	☐	X	☐
b. Represents the Town in a professional manner at all times.	☐	☐	☐	☐	X	☐
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	☐	☐	☐	☐	X	☐
d. Displays creativity and innovation.	☐	☐	☐	X	☐	☐
e. Maintains a high level of ongoing professional development.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan models absolute integrity, honesty, and sound judgment in everything he does for Sudbury. His calm, steady demeanor has been an anchor for our staff, volunteers, and the community. 360 feedback emphasizes that he maintains composure even in high-stress, high-conflict environments. He values open discussion, treats differing perspectives with respect, and has fostered a culture of professional growth that makes our entire administration stronger.						

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan has successfully moved Sudbury from a phase of stabilization into a period of institutional modernization. Through a monumental 15-year CIP, successful collective bargaining resolutions, key department restructurings, and a highly proactive approach to grant tracking, he has anchored the town's long-term fiscal health. He has built a workplace culture rooted in trust and collaboration while keeping his door wide open to the public. Moving ahead, prioritizing our public communication roadmap and maintaining aggressive timelines on our infrastructure goals will unlock even greater success. It remains an absolute pleasure to partner with Town Manager Sheehan.						

TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

Instructions

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Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	☐	☐	☐	☒	☐	☐
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	☐	☐	☐	☒	☐	☐
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	☐	☐	☐	☒	☐	☐
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	☐	☐	☐	☒	☐	☐
Comments: Town Manager Andy Sheehan's guiding principle, in my opinion, is one of responsible fiscal management in service of our town's vital needs such as excellent town services and support for great education for all our students, and long-term planning. Mr. Sheehan's vision is made visible through the specific steps he takes in managing town's finances, personnel and his priorities. Sudbury is a high performing town and its expectations of itself and its leaders is similarly high. Mr. Sheehan understands that and strives to meet that goal. He has worked to implement the Select Board's goals and made substantial progress. Through his work with the Select Board and his counsel born of experience, he and the Board have advanced important goals as well as urgent goals. I hope that we will continue to do so. It should be the goal of the Town Manager and the Select Board to continue to hear all voices and opinions within the town leadership and residents at large.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	☐	☐	☐	☒	☐	☐
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	☐	☐	☒	☐	☐	☐
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	☐	☐	☐	☒	☐	☐
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably	☐	☐	☐	☒	☐	☐

available to the public and responsive to citizen complaints and requests.						
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	☐	☐	☐	☒	☐	☐
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	☐	☐	☐	☒	☐	☐
Comments: Mr. Sheehan attends many major town-wide and town-centric events and celebrations. Some of these are celebratory in nature, some where his remarks are informed by town's priorities, and some where he listens and collaborates. Mr. Sheehan and his office are working to improve the communications from the town to the residents. SudBrief, Town's social media outreach to inform, Scout (the AI chatbot) are steps in this direction. The problem across all the towns and smaller municipalities is the disappearance of the local newspapers. This has been a topic that was discussed at the recent <i>Connect351</i> conference of the <i>MMA</i> (Massachusetts Municipal Association). In this dynamic landscape, information should follow both the push and pull models. I am looking forward to the steps taken by Mr. Sheehan and his office in this regard. Sudbury runs effectively as much due to its excellent town staff as also due to its many volunteers who give their time in service of the town and its facilities. At any time, particularly during difficult economic times, we should use all resources that could be available. Mr. Sheehan continues to work with our state government representatives and departments, seek out federal grant opportunities, and works with his peers in the Commonwealth. I am glad to see him avail of the professional development opportunities.						

3. Select Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	☐	☐	☐	☒	☐	☐
b. Implements the Select Board's policies and directives.	☐	☐	☐	☒	☐	☐
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	☐	☐	☐	☒	☐	☐
d. Keeps Board members informed of issues and activities in Town government and in the community.	☐	☐	☐	☐	☒	☐
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support	☐	☐	☐	☒	☐	☐

materials and sufficient lead time to allow for informed decision-making and policy formation.						
f. Helps the Board use Town Counsel to effectively achieve Town goals.	☐	☐	☐	☒	☐	☐
Comments: Mr. Sheehan has established a welcome rhythm in keeping the Board apprised of the town's work and progress. Through his regular updates, and reports at Select Board meetings, and other timely notices and information, he ensures that the Board is kept abreast of the town business and important developments. The Select Board meeting packet continues to contain valuable information for the Board and the town residents. Under Mr. Sheehan's direction, the Select Board office has been working diligently to serve the town and provide the Board with all the necessary support. Good working relationships between and amongst the Town Manager and the Select Board are vital for governing the town effectively. To this end, all of us need to need to work to ensure that all debate is respectful and firmly centered on policy and issues. I am glad that we have a seasoned Town Manager in Mr. Sheehan.						
4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	☐	☐	☐	☒	☐	☐
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	☐	☐	☐	☒	☐	☐
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	☐	☐	☐	☒	☐	☐
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	☐	☐	☒	☐	☐	☐
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	☐	☐	☐	☐	☒	☐
Comments: Mr. Sheehan has assembled staff and department leadership who are focussed, knowledgeable in their respective domains, and deliver results while ensuring that all the work and all the departments are working towards the common goal of improving town services. This takes						

good management to listen, delegate, mentor, monitor, and offer advice as necessary. Mr. Sheehan has been doing this very well.

A previous long-term Town Manager of Sudbury, the late Ms. Maureen Valente, once remarked that it was getting harder to attract folks to enter municipal service. However, in Sudbury, we do see very qualified employees joining and remaining in local government. Perhaps the tide has turned, perhaps it is due to Mr. Sheehan's recruitment and high standards.

Mr. Sheehan has successfully concluded several contract negotiations. He keeps the Board informed of the progress.

I am gratified to note that several staff are pursuing professional development opportunities. I hope more are encouraged to develop themselves so they are prepared for career growth and continued service to the town.

Several staff members, in addition to their regular and important jobs, have been assisting various committees and commissions. This help has been vital to those respective committees.

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	☐	☐	☐	☐	☒	☐
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	☐	☐	☐	☐	☒	☐
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	☐	☐	☐	☐	☒	☐
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	☐	☐	☐	☒	☐	☐
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	☐	☐	☐	☒	☐	☐
Comments: The excellent Finance Director and Assistant Town Manager Victor Garofalo, and the Town Manager have laid out and communicated a prudent fiscal policy and communicated it through various reports and memos including the Financial Report & Reference Guide, FY 2018-2027.						

The Town should continue to explore ways to disseminate this important information along with the budget, forecasts, and capital plan in a way that is accessible and easily understandable to the residents with pointers to additional and in-depth information.

The Town's investment plan, conservative management of Free Cash so that the Town's current and future needs are secured, and overall fiscal discipline are noteworthy and to be commended.

The (re)establishment of the *Budget Working Group*, where representatives from the Finance Committee, the schools, and the town gather together to collaboratively examine the next fiscal year is essential not just in lean years but every year. Such a group enables a healthy airing of needs, available resources, and collaboration. This is a welcome initiative from Mr. Sheehan.

The *Massachusetts Division of Local Services* (DLS) has completed a *Financial Management Review* for our town at our request. It is always good to get an independent and comprehensive assessment of our town through an agency that has the wealth of experience of reviewing all the 351 municipalities in the Commonwealth. We are working through the set of comments and recommendations. I am happy that the Town Manager and the Assitant Town Manager are continuing to look at this review in a way to improve town's operations and financial practices.

It is good that the Town, though the Town Manager and Finance Director, was engaged with the recent SPS negotiations. It has been that way for Lincoln Sudbury. The body that is kept appraised, offers feedback, and eventually ratifies the LS contracts is composed of the six membes of the LS School Committee and a representative of the Town Manager of Sudbury and the Town Administrator of Lincoln (this is typically has been a Sudbury Select Board Chair or a member). This keeps communication channels open between the LS School Committee and the towns who have the responsibility to raise the necessary resources. It is a welcome development that SPS School Committee has established similar communication channels open with the Town.

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	☐	☐	☐	☒	☐	☐
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	☐	☐	☐	☒	☐	☐
c. Supervises and maintains in good order financial, personnel, and other records and documents.	☐	☐	☐	☒	☐	☐
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	☐	☐	☐	☒	☐	☐
Comments:						

It has been an important goal for the Town to have a long-term capital plan for many years. During my nearly two decades of town government experience, this practice was followed in some years and not in other years. Mr. Sheehan, working through all the departments, has put together a comprehensive capital plan for the long-term. It is an ambitious plan and it lists all assets and priorities, including rolling stock and permanent town assets.

Now, it is for the town, each year, to carefully evaluate the plan, refine it as necessary, and prioritize what gets done and what perhaps gets deferred – all in an open and public discussion. Now that as a town we have this long-term plan, it is my ardent wish, nay a goal, to continue this practice just as we do annual budgets and forecasting. Here, it is important for the Town Manager and the departments to continue to do this planning as a regular part of their responsibilities, and the respective boards and committees to offer their constructive feedback.

I am glad the Policies and Procedures Review Subcommittee, with the Town Manager's assistance, has been analyzing and streamlining various policies.

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	☐	☐	☐	☒	☐	☐
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	☐	☐	☐	☒	☐	☐
c. Creatively develops resources to support goal implementation.	☐	☐	☐	☒	☐	☐
d. Plans for strategic use of limited resources.	☐	☐	☐	☒	☐	☐
e. Sets ambitious but realistic targets.	☐	☐	☐	☒	☐	☐
Comments: Mr. Sheehan has made good progress or completed his annual goals all of which contribute towards good governance of the town. Some examples: - long-term comprehensive plan for operating and capital budgets - succession planning for various town leadership roles, - successful completion of the Mass Central Rail Trail and continued progress on the Bruce Freeman Rail Trail - continuous refinement of the Fairbank Community Center programming and utilization - seeking membership in a vocational technical school district, an important need for our children						

- continue the operation of transportation options for all that rely and need on such a service
- initial steps toward economic development

The Town's operational and annual goals are tactical in nature. They should be informed, initiated, and driven by our strategic values, as laid out in the Select Board mission and values, and the Master Plan. It is hoped that the town is able to articulate a clear strategic vision and a strategic plan in the future. Every annual goal should trace its origin back to our strategic goals.

It is hoped that the Town Manager and the Select Board will pursue such a well-defined and actionable plan.

Mr. Sheehan has demonstrated through his work, his record, and his planning – that his participation and counsel in this endeavour would be fruitful for the town.

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	☐	☐	☐	☒	☐	☐
b. Represents the Town in a professional manner at all times.	☐	☐	☐	☒	☐	☐
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	☐	☐	☐	☒	☐	☐
d. Displays creativity and innovation.	☐	☐	☐	☒	☐	☐
e. Maintains a high level of ongoing professional development.	☐	☐	☐	☒	☐	☐
Comments: Mr. Sheehan has a good blend of professionalism, foresight, ability to listen, carry out his responsibilities, and conduct himself in a manner that reflects well on our town – and do this, when necessary, with a touch of humor. This allows him to not only manage the regular running of the town, work well with others, but also prepares him to face conflicts or stressful situations.						

I see that Mr. Sheehan has been attending to his professional development. As he uses his development for the town's benefit, it would be also good to hear from him where and how this proved useful.

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	☐	☐	☐	☒	☐	☐
Comments: Speaking as a resident of the Town and as a Select Board member it is good that we again have an experienced public servant who is committed to our town's long-term vision, growth, and responsible fiscal management. Mr. Sheehans' steady hand will keep the town in good stead. Effectively communicating the myriad aspects of a town governance to a resident, who is interested but has other commitments of his or her time, is a difficult task under the best of circumstances. One has to show what has been done, what continues to be good, and what is planned, and what are some of the challenges ahead. I wish Mr. Sheehan the very best as he undertakes all of this on our behalf. In this sacred service, all of us – town staff, Select Board members, members of town boards and committees, and town residents – have an important role to play. A capable and honest civil servant aided by his or her staff is essential in this endeavor. I am sure that Mr. Sheehan will continue to step up to that role.						

**TOWN OF SUDBURY
TOWN MANAGER EVALUATION FORM**

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	☐	☐	☐	X	☐	☐
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	☐	☐	☐	X	☐	☐
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	☐	☐	☐	X	☐	☐
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	☐	☐	☐	X	☐	☐
Comments: Town Manager Sheehan continues to lead effectively because his vision is clear, methodical and thoughtfully implemented. He understands what Sudbury needs; better and stronger fiscal management, strong planning with both operating and capital budgets, improving relationships with cost centers, building trust with the community through transparent leadership, strong hiring practices, and improved and enhanced services. Town Manager Sheehan demonstrates his commitment to helping the Select Board achieve its goals at every Select Board meeting. He is actively engaged with the Select Board providing support as needed, and guiding the Select Board as it makes decisions. He also meets regularly with Select Board members as needed and upon request. He is always readily available for any questions or concerns.						

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	☐	☐	☐	☐	X	☐
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	☐	☐	☐	☐	X	☐
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	☐	☐	☐	X	☐	☐
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	☐	☐	☐	X	☐	☐
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	☐	☐	X	☐	☐	☐

f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan does a fabulous job portraying a positive image to the community. Even during challenging times, Town Manager Sheehan is always looking to move Sudbury forward in a positive, proactive manner. He leads by providing hope and optimism to both the community as well as the Select Board. At the same time, Town Manager Sheehan is realistic about issues that confront the community and how those issues should be addressed. Town Manager Sheehan is extremely strong when he presents to both the Select Board and other Boards and Committees in town. He is clear, concise and direct in his recommendations and opinions. Written and oral presentations are always well-reasoned and logical. Town Manager Sheehan continues to make himself available to the community with office hours. Notwithstanding Town Manager Sheehan's strength in this area, Evaluator believes there are a couple of areas where he can further project his leadership in a positive way to benefit the community. Evaluator believes that more can be done by Town Manager Sheehan and the Administration of the Town to address head-on, misinformation and disinformation that is disseminated to the community. Utilizing the the Town's website and potentially the Town's Facebook page to correct such misinformation would help to improve the community's understanding of the accurate facts of any given matter. Second, as it pertains to volunteers, Evaluator believes that Town Manager Sheehan can use his experience to further support the efforts of volunteers. Volunteers, and the sacrifices they make to serve our community, are critically important in how we move forward as a community. If volunteers do not feel that their contributions are appreciated or valued, we will struggle to find people to step forward to serve our community.						

3. Select Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	☐	☐	☐	☐	X	☐
b. Implements the Select Board's policies and directives.	☐	☐	☐	X	☐	☐
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	☐	☐	☐	☐	X	☐
d. Keeps Board members informed of issues and activities in Town government and in the community.	☐	☐	☐	☐	X	☐
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	☐	☐	☐	☐	X	☐
f. Helps the Board use Town Counsel to effectively achieve Town goals.	☐	☐	☐	X	☐	☐

Comments: Town Manager Sheehan does a phenomenal job working with, and supporting the Select Board. Town Manager Sheehan's leadership style, combined with his abundant municipal experience have provided the Select Board with the leadership it has needed to move Sudbury forward. As Chair of the Select Board this past year, I had the opportunity to work very closely with Town Manager Sheehan. This opportunity allowed me to see first-hand how methodically and efficiently he leads. He was highly engaged with me on all issues as Chair at all times. Although Town Manager Sheehan had his own opinions regarding the content of Select Board Agendas, he always understood that the Chair is responsible for setting the Agendas. Town Manager Sheehan was a true partner in the work of drafting Agendas, working through time constraints, and establishing improved practices to enhance the Select Board's overall functionality. During Select Board meetings Town Manager Sheehan is highly engaged and present.

Town Manager Sheehan believes in establishing a positive culture of mutual respect. He understands that building trust as the Town Manager is critical. Due to Town Manager's Sheehan's belief in these values, it allows Evaluator, as a public servant, to be open and honest in her advocacy for different issues. Town Manager Sheehan understands that although we may not always agree on something, we have mutual respect and trust for each other. Town Manager Sheehan's weekly updates to the Select Board are an excellent tool that he uses to keep the Select Board informed regarding any critical matters. He has been consistent throughout his tenure in providing the Select Board with these updates.

In Town Manager Sheehan's self-evaluation, he states: "Internal Board dynamics have deteriorated and are an obstacle to advancement. These impact efficiency, retard our forward progress, and are a drain on our increasingly stressed resources." I agree with his assessment. Town Manager Sheehan does a great job staying out of the internal politics of the Select Board. He does his best to support the Select Board in any way he can. Evaluator believes that the combative and vitriolic behavior exhibited by certain Select Board members impedes our ability as a Select Board to focus on our work, slows forward progress and distracts us from our role. This type and kind of behavior also negatively impacts the reputation of the Select Board, and the reputation of our community.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	☐	☐	☐	X	☐	☐
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	☐	☐	☐	☐	X	☐
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	☐	☐	☐	☐	X	☐

d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	☐	☐	☐	X	☐	☐
e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.					X	
Comments: Town Manager Sheehan's strength in the area of personnel management is clearly documented in the 360 reviews. Evaluator was impressed with the consistency of the respondents to the 360 reviews, specifically highlighting the strength of Town Manager Sheehan's leadership style. Town Manager Sheehan has done an incredible job in hiring and retaining staff. This area, in Evaluator's opinion, is one of Town Manager Sheehan's greatest strengths. He has compiled a wonderful staff and built a wonderful Team for our community. Town Manager Sheehan's vast municipal experience, and his innate understanding of the type and kind of leadership that Sudbury needs, allows him to know what type of person is needed for each specific role. Additionally, due to Town Manager Sheehan's excellent reputation across the Commonwealth, he is able to attract quality applicants who want to work for him. Evaluator has been incredibly impressed with how Town Manager Sheehan supports staff in participating in professional development and furthering their professional growth. These efforts demonstrate Town Manager Sheehan's faith in his staff and highlight his support for staff. Collective bargaining is another area of great strength for Town Manager Sheehan. He is able to utilize his experience to compromise and bring parties together towards amicable agreements and settlements. Town Manager Sheehan was extremely efficient in resolving the Town's most recent contracts. He even supported Sudbury Public Schools this past year in resolving their outstanding contracts.						

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	☐	☐	☐	☐	X	☐
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	☐	☐	☐	☐	X	☐
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	☐	☐	☐	☐	X	☐
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	☐	☐	☐	☐	X	☐
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively	☐	☐	☐	☐	X	☐

manages available resources to increase efficiency, productivity, and effectiveness.							
Comments: Financial Management is another one of Town Manager Sheehan’s greatest strengths. Town Manager Sheehan is the leader we have needed for a long time to guide us through the fiscally challenging times we face. As it pertains to the operating budget for the Town, he has built efficiencies in our financial management and worked on maximizing revenues. Certain cost escalations, inflation, and increases in health insurance are factors outside of Town Manager Sheehan’s control. Notwithstanding this fact, Town Manager Sheehan has found a way to move Sudbury forward in spite of these negative impacts. Most importantly, Town Manager Sheehan has been extremely fair in his allocation of resources to the cost centers. His strong leadership was evident this past year when he supported Sudbury Public Schools through its financial challenges. Town Manager Sheehan was flexible and supportive when SPS asked for an extension in time to provide their budget to the Town. As move forward this year, Town Manager Sheehan’s creation of a Budget Working Group is another prime example of his strong leadership. He is intentional in his efforts to bring stakeholders together to work collaboratively and find solutions. One area where the Town could derive more financial support is from the Friends of the Goodnow Library (FGL). For several years now, the FGL have not provided the same financial support to the Goodnow Library as it had in the past. Evaluator hopes that in this next assessment cycle Town Manager Sheehan will utilize his experience and ability to bring people together to find a way to access resources from the FGL. Evaluator believes Town Manager Sheehan possesses the necessary skills and leadership experience to bridge any divisions with regard to this matter. Evaluator has faith that Town Manager Sheehan can find a solution that will allow the Town to benefit from resources donated to the FGL for the benefit of the Goodnow Library and our community. Capital management and appropriate capital planning have been two major issues that have plagued Sudbury for several years. Town Manager Sheehan’s work this past year to complete the 15 year capital plan is indicative of his strong financial leadership. This work is a prime example of how Town Manager Sheehan leverages his municipal experience to effectively engage with town departments and cost centers to build a plan for the Town’s future. The Town and our community will ultimately benefit financially, and benefit from a services prospective in the years to come because of the methodical and organized approach that Town Manager Sheehan has used to build the 15 year capital plan. Town Manager Sheehan has a wonderful working relationship with the Finance Director/Assistant Town Manager. They make a fantastic Team which ultimately benefits our community. Town Manager Sheehan is heavily engaged with the Finance Committee and is most often in attendance at their meetings. He is responsive to questions and provides appropriate guidance as necessary. His honest, forthright approach has gone a long way in building trust in Evaluator’s opinion. Similarly, Town Manager Sheehan has made himself readily available to other committees in Town who seek guidance or who have specific questions, including but not limited to, the Park and Recreation Commission and CIAC.							

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	☐	☐	☐	☐	X	☐
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	☐	☐	☐	X	☐	☐
c. Supervises and maintains in good order financial, personnel, and other records and documents.	☐	☐	☐	X	☐	☐
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan continues to exhibit strength in this area and thrives on compliance issues. In addition to everything stated above, Evaluator has been impressed with Town Manager Sheehan's commitment to improving our capital planning. As an example, Town Manager Sheehan's support of the work surrounding implementation of the ADA Transition Plan has brought significant improvement to our community. The community is benefiting from improvements to our facilities, and hopefully in the future will benefit from improved programming and services. Town Manager Sheehan is a wonderful partner to the Select Board regarding its policy work. As a member of the Select Board Policy Subcommittee, Evaluator has seen first hand how Town Manager Sheehan utilizes his experience to benefit the Select Board's work, and ultimately our community. He is highly engaged in this work supporting the efforts of the Select Board to bring our policies forward. We are fortunate to have his guidance and support. Town Manager Sheehan recognizes the importance of this work and makes every effort to support the Subcommittee and the full Board in its policy goals.						

7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	☐	☐	☐	X	☐	☐
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	☐	☐	☐	☐	X	☐
c. Creatively develops resources to support goal implementation.	☐	☐	☐	X	☐	☐
d. Plans for strategic use of limited resources.	☐	☐	☐	X	☐	☐
e. Sets ambitious but realistic targets.	☐	☐	☐	X	☐	☐
Comments: Town Manager Sheehan does a great job developing his goals. His goals are quite extensive. Notwithstanding this fact, he has made great progress and managed his goals efficiently. Evaluator believes that Town Manager Sheehan is intentional with his goals and mirrors his goals off of the objectives and goals of the Select Board. Town Manager Sheehan						

understands very well the priorities of the Select Board and works to support those objectives in his own goals. Town Manager Sheehan has done an impressive job managing resources to address goals during these fiscally challenging times. One of Town Manager Sheehan's strengths is being open and honest about the financial challenges facing the community and how those challenges impact what we want to do and how we move forward. He does not shy away from having difficult conversations which is one of the ways he is able to build trust and support.

8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	☐	☐	☐	☐	X	☐
b. Represents the Town in a professional manner at all times.	☐	☐	☐	☐	X	☐
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	☐	☐	☐	X	☐	☐
d. Displays creativity and innovation.	☐	☐	☐	X	☐	☐
e. Maintains a high level of ongoing professional development.	☐	☐	☐	☐	X	☐
Comments: Town Manager Sheehan displays a very high standard of integrity, honesty and sound professional judgment. His exceptional leadership has helped us to improve the reputation and the values of our community. He is a consummate professional at all times and projects a high moral character. Notwithstanding his extensive professional experience, he still participates in professional development for himself, attending different professional conferences throughout the year. As mentioned above with regard to the FGL, Evaluator would like to see Town Manager Sheehan confront head-on areas of conflict like the FGL. Evaluator believes Town Manager Sheehan has the necessary skills to bring people together to find solutions. Addressing divisions in the Town can be challenging, but Evaluator believes that the benefits of addressing those challenges far outweigh the risks.						

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	☐	☐	☐	☐	X	☐

Comments: Overall, Town Manager Sheehan performed at an exceptional level this past year. As Chair of the Select Board during the majority of this review period, Evaluator was uniquely positioned to observe Town Manager Sheehan's strong leadership style in decision-making and problem solving. As indicated above, he made tremendous progress from a financial management and planning approach. He also made improvements re-structuring and re-organizing departments, including Health and Community Services and HR and Finance. Town Manager Sheehan's leadership approach in Sudbury has been well reasoned, deliberate, and thoughtful. He has built and maintained change in a methodical fashion. This methodical approach in Evaluator's opinion will help Sudbury continue to move forward. As Town Manager Sheehan often states:

"If you want to go fast, go alone; if you want to go far, go together." African Proverb

This statement epitomizes his deliberate and thoughtful approach to leadership. We are fortunate as a community to have Town Manager Sheehan's leadership at this critical time. He is the leader we need to help us move forward and confront our challenges.

TOWN OF SUDBURY TOWN MANAGER EVALUATION FORM

Instructions

A space has been provided for each statement within the performance areas. Check the number which most accurately reflects the level of performance for the factor. If you did not have an opportunity to observe or make a determination on a particular factor, please indicate so in the N/A space. Select Board members are encouraged to provide comments and suggestions, especially concerning significant areas of strength or weakness.

Rating Scale (1-5)

(1) Below Expectations/Unsatisfactory:

The Town Manager's work performance is inadequate and inferior to the standards of performance required for the position.

(2) Meets Some Expectations/Improvement Needed:

The Town Manager's work performance does not consistently meet the standards of the position.

(3) Meets Expectations/Satisfactory/Proficient:

The Town Manager's work performance consistently meets the standards of the position.

(4) Exceeds Expectations/Highly Effective:

The Town Manager's work performance is frequently or consistently above the level of a satisfactory employee.

(5) Excellent/Highly Commendable:

The Town Manager's work performance is consistently excellent when compared to the standards of the job.

1. Vision and Community Leadership	1	2	3	4	5	N/A
a. Demonstrates an understanding of the importance of mission and vision. Takes a leadership role in developing and communicating a vision for the Town.	☐	☐	☐	☒	☐	☐
b. Works with the Select Board to develop goals to protect and improve the quality of life of the Town of Sudbury and its core values.	☐	☐	☐	☒	☐	☐
c. Ensures that the Board's goals are translated into strategies and action steps leading toward implementation on a timely basis.	☐	☐	☐	☒	☐	☐
d. Creates and facilitates an environment where Town government is open to input and participation, an exchange of ideas, creativity, and responsible experimentation.	☐	☐	☐	☒	☐	☐
Comments: Andy is an experienced Town Manager and clearly a dedicated public servant. He has set a vision with a long-term view of Town needs, set and achieved goals large and small, and communicated that out. With many of the big projects he inherited mostly closed out, the baton is fully in his hands. With his record of success and established vision, I think there is room for him to take on an even greater share of the policy direction. Andy started off inheriting many issues and projects – Fairbank, MBTA, MCRT, BFRT – and completed all those to an excellent degree. Since then he has taken a broad approach (as shown in the Town Manager Goals Update of July 15, 2026) toward modernizing and strengthening Town operations. It's not just 2-3 big projects occupying his time. It feels like the tide is rising across all town operations and for quality of life in town. Andy takes a practical approach toward projects. He has been increasingly candid with the Board about what he sees at value-add efforts versus less effective efforts – “urgent but not necessarily important,” and this candor is appreciated and worth further discussion. As Select Board members – politicians – we all come in with our pet projects, biases, and causes to advocate for. Comments like that from the Town Manager should be cause for self reflection. This point of friction between political and operational should be explored and could be connected to some of the division we've seen in Town lately. Given his track record in Town, I think there is opportunity for Andy to take a stronger stance in where and how to “move the needle” for residents. Andy has a clear track record as someone who collaborates and encourages input and consensus, without passing the buck. Lately he has seemed to increasingly delegate to staff in an appropriate way, cautiously, with oversight, which empowers those staff to take more of a lead and hopefully frees him up to accomplish even more (or avoid burn out). That is real leadership. I think he has been effective in encouraging public participation, whether through committee postings, surveys, public events, etc. Initiatives such as the SudBrief, ScoutAI pilot, planned						

CivicPlus migration, and organizational restructuring that have occurred demonstrate responsible experimentation aimed at providing greater access to information for residents.

2. Communications/Public Relationships	1	2	3	4	5	N/A
a. Projects a positive image in the community.	☐	☐	☐	☒	☐	☐
b. Communicates the Town's vision, goals, and accomplishments effectively. Expresses ideas in a logical, forthright manner in written and oral presentations. Communicates effectively with a variety of audiences (e.g., staff, community, media).	☐	☐	☒	☐	☐	☐
c. Develops a positive relationship with the press and uses various media, including social media, effectively.	☐	☐	☒	☐	☐	☐
d. Demonstrates an open and transparent approach to sharing information with the community. Is reasonably available to the public and responsive to citizen complaints and requests.	☐	☐	☐	☒	☐	☐
e. Encourages community involvement in Town government and supports the efforts of volunteer citizens.	☐	☐	☐	☒	☐	☐
f. Maintains contacts with other town administrative leaders throughout the state, through professional organizations and other means, and with state and federal government officials.	☐	☐	☐	☒	☐	☐

Comments:

Andy has always projected a positive image in the community. He can't attend every event, but he has a good sense of which events to attend for symbolic or stakeholder reasons. In my view, he's got this dialed in. Attendance at Pride Day, 250 Celebrations, and July 4 Parade, among other civic events, is appreciated.

Andy is a strong communicator, even if not every proposal he's presented has passed (e.g., pension stabilization fund). I think he understands Sudbury's conservative approach toward change – we value our traditions and the standard of evidence to make changes is pretty high – but he's adjusted and carried on without dwelling on minor setbacks. His comprehensive knowledge of municipal operations helps.

Andy has been transparent and accessible to residents. I appreciate his office hours and email responses to citizen inquiries, as well as his presence at civic events. In moments of controversy and emotion (solar panel signs, Debbie's Drive Through, Special Town Election) he has remained calm and clear and fact-based.

Andy, with his staff, makes strong efforts to engage the public through the website, social media, and more. There seems to have been an uptick in Town communication efforts – SudBrief, FlashVote surveys, etc., and I encourage this positive trend to continue. The plans to

update the webpage using an industry standard platform – CivicPlus – is long overdue and I’m sure will be appreciated. Testing out ScoutAI is another example of attempts at enhanced communication and operational efficiency – it’s an attempt to make insider municipal information available to residents with the push of a button, and offload some rote work from staff.

The Town does what it can to encourage community involvement, whether through posting open committee positions or other communications and engagement opportunities. There have been quite a few public information sessions in the past year on a variety of topics. There is discussion around how the constraints of Town Meeting make it a challenge for residents to attend, though this is a statewide issue with no silver bullet fix; small improvements have been made to streamline TM where possible and I hope that kind of tweaking continues. Andy’s office hours are a nice feature.

It’s clear Andy has a strong network across state municipal officials and that he is well-regarded, as shown in the mentoring he is providing to a newly-appointed Town Manager. I believe his reputation helps attract well-qualified staff to Sudbury.

3. Select Board Support/Relations	1	2	3	4	5	N/A
a. Offers professional advice, including appropriate recommendations and alternatives, based on thorough study and analysis.	☐	☐	☐	☒	☐	☐
b. Implements the Select Board’s policies and directives.	☐	☐	☐	☒	☐	☐
c. Maintains a professional working relationship with the Select Board, promoting a climate of mutual respect and trust.	☐	☐	☐	☒	☐	☐
d. Keeps Board members informed of issues and activities in Town government and in the community.	☐	☐	☐	☒	☐	☐
e. Works with the Chair to establish an agenda that addresses issues in a timely manner. Provides support materials and sufficient lead time to allow for informed decision-making and policy formation.	☐	☐	☐	☐	☐	☒
f. Helps the Board use Town Counsel to effectively achieve Town goals.	☐	☐	☐	☒	☐	☐
Comments: Andy has always provided sound professional advice, based on experience and facts. When specialized or especially detailed information is needed, Andy seeks appropriate advice, whether from Town Counsel or elsewhere, which is good. Town responses to high-passion issues such as the vote count in the last Town Election have been fact-based and timely. As shown in the Town Manager Goals Update of July 15, 2026 Andy is progressing across many fronts. Andy has consistently implemented Board direction professionally and without						

hesitation. A new discussion around “urgent but not necessarily important” was opened up during the last Performance Evaluation discussion; the strongest Board/Manager relationship will come from frank communication and I think the issue raised by Andy is worth further discussion, and reflects some of the controversy and division we’ve seen in Town recently. Sunlight is the best disinfectant, so addressing this openly and objectively will only benefit the community.

Andy has a calm and professional manner that sets a good example; his recent candor about time management should be cause for reflection among Select Board members.

Andy’s weekly Friday and ad hoc updates are appreciate; he, and all staff, are very responsive. He and staff do a great job at providing context and supporting information for requests via memos in SB agenda packets; most of the questions I think of are already addressed in their memos. This speaks to their knowledge and transparency. Documents such as the Financial & Budget Report do much to provide access and transparency to sometimes arcane municipal finance information.

Recent efforts to streamline Select Board agendas and meeting lengths are appreciated. I hope this does not lead to “insider” decision made in a non-public fashion. Staff-led agenda items are always well-supported with information but there are sometimes agenda items added with no supporting information; this makes it a challenge for Select Board members to make well-informed and well thought out decisions in the time allotted to a topic during one meeting and should be discouraged.

Town Counsel has been used effectively; KP Law is an able and effective partner. A recent example was Lauren Goldberg attending a Select Board meeting in person to discuss the process requirements around Citizen Petition Special Town Meetings; her attendance and knowledgeable, fair-minded explanation of the issue did much to keep the process on track and retain credibility for all parties involved.

4. Personnel Management	1	2	3	4	5	N/A
a. Establishes procedures and practices for hiring, supervision, promotion, and termination that support the Town and are implemented in a consistent and fair manner.	☐	☐	☐	☐	☒	☐
b. Effectively leads collective bargaining. Informs and advises the Select Board as appropriate in matters of collective bargaining and grievance proceedings.	☐	☐	☐	☒	☐	☐
c. Recognizes, develops, and utilizes the abilities of staff. Encourages participation and shared decision-making with appropriate staff. Develops strong, open, and honest relationships with staff. Effectively delegates tasks and assignments.	☐	☐	☐	☒	☐	☐
d. Develops a meaningful staff evaluation process and opportunities for professional development that contribute to professional growth.	☐	☐	☐	☒	☐	☐

e. Ensures that staff members work effectively with relevant town boards and citizen volunteers, appropriately seeking their input, and are open to public input and participation.	☐	☐	☐	☒	☐	☐
Comments: I don't have direct knowledge of personnel management procedures, but Andy has shown himself to be a great recruiter of staff, and a good judge of who to hire. At times, for some of the roles that took longer to hire, I expressed frustration with the length of time taken, but in hindsight his judgement to wait for the right candidate has been proven true. His ability to bring in great staff is a positive reflection on him. The restructurings of the Health & Community Services Department, as well as Finance, plus the addition of a Management Analyst have been positives in terms of service and efficiency. I don't have great insight into the internal personnel management updates Andy mentions in his self-evaluation, such as the overhaul of the onboarding process, or personnel handbook updates, or compensation/benefits analysis, but internal process improvements such as these initiatives are an important part of remaining a competitive employer. Collective bargaining performance has impressed, with planning already beginning for the next round of negotiations. The extra coordination and support that was provided to the School Department this past year will help to align Town cost centers and provide stable and consistent budget planning; I hope that coordination will help to avoid overrides. Select Board should remain policy-level and avoid meddling in daily operations, which makes Andy's handling of staff day-to-day a bit opaque. The 360 reviews were strongly positive and showed a consistent trend of Andy encouraging staff to develop and gain skills and step forward with greater responsibility in their areas of expertise. Good staff continues to come into Sudbury so he must be doing something right, and he has been creative in finding ways to retain valued staff. All the input I've received from residents about staff interactions has been positive; most residents understand constraints around time and money but want to be treated fairly and given explanations and I've heard that is the case in all instances; even if/when residents didn't get exactly the result they desired, they felt they were listened to, treated fairly, and understood the rationale behind the final result, whether it was Andy or other staff they dealt with.						

5. Financial Management	1	2	3	4	5	N/A
a. Employs a comprehensive and transparent process of business planning and budgeting. Employs sound fiscal management procedures, techniques, and methods. Develops and maintains a long-term financial plan.	☐	☐	☐	☒	☐	☐
b. Employs budget forecasting, accounting, and control systems to protect the Town's financial health. Effectively monitors and controls expenditures.	☐	☐	☐	☒	☐	☐
c. Prepares the annual budget in a timely manner with input from department heads and the Finance Director, in accordance with adopted goals and town-wide needs.	☐	☐	☐	☒	☐	☐
d. Presents budget information to the Select Board, Finance Committee, the community, and Town Meeting in a manner which promotes full understanding.	☐	☐	☐	☒	☐	☐
e. Pursues alternative funding sources to supplement programs and accomplish established goals. Creatively manages available resources to increase efficiency, productivity, and effectiveness.	☐	☐	☐	☒	☐	☐
Comments: Sudbury continues to hold its AAA bond rating and has received favorable borrowing rates as a result. Andy, along with staff, is on track to put Sudbury on much stronger financial footing than it was before he joined. Budget forecasts, facilities assessment, 15-year capital plan provide the strongest setting for future planning that we've had, and will provide a baseline against which to weigh future requests. This is very good. Andy does a good job in both looking to the future (e.g., proposing a pension stabilization fund) and watching for today (e.g., updating old fee schedules). There has been a recent emphasis on closing out unused appropriated money, which shows how closely and deeply the budget is being examined. I think the number of unused appropriations Andy has closed out – many from before his time – show that there is potential for improvement around operational oversight and management of appropriations. That said, the close-out cycle seems to have sped up under Andy, which is good and I hope continues. I am curious to see if more proposed changes may result from the DLS Report. While there has been strong alignment and support from Town staff and committees on Andy's budgets and budget processes, and a streamlining of Capital Night and other budget coordination efforts, a tension remains in a desire for greater efficiency – reducing the time it takes to present all the relevant information to all the relevant boards – and necessary checks & balances and oversight providing by multiples boards, plus a sometimes reluctance to change town traditions. If the future budget challenges are as formidable as is being presented, then keeping space for multiple perspectives and discussion will remain important. Continuing to publish, post, and share documents such as the Financial & Budget Report will help to promote transparency, understanding, and acceptance of the budget. Sharing out this information may also help to identify areas of potential improvement, or help to clarify community values. I encourage continuing these kinds of efforts.						

Town staff have been successful in obtaining outside grant funding, with \$1.5M+ in recent grants, mostly for DPW. The regionalization with the Holbrook Dispatch Center is an example of forward-thinking approaches toward providing services.

6. General Management and Planning	1	2	3	4	5	N/A
a. Provides leadership, motivation, and support within the organization. Creates and facilitates an environment for long-range and strategic planning.	☐	☐	☐	☒	☐	☐
b. Monitors and plans for maintenance, repairs, and improvement of Town facilities, including plans for long-range capital needs.	☐	☐	☐	☒	☐	☐
c. Supervises and maintains in good order financial, personnel, and other records and documents.	☐	☐	☐	☒	☐	☐
d. Administers the Town in accordance with state and federal laws, rules, and regulations, with Town By-laws, and with Select Board policies and procedures.	☐	☐	☐	☒	☐	☐
Comments: Sudbury is well-run under Andy. He continues to be outspoken in the importance of long-range and strategic planning and continues to bring in new best practices to improve Sudbury's long-term positioning. The Facilities Condition Report and 15-year Capital Plans are a major accomplishments. Continuing to monitor, implement, and update capital needs based on the plan must remain a priority – and is probably worth some form of annual/regular update. Sudbury continues to hold a AAA bond rating, continues to receive Distinguished Budget Presentation Awards, and the process of creating and publicizing records and documents continues. The Town's consistent financial reporting, successful audits, and well-maintained public records suggest sound administrative practices. Andy navigates the patchwork of state, bylaw, charter, and policy requirements and seeks advice from Town Counsel as appropriate. Happily, nothing but adherence to report here.						

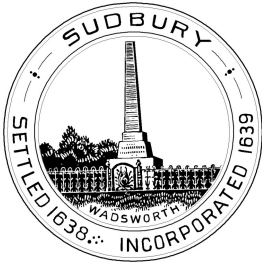
7. Progress on Town Manager Goals	1	2	3	4	5	N/A
a. Manages priorities effectively.	☐	☐	☐	☒	☐	☐
b. Explains to the Board how unanticipated issues and challenges affect achievement of goals.	☐	☐	☐	☒	☐	☐
c. Creatively develops resources to support goal implementation.	☐	☐	☐	☒	☐	☐

d. Plans for strategic use of limited resources.	☐	☐	☐	☒	☐	☐
e. Sets ambitious but realistic targets.	☐	☐	☐	☒	☐	☐
Comments: As shown in the Town Manager Goals update and in the Self-Evaluation, there is a lot going on. Andy has prioritized effectively, and adjusted as circumstances dictate e.g., Fairbank CC usage and construction lessons-learned still deserves scrutiny, but closing out the Atkinson renovations took priority. Nevertheless, a Landscape Master Plan for FCC continues to move that item forward. Andy does a good job explaining unanticipated issues and challenges that affect achievement of goals. In instances that are one-offs or outside his direct experience, he has leveraged Town Counsel and other appropriate resources to provide the necessary information. Andy has consistently communicated how rising fixed costs outpace Prop 2-1/2 revenue increases, in Sudbury and statewide. Small changes, from fee schedule increases to additional stabilization funds for rainy days, are being implemented to strategically plan ahead. With all these changes helping to stabilize and solidify the Town's financial footing, the messaging around any potential future override should be carefully managed to avoid appearing overly pessimistic or exaggerated.						
8. Personal Qualities and Characteristics	1	2	3	4	5	N/A
a. Maintains high standards of ethics, honesty, integrity, and sound professional judgement.	☐	☐	☐	☒	☐	☐
b. Represents the Town in a professional manner at all times.	☐	☐	☐	☐	☒	☐
c. Displays the ability to be flexible, to manage conflict, to handle crisis, and to adjust to varying situations.	☐	☐	☐	☒	☐	☐
d. Displays creativity and innovation.	☐	☐	☐	☒	☐	☐
e. Maintains a high level of ongoing professional development.	☐	☐	☐	☐	☒	☐
Comments: Andy has always shown himself to be ethical, honest, and professional at all times. When controversy appears, such as the recent issue around funding for solar canopy advocacy signs, he takes a transparent approach. Andy has shown himself to be flexible and positive. At the last Special Town Meeting, which was dealing with some controversial and sensitive topics and encountered some logistical issues, Andy remained unruffled and calm. Even if he can't control all external events, he does a good job controlling his response. Andy's creativity and innovation are shown in several places, such as restructuring the						

Health & Community Services department to retain valued staff and some of the smaller financial and bylaw improvements (e.g., capital planning, online notices, etc.). All the tinkering and restructuring to date has led to improvements.

Andy has emphasized the importance of professional development from Day 1. It is reflected in the collective bargaining agreements, and a number of staff are taking various courses.

9. Overall Rating	1	2	3	4	5	N/A
Overall, the Town Manager performs at the following level.	☐	☐	☐	☒	☐	☐
Comments: At this point, Andy has an established track record of excellent service to Sudbury as a leader and a manager. He has been true to his word in terms of addressing small and system-wide improvements in the near-term while preparing for potential long-term budget challenges, as well as in exploring all available revenue sources and cost containment initiatives. His “flywheel” approach is noticeably taking effect, to the benefit of every resident. One somewhat intangible accomplishment seems to be an overall strengthening of Town leadership across departments under Andy. In some instances he seems to have stepped back, to allow other town department heads to step forward – to successful results (e.g., finance, health, community center, management analyst recommendations). Hopefully this reduces the reliance on a single individual and provides space for additional capacity and/or staff growth. Sudbury can be demanding so spreading the burden is to the good. In Section 1 of his self-evaluation, Andy calls out goals that require further work – Fairbank Community Center, vocational education, CatchConnect – and I look forward to continuing progress on those issues, as well as sidewalks, Sewataro, and Route 20. Recognizing work that remains in progress while continuing to advance it reflects realistic leadership. Route 20 is an area where I think the Town Manager can/should take a more active role. I suspect all five Select Board members would rate Route 20 Development as an important goal; I also suspect we each would approach the goal in a different way. Fostering and guiding a discussion on this topic, setting up guardrails around what is or is not within the Town’s area of influence, and giving it the Andy treatment – breaking the big goal into smaller pieces – would do much to help it progress. Otherwise, I worry Sudbury’s greatest economic development opportunity could become fragmented and stalled out by 5+ competing sets of priorities. I think this is a big strategic initiative and the Town Manager has the knowledge and credibility to drive it forward, or at least drive us toward early consensus so we work on something rather than squabble over it. As I’ve written in every one of Andy’s Town Manager reviews, I will say once again, “Sudbury is lucky to have Andy as its Town Manager, and I hope he remains our Town Manager for many years.”						



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.6: Discussion and review of updated Select Board goals, including the Economic Development goal

Formal Title: Discussion and review of updated Select Board goals, including the Economic Development goal

Votes May Be Taken:

Attachment(s):

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

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

[Updated_2026_27_Goal_3_Rail_Trails \(1\).docx](#)

[2026-2027_Voc_Ed_Goal.pdf](#)

[Sudbury_EconDev_Goal_v3.docx](#)

[08042026_DCarty_Transportation_Goal_proposed_updates_.docx](#)

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

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

Rank	Goal	Primary Category	Liaison/Staff assigned to goal
1	Develop a long-term comprehensive plan to fund and manage the operating and capital budgets	Financial Management and Economic Resilience	Town Manager; Select Board
2	Address staffing needs and succession planning	Financial Management and Economic Resilience	Town Manager; Select Board
3	Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail and clarify Mass Central Rail Trail responsibilities (DCR, utilities)	Open Space, Recreation and Historic Assets	Janie Dretler, Select Board Member
4	Utilization/Optimization of Fairbank Community Center programming	Town Services & Infrastructure	Charlie Russo, Select Board Member
5	Seek membership in a Vocational Education District	Effective Governance and Communications	Lisa Kouchakdjian, Select Board Member
6	Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations	Transportation, Mobility & Housing	Dan Carty, Vice Chair

DELIVERABLES
Approved December 3, 2024

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

Deliverables:

Creating sustainable finances requires a disciplined approach to revenues and expenditures as well as consideration of short- and long- term implications of decisions. A Proposition 2 ½ override may be likely to eventually be necessary, but is not anticipated for FY26 was not required for FY27. Prior to consideration of an Override, all other reasonable measures must be considered, other revenue sources explored, and expenditures analyzed. Actions may include:

1. Regularly explore all revenue sources
2. Take advantage of State-provided options that are or may become available, such as but not limited to those under statutes like the Municipal Modernization Act and Municipal Empowerment Act
3. Regularly explore opportunities to outsource, privatize, or regionalize functions or otherwise gain efficiencies
4. Regularly explore opportunities to automate or restructure programs and tasks

5. Establish new enterprise funds where appropriate and transition subsidized enterprise funds to self-supporting
- ~~6. Request the Division of Local Services undertake a Financial Management Review~~
- ~~7. At the 2025 Annual Town Meeting, present a warrant article creating a pension stabilization fund and begin funding with Free Cash or other available funds~~
- ~~8.6.~~ Continue to ~~level~~ fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded
- ~~9.7.~~ Promote economic development initiatives, building on the 2025 Route 20 Corridor Study.
- ~~10.8.~~ Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives, recognizing that the inefficiencies of Town Meeting are a deterrent to voter/resident participation and a hidden cost on the Town.
- ~~11.9.~~ Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated. A charter review is long overdue and should be followed by a bylaw review to identify bylaws contradictory to the charter. Select Board policies are in the process of being updated; this effort should continue and policies should be reviewed regularly.

GOAL 2: ADDRESS STAFFING NEEDS AND SUCCESSION PLANNING

Deliverables:

Sudbury experienced significant turnover in the past several years, including turnover in senior positions. There were many causes of this turnover, including retirements and employees leaving for better career opportunities. We are currently in one of the most challenging periods for recruiting and retaining employees. In addition, Sudbury is a mature organization with numerous employees, including many in supervisory positions, nearing retirement. There has been frequent turnover in the Town Manager position, with four permanent Town Managers in less than a decade since 2015. This lack of stability hinders the organization. It is important to plan for retirements and attrition, improve our retention efforts, and establish stability in the Town's leadership. Actions may include:

1. Continually ensure that employee compensation and benefits are comparable to and competitive with peer communities
2. Undertake actions to show employee appreciation and encourage retention
3. Undertake analysis and staffing studies to identify the need for additional resources
4. Beginning in the FY26 budget, include funding toContinue to budget for and support professional development across the organization
5. Identify and make available opportunities for employees to broaden their knowledge, skills, and opportunities
6. Encourage the use of interns and fellows
7. Identify internal candidates who could perform the role of Interim Town Manager
8. Identify internal candidates who could be considered for promotion to more responsible roles, up to and including Town Manager

GOAL 3: RAIL TRAILS

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

Deliverables: (within two years)

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

GOAL 4: OPTIMIZE UTILIZATION OF FAIRBANK COMMUNITY CENTER

Deliverables:

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

GOAL 5: SEEK MEMBERSHIP IN A VOCATIONAL EDUCATION DISTRICT

Deliverables:

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

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

Action Steps:

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

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

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

Deliverables:

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

TOWN OF SUDBURY
SELECT BOARD MISSION STATEMENT AND VALUES

Select Board Mission Statement:

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

Select Board Values:

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

First adopted by the Board of Selectmen May 10, 2000

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

GOAL 3: RAIL TRAILS

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

Deliverables: (within two years)

1. Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail
 - A. Work with designer to complete Phase 3A 25% design
 - B. Secure a contract with design consultant to complete design, plans, and specifications
 - C. Pursue construction funding through the State's Transportation Improvement Program (TIP)

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

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

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

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

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

Marcia Rasmussen, Interim Project Manager, meets regularly with Fuss & O'Neill on the BFRT and with DCR on the MCRT, and provides detailed monthly updates to the Rail Trail Advisory Committee. These updates are part of the public record for the committee's monthly meetings. RTAC also maintain regular contact with DCR staff as the project nears

completion. The formal ribbon-cutting for the MCRT Sudbury-Hudson trail is scheduled for July at the “Diamond” in Sudbury. It is an event organized primarily by Eversource in cooperation with DCR, and Sudbury Select Board members are encouraged to attend.

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

Objectives

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

Deliverables

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

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

Rank	Goal	Primary Category	Liaison/Staff assigned to goal
1	Develop a long-term comprehensive plan to fund and manage the operating and capital budgets	Financial Management and Economic Resilience	Town Manager; Select Board
2	Address staffing needs and succession planning	Financial Management and Economic Resilience	Town Manager; Select Board
3	Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail and clarify Mass Central Rail Trail responsibilities (DCR, utilities)	Open Space, Recreation and Historic Assets	Janie Dretler, Select Board Member
4	Utilization/Optimization of Fairbank Community Center programming	Town Services & Infrastructure	Charlie Russo, Select Board Member
5	Seek membership in a Vocational Education District	Effective Governance and Communications	Lisa Kouchakdjian, Select Board Member
6	Expand (Normalize) and fund a Transportation Option, especially for vulnerable populations	Transportation, Mobility & Housing	Dan Carty, Vice Chair

DELIVERABLES
Approved December 3, 2024

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

Deliverables:

Creating sustainable finances requires a disciplined approach to revenues and expenditures as well as consideration of short- and long- term implications of decisions. A Proposition 2 ½ override may eventually be necessary, but is not anticipated for FY26. Prior to consideration of an Override, all other reasonable measures must be considered, other revenue sources explored, and expenditures analyzed. Actions may include:

1. Regularly explore all revenue sources
2. Take advantage of State-provided options that are or may become available, such as but not limited to those under statutes like the Municipal Modernization Act and Municipal Empowerment Act
3. Regularly explore opportunities to outsource, privatize, or regionalize functions or otherwise gain efficiencies
4. Regularly explore opportunities to automate or restructure programs and tasks
5. Establish new enterprise funds where appropriate and transition subsidized enterprise funds to self-supporting

6. Request the Division of Local Services undertake a Financial Management Review
7. At the 2025 Annual Town Meeting, present a warrant article creating a pension stabilization fund and begin funding with Free Cash or other available funds
8. Continue to level fund the Other Post-Employment Benefits (OPEB) Trust Fund; increase contributions to the OPEB Trust when the Middlesex County Retirement System is fully funded
9. Promote economic development initiatives
10. Evaluate how Town Meeting and the Town Meeting process impact the Town's operations and its financial sustainability and explore efficiency initiatives
11. Evaluate the charter, bylaws, policies, and local traditions to identify where inefficiencies can be reduced or eliminated

GOAL 2: ADDRESS STAFFING NEEDS AND SUCCESSION PLANNING

Deliverables:

We are currently in one of the most challenging periods for recruiting and retaining employees. In addition, Sudbury is a mature organization with numerous employees, including many in supervisory positions, nearing retirement. There has been frequent turnover in the Town Manager position, with four permanent Town Managers in less than a decade. This lack of stability hinders the organization. It is important to plan for retirements and attrition, improve our retention efforts, and establish stability in the Town's leadership. Actions may include:

1. Continually ensure that employee compensation and benefits are comparable to and competitive with peer communities
2. Undertake actions to show employee appreciation and encourage retention
3. Undertake analysis and staffing studies to identify the need for additional resources
4. Beginning in the FY26 budget, include funding to support professional development across the organization
5. Identify and make available opportunities for employees to broaden their knowledge, skills, and opportunities
6. Encourage the use of interns and fellows
7. Identify internal candidates who could perform the role of Interim Town Manager
8. Identify internal candidates who could be considered for promotion to more responsible roles, up to and including Town Manager

GOAL 3: RAIL TRAILS

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

Deliverables: (within two years)

1. Advance design and construction of Phase 3A-CSX/Rt 20 of the Bruce Freeman Rail Trail
 - A. Work with designer to complete Phase 3A 25% design
 - B. Secure a contract with design consultant to complete design, plans, and specifications
 - C. Pursue construction funding through the State's Transportation Improvement Program (TIP)

2. Clarification of Mass Central Rail Trail responsibilities (DCR, utilities)
3. Communicate project status to residents and public, including discussions with the Rail Trail Advisory Committee and DCR for updates

GOAL 4: OPTIMIZE UTILIZATION OF FAIRBANK COMMUNITY CENTER

Deliverables:

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

GOAL 5: ~~SEEK~~ MEMBERSHIP IN A VOCATIONAL EDUCATION SCHOOL DISTRICT

Deliverables:

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

The long-term goal will achieve membership in a vocational education school. The Select Board will determine action steps and collaborate with the Town of Sudbury, Lincoln-Sudbury Regional High School, and Sudbury Public Schools administrations as necessary. Achievement of this goal will occur when the Select Board secures membership in a vocational education school by (1) passage of an article at Sudbury Town Meeting in support of membership in a vocational education school and by (2) passage of similar articles in all member communities of the vocational education school district. ~~brings an article to Annual Town Meeting for membership to a vocational education school.~~

Action Steps:

- The Select Board shall designate a member of the Board ~~(or establish a Subcommittee)~~ to work collaboratively with the Administration towards fulfillment of ~~address~~ the long-term goals.
- The Select Board designee ~~and the Administration (or Subcommittee)~~ will communicate with vocational education schools and provide any information or documents in towards furtherance of the long-term goals. The designee and the Administration shall communicate with vocational education schools to determine the prerequisites to becoming a member school district.
- The Select Board designee ~~(or Subcommittee)~~ and the Administration shall regularly report to the full Select Board regarding its progress and make recommendations regarding revisions to the goal as necessary.
- The Select Board shall annually contact local vocational schools to determine options on membership.

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

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

Deliverables:

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

Economic Development in Sudbury

A suggested Roadmap for Fiscal Vitality and Enhanced Quality of Life

Strategic Goal with actionable tactical goals:

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

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

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

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

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

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

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

Tactical Goals:

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

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

Near-term tactical goals:

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

Sources:

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

Appendix A

Sudbury's Peer Communities, according to Massachusetts DLS (Division of Local Services) Financial Management Review for the Town of Sudbury, October 2025.

- Acton
- Bedford
- Concord
- Duxbury
- Hingham
- Hopkinton
- Scituate
- Wayland
- Westwood

Economic Development activities in Peer Communities

Town	Committee/Commission	Dedicated paid staff	Housed in
Duxbury	Economic Advisory Committee	No	Planning Dept. (shared support)
Wayland	Economic Development Committee (2010)	Staff liaison, not dedicated	Planning Dept.
Hopkinton	New EDAB (2025) Economic Development Advisory Board	Yes (recent hire)	Transitioning to a formal office, Economic Development Office
Hingham	Development & Industrial Commission (statutory) under M.G.L. c40. §8A (dating to 1962)	Assistant Town Administrator oversees	Community Planning Dept.
Scituate	Economic Development Commission (statutory)	No dedicated ED staff	Planning & Development Dept.
Acton	Economic Development Committee	Yes — ED Director + Director of Land Use & ED	Town Manager's office

Town	Committee/Commission	Dedicated paid staff	Housed in
Bedford	(no separate committee found)	Yes — Housing & Economic Development Director paired with a public-facing 'Bedford Economic Development Office' (branded 'Better in Bedford')	Town Manager's office

Detailed Breakdown, organized by structural tier

Tier 1 — Volunteer committee only, no dedicated paid staff (closest match to Sudbury's current model)

- **Duxbury** — Economic Advisory Committee, staffed by the Planning Department (no dedicated economic development staff).
- **Hopkinton** — Had this structure until recently; see below, now transitioning.

Tier 2 — Volunteer committee + designated staff liaison inside Planning/Town Manager's office (a step beyond Sudbury)

- **Wayland** — Economic Development Committee (established 2010 by the Board of Selectmen), staffed through the Planning Department. This is probably your closest true peer: similar size/character, a Route 20 corridor with the same redevelopment questions Sudbury is wrestling with, and an EDC that reports to the Select Board on tax-base and zoning issues.
- **Duxbury** (same as above, but worth noting the Planning Department explicitly names it as one of several committees it directly staffs).

Tier 3 — Committee plus a dedicated economic development staff position (director or manager, usually housed in the Town Manager's/Administrator's office)

- **Acton** — Full setup: an Economic Development Committee reporting to a **Director of Land Use and Economic Development**, with a separate **Economic Development Director** running day-to-day programs (strategic plan, business directory, incubator project). One of the more mature models on your list.
- **Bedford** — A **Housing and Economic Development Director** sits in the Town Manager's office, paired with a public-facing "Bedford Economic Development Office" (branded as "Better in Bedford").

- **Hopkinton** — Newly built out: created its first Economic Development staff hire, is working toward a formal Economic Development Office, and in April 2025 the Select Board established an **Economic Development Advisory Board (EDAB)** — a useful real-time example of a town moving from "no formal function" to a hybrid staff + committee model, which could be directly relevant if Sudbury is considering the same evolution.
- **Hingham** — Statutory **Development and Industrial Commission (HDIC)** under M.G.L. c. 40, §8A (dating to 1962), now being repositioned to lead economic development efforts; staffed out of the Community Planning Department, with an Assistant Town Administrator serving as the point of contact. Hingham also recently hired outside consultants (Camoin Associates) to produce a full Economic Development Strategic Plan — a useful process model if Sudbury is considering something similar.
- **Scituate** — Economic Development Commission (statutory, reports quarterly to the Planning Board and semiannually to the Select Board), staffed by the Department of Planning and Development.
- **Westwood** — The most built-out of this group: a full **Department of Community & Economic Development**, with an **Economic Development Division** led by a Director and dedicated staff who handle business recruitment/retention and corridor redevelopment work (e.g., Route 1/Islington).

GOAL X: EXPAND (NORMALIZE) AND FUND TRANSPORTATION OPTIONS, ESPECIALLY FOR VULNERABLE POPULATIONS

Deliverables:

1. Prior to FY2028 budget draft budget creation and presentation to Select Board by Town Manager, perform review of current transportation programs (Go Sudbury MWRTA Catch Connect) and decide if these, or variations thereof, are something the Town of Sudbury would like to continue, noting that funding for all may be exhausted prior to start of FY2028. If yes to any, determine desired timelines for service and related funding options. If no to all, determine ongoing viability and/or function of Transportation Committee and communicate the same.
2. Prior to FY2028 budget draft budget creation and presentation to Select Board by Town Manager discuss the possibility and likelihood of hiring of transportation-oriented staff resource and budget and funding options would be for the same.
3. Prior to Dec 31, 2026 request that Town Manager provide status of town-owned multi-passenger vehicles for potential usage beyond current application (e.g. use town vans for potential commuter rail shuttle). Vehicles to include, but are not limited to, Council on Aging and Park and Recreation vans.
4. Prior to Dec 31, 2026 Select Board Chair to set and publish dates for 2027 quarterly meetings with Transportation Committee with purpose of receiving transportation program updates and deliver feedback and guidance, including potential ideas Select Board would like Committee to investigate (e.g. shuttles to commuter rails, bike share programs).
5. Prior to 2027 Town Meeting encourage Town pursuit, via town staff and/or applicable committees, of transportation related grants and external funding, including pertinent options with and to economic development, Energy & Sustainability, Commission on Disability, Council on Aging, etc. Details and task ownership to be discussed and determined in quarterly Transportation Committee updates to Select Board.
6. Prior to May 31, 2027, discuss extension of Transportation Committee and adjust charge and membership as warranted.
7. Prior to January 1, 2027 facilitate meeting with Planning Board to discuss Master Plan implementation items, including those transportation related, and set 2027 and beyond goals for the same.

Update of the 2024 Fairbank Community Center Goal

- Charlie Russo

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

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

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

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

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

Source: Article 34 Presentation, 2025 Annual Town Meeting.

Construction Events at Fairbank Community Center/Atkinson Pool

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

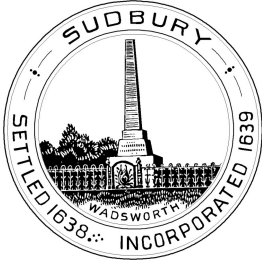
Significant civic events include:

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

Upcoming:

- Fairbank Community Center and Haskell Field Master Plan design

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



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.7: Open Meeting Law complaint from Patrick Higgins – review and discuss response

Requested by: Andy Sheehan, Town Manager

Formal Title: Open Meeting Law complaint from Patrick Higgins – review and discuss response

Votes May Be Taken:

Recommendations/Suggested Motion/Vote: VOTE: Move to authorize Town Counsel to send a response to the complainant and the Division of Open Government

Financial impact expected: None

Attachment(s):

[Sudbury BOS Meeting and OML issued July 9 2026_Redacted.pdf](#)
[SUDB response to Higgins OML complaint.docx](#)



OPEN MEETING LAW COMPLAINT FORM

Office of the Attorney General
One Ashburton Place
Boston, MA 02108

Your Contact Information:

First Name: Patrick Last Name: Higgins

Address: P O Box 290 (all correspondence must be emailed to [REDACTED])

City: Northport State: AL Zip Code: 35476

Phone Number: [REDACTED] Ext.

Email: [REDACTED]

Organization or Media Affiliation (if any): Patrick Higgins and Associates

Are you filing the complaint in your capacity as an individual, representative of an organization, or media?

(For statistical purposes only)

☐ Individual ☒ Organization ☐ Media

Public Body that is the subject of this complaint:

☒ City/Town ☐ County ☐ Regional/District ☐ State

Name of Public Body (including city/town, county or region, if applicable): Sudbury Select Board

Specific person(s), if any, you allege committed the violation: Chair Janie W Dretler

Date of alleged violation: 6/16/26

Description of alleged violation:

Describe the alleged violation that this complaint is about. If you believe the alleged violation was intentional, please say so and include the reasons supporting your belief.

Note: This text field has a maximum of 3000 characters.

The Sudbury Select Board violated the open meeting law as follows:

1. Did not list the candidate(s) for consideration for re-appointment as members of the boards, committees and commissions in the agenda as required by the Open Meeting Law.
2. The members violated 940 CRM 29.10 (7)(b) "At the start of the meeting, the chair shall announce the name of any member who will be participating remotely. This information shall also be recorded in the meeting minutes." The Chair did NOT announce the name(s) of any member who was participating remotely.

Video can be viewed at:

<https://cloud.castus.tv/vod/sudbury/video/6a353780bb064d00022ba488?page=HOME> 32:29

What action do you want the public body to take in response to your complaint?

Note: This text field has a maximum of 500 characters.

ALL members MUST attend a formal open meeting law webinar without delay and then fully comply with their responsibilities under the open meeting law at all future meetings. Schedule can be found at: "<https://www.mass.gov/info-details/open-meeting-law-trainings>"

Review, sign, and submit your complaint

I. Disclosure of Your Complaint.

Public Record. Under most circumstances, your complaint, and any documents submitted with your complaint, is considered a public record and will be available to any member of the public upon request. However, the Attorney General's Office will not disclose your address, phone number or email address in response to a public records request.

Publication to Website. As part of the Open Data Initiative, the AGO will publish to its website certain information regarding your complaint, including your name and the name of the public body. The AGO will not publish your contact information.

II. Consulting With a Private Attorney.

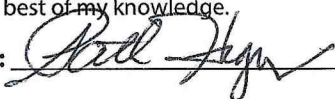
The AGO cannot give you legal advice and is not able to be your private attorney, but represents the public interest. If you have any questions concerning your individual legal rights or responsibilities you should contact a private attorney.

III. Submit Your Complaint to the Public Body.

The complaint must be filed first with the public body. If you have any questions, please contact the Division of Open Government by calling (617) 963-2540 or by email to openmeeting@state.ma.us.

By signing below, I acknowledge that I have read and understood the provisions above and certify that the information I have provided is true and correct to the best of my knowledge.

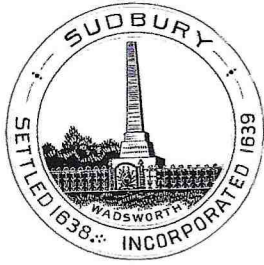
Signed: _____



Date: 7/9/26 _____

For Use By Public Body
Date Received by Public Body:

For Use By AGO
Date Received by AGO:



SUDBURY SELECT BOARD
TUESDAY, JUNE 16, 2026
7:00 PM
VIRTUAL

AGENDA

Zoom info or Meeting location

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

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

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

Call to Order

Opening Remarks by Chair

Reports from Town Manager

Reports from Select Board

Public Comments

A. Consent Calendar

1. Proclamation of 100th birthday for resident
Votes May Be Taken
2. Acceptance of Cummings Grant for the Sudbury Senior Center in the total amount of \$225,000 distributed over the next 3 years.
Votes May Be Taken
3. Acceptance of Community Compact Fiber Grant in the amount of \$124,320
Votes May Be Taken
4. Confirm Town Manager's appointment of Victor Sulkowski as a full member of the Conservation Commission with a term through May 31, 2027
Votes May Be Taken
5. Accept the resignation of Steven Swanger from the Sudbury Housing Authority and initiate the process for filling the vacancy
Votes May Be Taken
6. Accept the resignation of Anna Ryan from the Sudbury Cultural Council
Votes May Be Taken

B. Miscellaneous

1. Appoint Kelly Culver, 94 Goodman's Hill Road, to the Agricultural Commission with a term to expire 5/31/2028
Votes May Be Taken
2. Appoint Sarah Olson Liberman, 7 Hopestill Brown Road, to the Sudbury Cultural Council

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

Votes May Be Taken

3. 2026-2027 Board and Committee reappointments
Votes May Be Taken
4. Town Manager annual performance evaluation: review and discuss timeline
Votes May Be Taken
5. FY2027 Select Board Goals: discuss process
Votes May Be Taken
6. Update on discussions with Minuteman Regional Vocational School District.

Votes May Be Taken

7. Alcohol Rules & Regulations: Discussion of incorporating BYOB (Bring Your Own Bottle) into the Alcohol Rules & Regulations
Votes May Be Taken
8. Approve meeting minutes:
 - March 31, 2026*Votes May Be Taken*
9. Upcoming Items
Votes May Be Taken

C. Executive Session

1. Approve executive session meeting minutes:
 - February 3, 2026
 - April 14, 2026
 - May 19, 2026
 - June 2, 2026*Votes May Be Taken*



The Commonwealth of Massachusetts
Office of the Attorney General
One Ashburton Place
Boston, Massachusetts 02108

OPEN MEETING LAW COMPLAINT FORM

Instructions for completing the Open Meeting Law Complaint Form

The Attorney General's Division of Open Government interprets and enforces the Open Meeting Law, Chapter 30A of the Massachusetts General Laws, Sections 18-25. Below is the procedure for filing and responding to an Open Meeting Law complaint.

Instructions for filing a complaint:

- o Fill out the attached two-page form completely. Sign and date the second page. File the complaint with the public body within 30 days of the alleged violation. If the violation was not reasonably discoverable at the time it occurred, you must file the complaint within 30 days of the date the violation was reasonably discoverable. A violation that occurs during an open session of a meeting is reasonably discoverable on the date of the meeting.
- o To file the complaint:
 - o For a local or municipal public body, you must submit a copy of the complaint to the chair of the public body AND to the municipal clerk.
 - o For all other public bodies, you must submit a copy of the complaint to the chair of the public body.
 - o Complaints may be filed by mail, by email, or by hand. Please retain a copy for your records.
- o If the public body does not respond within 14 business days and does not request an extension to respond, contact the Division for further assistance.

Instructions for a public body that receives a complaint:

- o The chair must disseminate the complaint to the members of the public body.
- o The public body must meet to review the complaint within 14 business days (usually 20-22 calendar days).
- o After review, but within 14 business days, the public body must respond to the complaint in writing and must send the complainant a response and a description of any action the public body has taken to address the allegations in the complaint. At the same time, the body must send the Attorney General a copy of the complaint and a copy of the response. The public body may delegate this responsibility to an individual member of the public body, its counsel, or a staff member, but only after the public body has met to review the complaint.
- o If a public body requires more time to review the complaint and respond, it may request an extension of time for good cause by contacting the Division of Open Government.

Once the public body has responded to the complaint:

- o If you are not satisfied with the public body's response to your complaint, you may file a copy of the complaint with the Division by mail, by email, or by hand, but only once you have waited for 30 days after filing the complaint with the public body. Mail may be sent to: The Division of Open Government, Office of the Attorney General, One Ashburton Place - 20th Floor, Boston, MA 02108. Emails may be sent to: openmeeting@state.ma.us.
- o When you file your complaint with the Division, please include the complaint form and all documentation relevant to the alleged violation. You may wish to attach a cover letter explaining why the public body's response does not adequately address your complaint.
- o The Division will not review complaints filed with us more than 90 days after the violation, unless we granted an extension to the public body or you can demonstrate good cause for the delay.

If you have questions concerning the Open Meeting Law complaint process, we encourage you to contact the Division of Open Government by phone at (617) 963-2540 or by email at openmeeting@state.ma.us.

August 3, 2026

Brian W. Riley
briley@k-plaw.com

DRAFT

BY ELECTRONIC MAIL ONLY - (openmeeting@state.ma.us)

Elizabeth Carnes Flynn, Esq.
Director, Division of Open Government
Office of Attorney General
One Ashburton Place
Boston, MA 02108

Re: Town of Sudbury – Select Board
Open Meeting Law Complaint from Patrick Higgins, dated July 9, 2026

Dear Ms. Carnes Flynn:

This firm serves as Town Counsel to the Town of Sudbury, and this letter is in response to an Open Meeting Law complaint filed against the Town’s Select Board (“Board”) by Mr. Patrick Higgins, a copy of which is enclosed (“Complaint”). The Board reviewed the Complaint and approved this response at its meeting on August 11, 2026.

The Complaint states that on the meeting notice for the Board’s June 16, 2026 meeting, the notice did not include the names of persons proposed for reappointment to certain Town board and committees. The notice stated, “3. 2026-2027 Board and Committee reappointments, votes may be taken.” In addition, at the beginning of the meeting, which was conducted entirely remotely on Zoom, the chair did not announce the names of Board members participating remotely. In both instances, the Board acknowledges that the claims in the Complaint are accurate and that these errors were an oversight. We have advised the Select Board that the OML, as interpreted by the Division, requires that when the agenda includes making appointments or reappointments to Town positions, the names of the individuals and/or candidates for appointment are required to be included, either in the notice itself or as an attachment that is posted with the agenda (the Town uses its official website for posting meeting notices). *See* OML 2023-37. I note that for the June 16 meeting, the candidates for appointment were named in the “Selectboard Public Packet” which was on the same webpage right next to the meeting notice. In the future, however, the names will be either on or attached to the meeting notice. In addition, the Board understands that it is the Division’s position that the requirement in 940 CMR 29.10(7)(b) that the chair state the names of all members participating remotely applies even when the entire meeting is virtual. The Board endeavors to comply with all requirements of the Open Meeting Law and will seek to avoid any violations going forward. No further remediation is required.



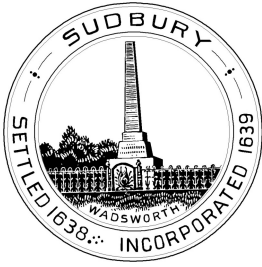
Elizabeth Carnes Flynn, Esq.
August 3, 2026
Page 2

Very truly yours,

A handwritten signature in blue ink, appearing to read "B. W. Riley".

Brian W. Riley

BWR/



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS

C.8: Approve Meeting Minutes: April 8, 2026 April 9, 2026 June 2, 2026 June 16, 2026

Formal Title: Approve Meeting Minutes:

- April 8, 2026
- April 9, 2026
- June 2, 2026
- June 16, 2026

Votes May Be Taken:

Attachment(s):

[SB_draft1_4.8.26_min.docx](#)

[SB_draft1_6.02.26_min.docx](#)

[SB_draft1_4.9.26_min.docx](#)

[SB_draft2_6.16.26_min..docx](#)

IN SUDBURY SELECT BOARD

TUESDAY APRIL 8, 2026

7:00 PM

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

ZOOM Meeting

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

CALL TO ORDER

Chair Kouchakdjian called the meeting to order at 7:00 PM.

Roll call: Kouchakdjian-aye, Dretler-aye, Russo-aye, Carty-aye, Gargeya-aye

Opening Remarks by Chair

Chair Kouchakdjian thanked Town Manager Sheehan and Town staff for organizing tonight's interviews for membership on the Liberty Ledge/Sewataro Advisory Committee. She thanked the candidates for making themselves available tonight.

Chair Kouchakdjian confirmed that candidate appointments would not be made this week and candidate interviews will continue tomorrow evening.

A.Miscellaneous

1. Interviews with Liberty Ledge/Sewataro Applicants:

Candidate Jennifer Pincus

Ms. Pincus provided details of her professional background. She explained that she is one of the co-chairs of the Permanent Building Committee where she was assigned to be the project manager for the Fairbank Community Center.

Board Member Carty stated that Ms. Pincus is a known commodity and he had no questions for her.

Vice-Chair Dretler commented that the Advisory Committee is being tasked to consider multiple uses for the site and already know that the site can operate as a camp.

Vice-Chair Dretler asked Ms. Pincus how she would apply her experience and interest in the Liberty Ledge/Sewataro site. Ms. Pincus replied she is not so much interested in the associated financials, and her

background is in architecture; she contributed to rehabbing a train station into a community center/gathering space and park. She stressed that her interest is mainly on outside spaces/usage and public buildings.

Board Member Gargeya asked Ms. Pincus about the Liberty Ledge/Sewataro Advisory Committee Mission Statement for Sewataro. Ms. Pincus replied she read the mission statement some time ago, and she did not recall the various details regarding the Mission Statement.

Chair Kouchakdjian read the mission statement aloud.

Board Member Gargeya inquired about what area/s Ms. Pincus would be interested in if appointed to the Committee. Ms. Pincus responded that given her experience, an at-large role dealing with different uses for space might be preferred.

Board Member Gargeya inquired if Ms. Pincus had a particular opinion on the possible usage for the property. Ms. Pincus replied that she did not have a particular opinion and was open to all ideas for the property.

Board Member Russo asked how Ms. Pincus would make sure the recommendations of the Committee are realistic and in line with the expectations of Town Meeting. Ms. Pincus responded that she would want to brainstorm all possibilities before considering the financial aspects and presenting the possibilities to the Select Board.

Board Member Russo asked what key strategic questions should be considered with regard to the site. Ms. Pincus replied that all different aspects should be reviewed to best determine what the Town needs. She added that such review should be reflected in a regional discussion.

Board Member Russo asked Ms. Pincus how she would view the benefits of public use of Sewataro, along with the value of some 500 Sudbury campers and some 80 people who are employed at Camp Sewataro. Ms. Pincus replied that she was not sure the Camp was being used to its full potential.

Chair Kouchakdjian asked Ms. Pincus how she would handle the public's comments regarding such a contentious issue/matter. Ms. Pincus replied she would take the public's ideas to the Committee.

Chair Kouchakdjian inquired if Ms. Pincus had any family members working or attending the camp. Ms. Pincus replied not.

Candidate Debbie Dineen

Ms. Dineen reviewed her professional background, including her position as Conservation Agent for the Town of Sudbury, and currently her volunteer assignments including working and developing an invasive species management policy at the Wayside Inn.

Ms. Dineen commented that her goal is to make Sewataro a welcoming place and a resource for the Town.

Board Member Carty asked Ms. Dineen about her answer to the question concerning selling part of property to pay for the improvements, while at the same time determining what the best usage of the

property. Ms. Dineen replied she was trying to highlight both ends of the spectrum regarding what could happen with the property.

Vice-Chair Dretler asked if Ms. Dineen's conservation experience could be used to determine what the best usage of the land is. Ms. Dineen replied maintenance of the ponds at the camp are protected by the present wetland regulations.

Vice-Chair Dretler asked how Ms. Dineen could use her knowledge of conservation to help manage the environmental impact of the man-made ponds at the site. Ms. Dineen mentioned her involvement in the review of various developments at the site and related impact on stormwater management.

Vice-Chair Dretler asked if Ms. Dineen has any family members attending or working at the camp. Ms. Dineen replied not.

Board Member Gargeya asked Ms. Dineen what she thought the position on the Advisory Committee would be the best fit for her experience. Ms. Dineen replied an at-large seat on the Committee might be the best.

Board Member Gargeya asked Ms. Dineen if she was comfortable with financials. Ms. Dineen replied she has experience working with the Town's finances for many years.

Board Member Gargeya inquired about how Ms. Dineen would handle different/conflicting perspectives when approached by a member of the public. Ms. Dineen replied that she would want to involve the public in any decision.

Board Member Russo asked about the conservation restriction on the property, proposed by Mark Taylor. Ms. Dineen replied the state would not accept a conservation restriction if Mark Taylor was to continue running the camp.

Board Member Russo asked Ms. Dineen about the ongoing maintenance considerations. Ms. Dineen addressed lawn mowing, and maintenance of the drainage infrastructure at the site.

Board Member Russo asked how Ms. Dineen would keep the Committee's recommendations relatively realistic. Ms. Dineen stated that the Committee's recommendations must consider implementation costs.

Board Member Russo inquired about what questions the committee should be asking. Ms. Dineen replied committee queries should involve considering the needs of the Town and how the property might solve and address some of those needs.

Chair Kouchakdjian asked Ms. Dineen how she would manage balancing public opinion while maintaining fairness. Ms. Dineen replied that resident opinions must relate to the Mission Statement.

Chair Kouchakdjian inquired if Ms. Dineen was familiar with the Town's agreement with the Camp Operator. She replied in the negative.

Chair Kouchakdjian closed the candidate questioning segment of the Select Board meeting.

Special Town Meeting Discussion

Chair Kouchakdjian opened discussion regarding calling a Special Town Meeting and opening a Warrant.

Town Manager Sheehan stated a petition with over 300 signatures to call a Special Town Meeting was submitted on April 7, 2026. He confirmed that the Town is required by State Law to conduct a Special Town Meeting within 45 days, or by May 21, 2026. He added that Town Bylaws require a Warrant for such Special Town Meeting be open for 10 days at which time a 25-day comment period begins.

Town Manager Sheehan stated that selecting a location for Special Town Meeting is somewhat problematic given the short scheduling period.

Town Manager Sheehan proposed a related schedule: Open warrant from 4/9 to 4/21, begin 25-day comment period and schedule a Special Town Meeting within a period reflecting a day within the 5/16/26 to 5/21/26 time frame.

Board Member Carty confirmed the proposed schedule.

Board Member Gargeya reminded the Board that Sudbury's 250th Celebration is scheduled for May 16.

Board Member Russo asked about the cost of a Special Town Meeting at this time. Town Manager Sheehan replied \$6,000 to \$7,000. He noted the finances being dependent on the location of the Special Town Meeting.

Vice-Chair Dretler asked if the petitioner could present to the Board at an upcoming Select Board meeting.

Town Manager Sheehan confirmed that the Town Clerk would call the meeting to order if the Town Moderator was not available to appoint a moderator for the night.

Vice-Chair Dretler motioned to call a Special Town Meeting. Board Member Carty seconded the motion.

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

VOTED: To call a Special Town Meeting

Adjourn

Vice-Chair Dretler motioned to adjourn the Select Board Meeting. Board Member Carty seconded the motion.

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

VOTED: To adjourn the Select Board Meeting

There being no further business, the Select Board Meeting ended at 8:29 PM.

IN SUDBURY SELECT BOARD

TUESDAY JUNE 2, 2026

7:00 PM

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

ZOOM Meeting

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

CALL TO ORDER

Chair Dretler called the meeting to order at 7:01 PM. Roll Call: Gargeya-present, Kouchakdjian-present, Carty-present, Russo-present, Dretler-present

Vice-Chair Gargeya motioned that the Select Board would enter into Executive Session pursuant to G.L. c. 30A, s. 21(a), exemption 6, to consider the purchase, exchange, lease or value of real estate if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body relative to the Sudbury Housing Trust's consideration of the purchase of a property. Board Member Kouchakdjian seconded the motion.

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

VOTED: To enter into Executive Session pursuant to G.L. c. 30A, s. 21(a), exemption 6, to consider the purchase, exchange, lease or value of real estate if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body relative to the Sudbury Housing Trust's consideration of the purchase of a property

Select Board Open Session resumed at 7:43 PM. Chair Dretler conducted Roll Call; Carty-present, Kouchakdjian-present, Gargeya-present, Russo-present, Dretler-present

Opening Remarks by Chair Dretler

- Acknowledged the graduation of her oldest child from LSRHS this weekend, adding that the youngest child of Board Member Carty was graduating from LSRHS as well
- Congratulated graduates from the Curtis Middle School, including her own child
- Announced the Locally Grown Farmers Market and Fair to be held indoors at the Fairbank Community Center on June 6th, 10:00 AM to 2 PM.
- Congratulated Town Staff and DPW Staff for securing almost \$1 million dollars in grant funding for three different projects in Town

- Announced the Springtime at Sewataro event to be held June 7th from 5:00 PM to 7:00 PM
- Sudbury Pride Day event to be held on June 14; June is Pride month
- Announced the Sudbury Housing Roundtable will be held at the Goodnow Library on June 9th at 7:00 PM
- Announced the next Select Board Meeting will be held on June 16, 2026

Reports from Town Manager Sheehan

- Thanked all who turned out for Special Town Meeting (over 900 people) and thanked Town Staff for their efforts
- Announced that the Atkinson Pool reopened yesterday after the installation of the roof top dehumidification system
- Announced the first meeting of the Budget Working Group is scheduled for June 18th at 6:00 PM via hybrid mode

Reports from Select Board

Vice Chair Gargeya

- Acknowledged that the last scheduled 250th Anniversary was held on May 31, 2026, and included a lecture by Daniel Mandell regarding Native Communities and the American Revolution at the Fairbanks Community Center
- Recognized that the 250th float will be included in the July 4th Parade; He invited the Board Members and Staff to march along as well.

Board Member Kouchakdjian

- Recognized DPW for grants received regarding several Town projects
- Confirmed that she and Town Manager Sheehan will be meeting with the Minuteman Technical School Superintendent and will report back to the Board at the next Board Meeting.
- Meeting with LSRHS Agreement Subcommittee on June 29th; discussion of outstanding times and voting on minutes will take place

Board Member Carty

- Recognized the graduating class at LSRHS
- Congratulated LS Boys Lacross Coach Brian Vona who celebrated his 400th career victory and the LS team locked up the first seed in Division 1 Lacrosse Tournament which includes some private schools; State Playoffs will take place
- He thanked all who participated in the May Special Town Meeting.

Board Member Russo

- Mentioned the wearing of Hawaiian shirts on the last day of school at LSRHS is great to see
- Thanked organizers and participants of the Sudbury Bike Rodeo this past weekend; local and State-wide bike advocates provided training to 5th grade Sudbury students primarily, the event

spearheaded by Sudbury Police Lt. Perodeau with other Police Officers and Pete Sutton from Mass DOT who helped advance the BFRT TIP status to Phase 3.

- Sudbury Police Officers will be patrolling the Bike Trail will be offering tokens for free Italian ice this weekend – great Police dedication to the community
- Mentioned record season for ticks and suggested all practice tick safety precautions

Public Comment

Resident Manish Sharma, 7 Colonial Drive thanked former Noyes School Principal Leonard Doyle, Curtis School Principal Jeff Neva, LS Principal Tracey Ryan, SPS school personnel, Sudbury Police and Fire Chiefs and DPW and Town Nursing Staff who provide help and guidance to SPS students. He also thanked all members of all Town Boards and Committees who also helped in guiding Sudbury students.

Consent Calendar 1-4

- 1. Vote to enter into the Town record and congratulate the following members of Sudbury Massachusetts Service Unit 461 for having achieved the honor of a Gold Award: Maria Huang, Alexia Hultin, Katelyn Stagno, Christina Quin.**
- 2. Vote to enter into the Town record and congratulate the following members of Sudbury Massachusetts Troop 61 of the Mayflower Council for having achieved the high honor of Eagle Scout: Ryan Barrett, T. Ray Corley, Maddox Grace, Daniel LaFond, Henry Willey, Theodore Bowne.**
- 3. Vote to grant a one-day Wine & Malt license to Sudbury Point Grill, to accommodate a Car Show on Saturday, June 13, 2026, from 10:00 AM to 4:00 PM at Sudbury Point Grill, 120 Boston Post Road, subject to the use of a TIPS-trained bartender and a receipt of Certificate of Liability insurance.**
- 4. Vote to approve an entertainment license to Wayside Inn Beer Garden, 73 Wayside Inn Road for the purpose of conducting live entertainment within their posted operating hours on Fridays between 3:00 PM – 9:00 PM and Saturdays between 1:00 PM – 9:00 PM.**

Board Member Carty asked if he could attend the second scouting event as mentioned in Consent Calendar item #2, as Board Member Kouchakdjian will be attending the Scouting event detailed in Consent Calendar item #1. Chair Dretler stated that it was great to have as many Select Board Members in attendance at such events.

Vice-Chair Gargeya motioned to approve the Consent Calendar (Items 1-4) as presented in the Select Board packet. Board Member Kouchakdjian seconded the motion.

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

VOTED: To approve the Consent Calendar (Items 1-4) as presented in the Select Board packet

C. Miscellaneous

1. Special Town Meeting follow-up and discussion

Town Manager Sheehan noted the Special Town Meeting held in May was very different when compared to other Town Meetings; all presented articles were Citizen's Petition Articles:

Article 1 – Citizen's Petition: Vote to Support House Bill 3464 - Passed

Article 2 – Citizen's Petition: Resolution Regarding the Audit of the Massachusetts Legislature - Passed

Article 3 – Citizen's Petition: An Act Providing for Recall Elections in the Town of Sudbury – Passed

Article 4 – Citizen's Petition: Vote of No Confidence - Passed

Board Members discussed three letters regarding the Articles from the Special Town Meeting and considered voting to release a legal guidance memo from Town Counsel regarding recall procedure.

Board Member Gargeya recommended that additional language (language to include the 1-4 vote in opposition and the related Select Board Statement of position at the May 5th meeting and approved on May 20th).

Board Member Russo motioned to release the Memo from KP Law to Town Manager Sheehan, dated 5/31/26 regarding guidance/next steps regarding Article 3 – Recall Elections in the Town of Sudbury. Board Member Kouchakdjian seconded the motion.

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

VOTED: To release the Memo from KP Law to Town Manager Sheehan, dated 5/31/26 regarding guidance/next steps regarding Article 3 – Recall Elections in the Town of Sudbury

Vice-Chair Gargeya motioned that Article Letters 1, 2 and 3 for prospective Special Town Meeting Articles be forwarded to Senator Eldridge and Representative Gentile, with changes to Article 3, adding a sentence that includes Select Board Statements as an enclosure. Board Member Kouchakdjian seconded the motion.

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

VOTED: That Article Letters 1, 2 and 3 for prospective Special Town Meeting Articles be forwarded to Senator Eldridge and Representative Gentile, with changes to Article 3, adding a sentence that includes Select Board Statements as an enclosure.

Chair Dretler stated that she would review the final draft and sign it.

Board Members discussed challenges presented at the Special Town Meeting including late start, length of meeting, technical issues including problems with the vote clicker. Board Member Russo suggested that such Town Meetings have timeline modifications so that the meetings can be held in customary locations at LSRHS. Board Member Carty agreed that such modifications would reflect in an improved Town Meeting, and would require a Bylaw modification, which the Town Manager would have to bring forward.

Town Manager Sheehan stated that a clicker manufacturing representative could be present at future Town Meetings to help with such management.

Vice-Chair Gargeya opined about conducting an informational session before Town Meeting and if possible, have the Select Board Statement/s available ahead of time. Board Member Carty stated that such implementations would require Town Counsel opinion. Vice-Chair Gargeya agreed.

Chair Dretler commented that there were a significant number of new voters at the Special Town Meeting and suggested that providing additional information guides before Town Meeting might be beneficial.

2. 2026-2027 Board and Committee Liaison discussion

Select Board members reviewed Board Member liaison assignments.

Vice-Chair Gargeya motioned to accept the 2026-2027 Board and Committee liaison appointments. Board Member Russo seconded the motion.

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

VOTED: To accept the 2026-2027 Board and Committee liaison appointments

3. 2026-2027 Board and Committee Reappointments

Vice-Chair Gargeya stated that he would send notification to DEI (Diversity, Equality Inclusion) Commission members to determine renewals/reappointments. Town Manager Sheehan noted that a DEI appointment list would follow.

Board Member Carty inquired about member term limits on the Sudbury Housing Trust; he suggested that such appointments be reviewed.

Vice-Chair Gargeya motioned that all Board/Committee Reappointment responses as received and included in the Select Board packet be approved for the 2026-2027 term. Board Member Kouchakdjian seconded the motion.

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

VOTED: That all Board/Committee Reappointment responses as received and included in the Select Board packet be approved for the 2026-2027 term

4. Discuss and vote on a letter of support for a grant from the Massachusetts Office on Disability for work on path around Haskell Field.

Present: Combined Facilities Director Sandra Duran

Town Manager Sheehan referenced the associated cover letter from Sandra Duran regarding this application. He detailed receipt of a related grant for ADA improvements at the site, indicating that additional funding from FY25 could be included. Town Manager Sheehan stated that this presents great funding opportunity with the MOD (Massachusetts Office of Disability) who continues with their support of the project.

Combined Facilities Director Sandra Duran referenced aspects from the "Town of Sudbury – Haskell Field and Fairbank Community Center – Landscape Master Plan Design," dated April 30, 2026.

Board Member Kouchakdjian supported the project and thanked Ms. Duran for her tireless work on this project; she added that the completion of the path around Haskell Field would be transformative and would be a great benefit to the Town.

Board Member Carty mentioned a related, possible deed restriction received on May 12, 2026. Town Manager Sheehan responded that Town Counsel is working on that aspect, which is located north of Haskell Field.

Town Manager Sheehan confirmed that the project had not gone out to bid yet and there is no design in place. Ms. Duran provided detail regarding cost aspects and related quotes, she added that a community workshop took place in April and another workshop will likely take place later in June. She confirmed that the proposed pavilion at the Fairbank Community Center was included in the application. She stated that currently there is a concept plan in place, not a full design plan, and MOD would have the grant in the Fall which would allow plenty of time for her to compile designs.

Vice-Chair Gargeya motioned to authorize Chair Dretler to sign a Select Board letter of support for a grant from the MOD to install an accessible circuit path to and around the athletic fields at Haskell Field, to install an accessible pavilion at the Fairbank Community Center grounds and to install accessible pathways to a future multi-sport court as proposed by Combined Facilities Director Sandra Duran. Board Member Kouchakdjian seconded the motion.

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

VOTED: To authorize Chair Dretler to sign a Select Board letter of support for a grant from the MOD to install an accessible circuit path to and around the athletic fields at Haskell Field, to install an accessible pavilion at the Fairbank Community Center grounds and to install accessible pathways to a future multi-sport court as proposed by Combined Facilities Director Sandra Duran

5. Discussion of solar panel signs

Chair Dretler stated that this agenda item had been discussed in detail at the May 5th Select Board Meeting was included on tonight's agenda per the request from Board Member Carty.

Town Manager Sheehan stated that previous LSRHS Superintendent Bella Wong had overseen override signage posted on Town property; he felt that this action was not reflective of a campaign violation, possibly a conflict-of-interest situation regarding use of revolving funds. Chair Dretler was in agreement.

Board Member Carty asked what measures would be taken to ensure that such actions do not take place in the future. Town Manager Sheehan confirmed that the matter was discussed at length at the Select Board meeting on May 5, 2026, and Town Counsel was present at that meeting and followed up with a related email to the Board indicating that actions perhaps reflected a conflict of interest and felt that this reflected an error in judgement with no intent to misuse public funds. Town Manager Sheehan confirmed that official training has been provided.

6. Discussion of email communications

Chair Dretler stated that to address Board Member Carty's request that this item be included on tonight's agenda, any communication not marked "confidential" can be shared with the public. Town Manager

Sheehan agreed, stating that if such communication is not marked “Confidential,” it can be shared to promote transparency.

Board Member Russo stated that transparency is good and the Board heard about related information from Town Manager Sheehan first, which is the way it should be.

7. Discussion of Select Board calendar items

Board Member Carty explained that he put together a list of policy items in regard to timelines. He suggested tabling the topic to a future meeting.

Board Members were in agreement.

8. Discussion regarding possible revisions to the Liberty Ledge/Sewataro Advisory Committee mission statement

Board Member Russo commented that the Liberty Ledge/Sewataro Committee mission statement should be revised to include consideration regarding previous Town Meeting and opinion expressed by Town Manager at the December 16, 2025 Select Board Meeting.

Chair Dretler stated that the Town Meeting vote was definitive about not hiring a consultant in the amount of \$20,000.

Vice-Chair Gargeya stated that community input is consistently included at the Advisory Committee meetings.

Board Member Kouchakdjian stressed that due diligence must take place before more actions are taken.

9. Review and Approve Minutes: March 31, 2026 April 14, 2026 April 28, 2026

March 31, 2026

Members agreed to continue discussion.

April 14, 2026

Vice-Chair Gargeya motioned to approve the Select Board Minutes of April 14, 2026, as edited. Board Member Kouchakdjian seconded the motion.

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

VOTED: To approve the Select Board Minutes of April 14, 2026, as edited

April 28, 2026

Vice-Chair Gargeya motioned to approve the Select Board Minutes of April 28, 2026, as edited. Board Member Kouchakdjian seconded the motion.

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

VOTED: To approve the Select Board Minutes of April 28, 2026, as edited

10. Upcoming Items

- Goal Setting
- Town Manager Evaluation
- KP Law to present Charter Review aspects
- ARPA Update
- Fairbank Lookback
- Change aspects of Town Meeting
- Profession Development/potential retreat and topics to be discussed

Adjourn

Vice-Chair Gargeya motioned to adjourn the Select Board meeting. Board Member Kouchakdjian seconded the motion.

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

VOTED: To adjourn the Select Board meeting

There being no further business, the meeting was adjourned at 9:59 PM.

IN SUDBURY SELECT BOARD

THURSDAY APRIL 9, 2025

7:00 PM

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

ZOOM Meeting

Present: Chair Lisa Kouchakdjian, Vice-Chair Janie Dretler, Select Board Member Dan Carty, Select Board Member Charles Russo, Select Board Member Radha Gargeya, Town Manager Andrew Sheehan,

CALL TO ORDER

Chair Kouchakdjian called the meeting to order at 7:00 PM.

Roll call: Dretler-present, Russo-present, Carty-present, Gargeya-present, Kouchakdjian-present

Opening Remarks by Chair

Chair Kouchakdjian thanked Select Board Office Staff for coordinating the Liberty Ledge/Sewataro Advisory Committee interview sessions.

Chair Kouchakdjian noted that Select Board questions to the candidates would be taken in alphabetical order, with exception to her questions which would be taken last.

A. Miscellaneous

1. Interviews with candidates for Liberty Ledge/Sewataro Advisory Committee (may be taken out of order):

1. William Atkeson

2. Kay Bell

3. Rachel Henschel

4. William Pimentel

5. Jonathan Harding

6. David Henkels

7. Christine Vitkauskas

Interview with William Atkeson (Granger)

Mr. Atkeson presented his professional background, highlighting his experience on Park & Recreation Commission (PRC) and liaison to the CPC (Community Preservation Committee).

Board Member Carty asked about the perspective that Mr. Atkeson brings to the Committee. Mr. Atkeson stated that he knew very little about the site and would bring a fresh perspective to the Committee and would bring experience of other Town organizations to the table as well.

Board Member Carty asked Mr. Atkeson if he had ever been opposed to the Camp Sewataro Town purchase. Mr. Atkeson responded not.

Vice-Chair Dretler asked Mr. Atkeson what related criteria he would use. Mr. Atkeson stated that he would try to consider what the future might look like and share related information with the Advisory Committee.

Vice-Chair Dretler asked if the candidate had any connection to the Camp. Mr. Atkeson responded not.

Board Member Gargeya stated that the Committee would explore all options. Mr. Atkeson responded that he would anticipate and consider all options as a private citizen of the Town.

Board Member Gargeya asked what related experience the candidate would bring to the Committee. Mr. Atkeson responded that he had considerable HR experience and can appreciate the accessibility needs of the community as he has a disabled child. He mentioned that he would like to be involved with the accessibility aspect when examining needs at the site.

Board Member Russo asked if the candidate could be realistic when considering the site in light of monetary restraints in the Town currently. Mr. Atkeson responded that he understood such limitations and would consider all possible options based on all conditions.

Board Member Russo asked what the candidate regarded as important questions. The candidate responded that what was voted on at Town Meeting was important and how best to meet the needs of the residents should also be the focus.

Chair Kouchakdjian asked how the candidate would approach such a contentious Town topic. Mr. Atkeson responded that he would be willing to listen to all opinions and is familiar with various opinions as presented with PRC; he would work through it.

Interview with Kay Bell

Board Member Carty asked about the perspective that the candidate would bring to the Committee. Ms. Bell responded that she would take a broad view of the property and has the willingness to listen to residents. She added that she would take the accessibility perspective for the most part, noting that the site had great potential.

Board Member Carty asked Ms. Bell about her direct experience in the accessibility light and how would she help to advance additional accessibility at the site. Ms. Bell responded that rest room accessibility and parking. She commented that retrofitting was more difficult when compared to the Fairbanks Community Center which is new.

Board Member Carty asked the candidate if they were ever opposed to the Camp or the Camp operator. Ms. Bell responded not.

Vice-Chair Dretler asked the candidate how they viewed the primary purpose of the Committee and the Mission Statement. Ms. Bell responded that part of the purpose involved looking at the current conditions at the site and determine how to proceed; residents will offer ideas/input. She stated that she was particularly interested in related financials and does have that experience as well.

Vice-Chair Dretler asked if any family members attended the camp or were associated with the Camp. Ms. Bell responded not.

Board Member Gargeya asked the candidate about her experience in accessibility and serving on the Sudbury Housing Trust and related finance projects. Ms. Bell explained that she is currently working on accessibility regs at the State Level and she has served on non-profits for a number of years and does understand elements involved in such budgets.

Board Member Gargeya asked how the candidate would react to various opinions expressed. Ms. Bell stated that she understands that there would be different opinions and she would listen to what people might say and everyone should be very clear in their presentations. She stressed that she would accept a final vote.

Board Member Russo asked if the candidate could be realistic when considering the site in light of monetary restraints in the Town currently. Ms. Bell stated that via the purchase, the Town was ready to develop a long-term designation and if changes are recommended there may be possibilities for implementing various usage over a planned period of time; incremental improvements.

Board Member Russo asked what the candidate regarded as important questions. Ms. Bell responded that maximizing passive recreation would be important for people of all ages and abilities, she stressed additional outreach.

Board Member Russo acknowledged that Ms. Bell has been advocating accessibility at the site for a long time. Ms. Bell explained her connection with accessibility and connection with the ADA Center of New England. Board Member Russo asked if Ms. Bell could be objective if appointed to the Committee. Ms. Bell responded in the affirmative.

Chair Kouchakdjian asked how the candidate would approach such a contentious Town topic. Ms. Bell responded that she is open to hearing what people have to say and would “gather it all.”

Interview with Rachel Henschel

Ms. Henschel explained that she and her family moved to Sudbury in 2019 and loves her neighborhood, her kids are very involved, and she is active in PTA. Ms. Henschel provided related professional experience in light of city planning and the management of very large budgets. She stated that she partnered with MA Builders Association and now works with multi-family development/housing and meeting State housing objectives.

Board Member Carty asked about the perspective that the candidate would bring to the Committee. Ms. Henschel responded that she would maintain a fresh viewpoint and would be interested in assuming the housing-related study for the Committee.

Board Member Carty asked the candidate if they were ever opposed to the Camp or the Camp operator. The candidate responded not.

Vice-Chair Dretler asked the candidate how they viewed the primary purpose of the Committee and the Mission Statement and related funding opportunities for the site. Ms. Henschel responded that she would first examine what the Town needs are and then would focus on the financial value associated with those needs.

Vice-Chair Dretler asked if any family members attended the camp or were associated with the Camp. The candidate responded that her children have attended the Camp.

Board Member Gargeya mentioned that given the Candidates experience, could she help with a Committee Advisory Report. Ms. Henschel responded that a history of the site must be examined and understood with documentation before a possible Report would be drafted. She stressed that any such report would focus on benefits vs. costs and what residents want and need.

Board Member Gargeya mentioned that the candidate had great planning experience and asked if she had other skills as well. Ms. Henschel responded that she was trained in consensus planning/building, which includes best alternatives to agreements.

Board Member Russo asked if the candidate could be realistic when considering the site in light of monetary restraints in the Town currently. The Candidate responded that her work in sustainability and experience with big business vs. environmentalists showed her that compromise worked on most plans with adjustments made. She stated that lower cost options would be important in consideration of the down municipal budgets.

Board Member Russo mentioned the negative impacts of social media on kids and a lead speaker in town has advocated for open space and camps. Ms. Henschel agreed that social media can negatively impact children, and a number of camps which are more affordable could be considered by young families.

Chair Kouchakdjian asked how the candidate would approach such a contentious Town topic. Ms. Henschel responded that she deals with such divisions all the time in her work, and is an even-tempered type of person.

Interview with William Pimentel

Mr. Pimentel explained his professional experience in investment financing and had a great interest in health care also. He stated that if chosen to serve on the Advisory Committee, he would like to be involved in the finance aspect.

Board Member Carty asked the candidate if they were ever opposed to the Camp or the Camp operator. Mr. Pimentel responded not and stated that he would bring a fresh perspective to the Committee and had related experience.

Vice-Chair Dretler asked the candidate how they viewed the primary goal of the Committee. Mr. Pimentel replied that things could be improved at the site and he could help with plans for maximizing assets and evaluating the site in a way which might help the Sudbury community.

Board Member Gargeya asked how the candidate viewed the mission statement of the Advisory Committee. The candidate stated that he understood the mission statement as representing what is best for the Town. He stated that the Camp has been a mainstay in town and continues to be so.

Board Member Gargeya asked how the candidate would react to various opinions expressed. Mr. Pimentel confirmed he has such exposure at work and listens to others in order to understand their perspectives and would look forward to that opportunity.

Board Member Russo asked if the candidate could be realistic when considering the site in light of monetary restraints in the Town currently. Mr. Pimentel responded that additional costs might be complicated at this time and the Town might not want to assume additional capital expense.

Chair Kouchakdjian asked the candidate about their role on the Committee might be. The candidate stated that he can be objective/impartial and commented that to date, the Camp has been good for the Town.

Chair Kouchakdjian asked how the candidate would approach such a such a contentious Town topic. Mr. Pimentel stated that he views strong opinions as representative of people with great passion about a particular topic.

Jonathan Harding

Mr. Harding was not present.

Interview with David Henkels

Mr. Henkels shared his community experience, including being in the insurance industry for some time, serving on the Sudbury Conservation Commission, the Land Acquisition Committee and the Master Steering Committee as well. He stressed that he has the ability to listen to people intensively and would look forward to discussions regarding the site.

Board Member Carty asked the Candidate what he might bring to the Committee and if he had ever been vocal about the Camp or the Camp Operator. Mr. Henkels stated he would apply his natural resources background if voted to be on the Committee. He noted that he is always involved in budgeting on the farm and MCAA. He confirmed that he never spoke against the Camp or the Camp Operator.

Vice-Chair Dretler asked what criteria the candidate would use when assessing future use of the site. The Candidate responded that the infrastructure associated with the site would be an important factor when considering additional development and that he would want to understand the functionality of all resources on the site. He mentioned short-term and long-term advancements.

Vice-Chair Dretler asked if any family members were associated with the Camp. Mr. Henkels responded not.

Board Member Gargeya asked if there were any additional skills that could help the Committee. Mr. Henkels responded that he had a part on the recent implementations at the old Medfield State Hospital site, which now is an extraordinary venue for the arts, events and is a welcoming place. He explained the many difficult permitting processes involved in that project.

Board Member Gargeya asked how the candidate would react to various strong opinions expressed. The candidate responded that he would be as open-minded as possible and believes in collaboration will serve best when advancing long-term and short-term plans for the site.

Board Member Russo asked if the candidate could be realistic when considering the site in light of monetary restraints in the Town currently. Mr. Henkels responded that he could not provide a succinct response until Committee discussion began and proposals/suggestions are brought forward.

Chair Kouchakdjian asked how the Candidate would respond if people try to sway his opinion. The candidate responded that he would listen to those people and treat them with respect.

Interview with Christine Vitkauskas

Ms. Vitkauskas explained that she lived in proximity to the Liberty Ledge/Sewataro site and does love her neighborhood and frequently walks through the Camp. She mentioned possible added uses at the site including a coop for gardening perhaps. She stated that she was thankful that the Town bought the property.

Board Member Carty stated that Ms. Vitkauskas represented a fresh voice as did several other candidates.

Board Member Carty asked the candidate what a fresh voice such as hers, might bring to the Committee. Ms. Vitkauskas detailed that given her project/program management background, she approaches projects with an analytical eye and uses data to examine related costs, mitigation, etc. and does have an MBA. She stated that she would consider other possible or concurrent uses at the site.

Board Member Carty asked if the candidate ever spoke against the purchase of the site, renewal terms or spoke against the Camp Operator. The candidate responded not.

Vice-Chair Dretler asked what the candidate saw as the primary purpose/function of the Advisory Committee and what the Committee should and should not be responsible for. Ms. Vitkauskas responded that she viewed the primary purpose involved examining the property and ensure that Committee recommendations would benefit the community and taxpayers. She added that the Committee was responsible for all members of the Committee review and consider all presented options for the site, vet the pros and cons for all options and agree on analysis method so members can make informed decisions/recommends to present to the Select Board.

Vice-Chair Dretler asked if the candidate had any family members who attend/attended the Camp. Ms. Vitkauskas responded not and at some point, her grandsons were considering going to the Camp.

Board Member Gargeya asked about other related experience. The candidate detailed that she worked as a portfolio manager and has been involved with budgets for various programs; she noted that several years ago she considered volunteering at the Camp.

Board Member Gargeya asked how the candidate would react to various strong opinions expressed while serving the Committee. The candidate responded that she was open-minded and always listens to all points of view and acknowledges that with such a committee there would always be differences of opinion and with her job, objectivity is key.

Board Member Russo asked what questions should the Committee consider. The candidate responded that all questions must be considered and the organizational skills that she possesses would be essential as well as the ability to really listen to others.

Board Member Russo asked about possible related risks that the Town should avoid. Ms. Vitkauskas responded that to avoid risk, she would research and gather all information before she could answer that question.

Chair Kouchakdjian asked how the candidate would respond to various perspectives and how would she react to individuals reaching out to her privately. The candidate stated that she would ask the individual/s additional questions regarding their position and would be open to what they may say.

Chair Kouchakdjian stated that in light of the candidate's open support of Camp Sewataro, could she consider other options for the site. Ms. Vitkauskas repeated that she could be objective and wants to do the right thing for the community/taxpayers and consider any possible investment.

Chair Kouchakdjian recommended that the Select Board Office reach out to Mr. Harding to see if he would be interested in being interviewed at the upcoming Select Board meeting. Town Manager Sheehan was in agreement.

Review and release attorney-client privileged communication between Town Counsel and Town Manager

Town Manager Sheehan presented the public records request to release Attorney-Client information between the former Town Manager and Town Counsel.

Board Member Russo asked who submitted the public records request regarding this matter. Town Manager Sheehan responded that resident Maura Carty made the request.

Vice-Chair Dretler struck the first motion due to additional language agreed upon by the Board Members.

Vice-Chair Dretler motioned to release the Attorney-Client privileged communication between the Town Manager and Town Counsel with materials as provided by Town Manager Sheehan to the Select Board on Friday, April 3, 2026. Board Member Carty seconded the motion.

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

VOTED: To release the Attorney-Client privileged communication between the Town Manager and Town Counsel with materials as provided by Town Manager Sheehan to the Select Board on Friday, April 3, 2026

Per request by the Board, Town Manager Sheehan confirmed this information with the public records request would be added to tonight's Select Board Packet as supplemental packet information and will be posted to the website.

Adjourn

Vice-Chair Dretler motioned to adjourn the April 9, 2026 Select Board meeting. Board Member Carty seconded the motion.

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

VOTED: To adjourn the April 9, 2026 Select Board meeting

There being no further business, the Select Board meeting was adjourned at 9:29 PM.

DRAFT

IN SUDBURY SELECT BOARD

TUESDAY JUNE 16, 2026

7:00 PM

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

ZOOM Meeting

Present: Chair Janie Dretler, Vice-Chair Radha Gargeya, Select Board Member Lisa Kouchakdjian, Select Board Member Dan Carty, Select Board Member Charles Russo, Town Manager Andrew Sheehan

CALL TO ORDER

Chair Dretler called the Select Board meeting to order at 7:00 PM. Roll Call: Gargeya-present, Russo-present, Carty-present, Kouchakdjian-present, Dretler-present

Chair Dretler noted that Executive Session would not be taking place this evening.

Opening Remarks by Chair

- Announced the success of the “Bike Bus” event at the Peter Noyes Elementary School last week, sponsored by the Noyes parents and the Sudbury Police
- Congratulated all Sudbury graduates, especially those graduating from LSRHS and Curtis Middle School
- Announced the success of the Pride Day event last weekend, sponsors and vendors have doubled in the last three years
- MCRT (MA Central Rail Trail) ribbon cutting ceremony scheduled for June 23rd, 11:00 AM, at the diamond at Station Road with parking at Feeley Field
- Announced Juneteenth this Friday, Town offices will be closed
- Attended the ribbon-cutting ceremony for the Pollinator Garden at the BFRT
- Next Select Board Meeting scheduled for June 30th

Reports from Town Manager

- Pollinator Garden received funding from OARS 3 Rivers, primarily, and from the Sudbury Foundation and others; Lori Capone of the Sudbury Conservation Office assisted in implementation
- Recognized DPW for the DPW Open House and ride-to-school raffle; Eddie won the raffle
- Thanked those who contributed to the Pride event
- Results from surface of SMILE Playground were good; thanked Tom Russo, Amy Hamilton, Vivian Zang and Victor Garofalo for their efforts

Reports from Select Board

Vice-Chair Gargeya

- Attended the Sudbury Boy Scouts Eagle Honors event with Dan Carty; the Sudbury Girl Scouts highest honor event was attended by Board Member Kouchakdjian and Representative Carmine Gentile
- Thanked COA for luncheon for COA volunteers; servers at the event included Town Manager Sheehan, Finance Director/Assistant Town Manager Victor Garafolo and other Town officials
- Asked all to attend the July 4th Parade, which will include the 250th Anniversary of the Declaration of Independence float
- Announced that on June 24th, the Liberty Ledge/Sewataro Advisory Committee will hold a public input session. Thanked James Goudie-Murray for organizing intake of public input.

Board Member Russo

- Congratulated graduating Sudbury students and thanked Sudbury teachers for their work
- Attended Pride Day, which was well-attended and great fun
- Thanked Staff for their work on public input sessions in Town
- Announced Camp Sewataro Summer Swim Program for residents from 10:00 AM to 4:00 PM on July 3rd, 4th, 5th and August 1st and 2nd
- Explained that by noon on July 6th the Town must determine if a Fall Special Town Meeting will be held

Board Member Carty

- Congratulated Brad Crozier for landing a job in the town of Carlisle, MA

Board Member Kouchakdjian

- Extended congratulations to all Sudbury graduates
- Attended the Sudbury Girl Scout recognition session and recognized the abilities of those scouts
- Attended the COA volunteer luncheon, Representative Gentile and Town Manager Sheehan attended and helped out; she thanked all wonderful COA volunteers
- Detailed that she and Board Member Carty conducted a Policy Subcommittee meeting yesterday
- Attended Fairbank and Haskell Field presentation, and invited all to watch the informative presentation via SudburyTV
- Pride Day was incredible and increase in attendees and number of vendors was apparent; she thanked the organizers
- Mentioned cooling centers in Town; Fairbank Community Center. Goodnow Library, with additional information to be found on the Town website

Public Comment

Resident Ann Garcia-Mateen, 14 Wills Lake Drive, asked that the Select Board consider the appointment of Alicia Carrillo to the vacancy on the Sudbury Housing Authority. She stressed the importance of community input.

A. Consent Calendar**1. Proclamation of 100th birthday for resident****2. Acceptance of Cummings Grant for the Sudbury Senior Center in the total amount of \$225,000 distributed over the next 3 years.****3. Acceptance of Community Compact Fiber Grant in the amount of \$124,320****4. Confirm Town Manager's appointment of Victor Sulkowski as a full member of the Conservation Commission with a term through May 31, 2027****5. Accept the resignation of Steven Swanger from the Sudbury Housing Authority and initiate the process for filling the vacancy****6. Accept the resignation of Anna Ryan from the Sudbury Cultural Council**

Board Members agreed to review items 5, 2 and 3 later during the meeting.

Vice-Chair Gargeya motioned to approve Consent Calendar items 1, 2 and 6. Board Member Carty seconded the motion.

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

VOTED: To approve Consent Calendar items 1, 2 and 6

B. Miscellaneous**1. Appoint Kelly Culver, 94 Goodman's Hill Road, to the Agricultural Commission with a term to expire 5/31/2028**

Present: Kelly Culver, 94 Goodman's Hill Road

Ms. Culver stated that she recently moved to 94 Goodman's Hill Road and was turning the property back into a small horse farm, and wants to work with others who work on farms in Town.

Board Members thanked Ms. Culver for wanting to be a member of the Agricultural Commission and indicated their support for those residents maintaining the agricultural character of the Town.

Vice-Chair Gargeya motioned to appoint Kelly Culver to the Agricultural Commission for a term to expire 5/31/2028.

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

VOTED: To appoint Kelly Culver to the Agricultural Commission for a term to expire 5/31/2028.

2. Appoint Sarah Olson Liberman, 17 Hopestill Brown Road, to the Sudbury Cultural Council

Present: Sarah Olson Liberman, 17 Hopestill Brown Road

Ms. Liberman stated that she has been a non-profit organizer and has actively supported the arts for some time. She added that she was looking forward with helping to get related grants. Board Members acknowledged that Ms. Liberman had great experience and would be an asset to the Cultural Council.

Board Member Kouchakdjian motioned to appoint Sarah Olson Liberman to the Sudbury Cultural Council for a term to expire 5/21/29. **Board Member Carty seconded the motion.**

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

VOTED: To appoint Sarah Olson Liberman to the Sudbury Cultural Council for a term to expire 5/31/29

3.2026-2027 Board and Committee reappointments

Town Manager Sheehan confirmed that Patricia Tabloski of the COA Commission was seeking reappointment and one member of ZBA and four members of the DEI Commission are choosing not to renew their appointments.

Board Members discussed mandatory DEI membership.

Vice-Chair Gargeya motioned to appoint Patricia Tabloski to the COA Commission, contingent on approval by the Attorney General's Office. Board Member Kouchakdjian seconded the motion.

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

VOTED: To appoint Patricia Tabloski to the COA Commission, contingent on approval by the Attorney General's Office

Town Manager Sheehan suggested advertising for DEI members and continue with the four members for voting purposes and maintaining quorum status in the short term. Board Members agreed with the Town Manager.

4. Town Manager annual performance evaluation: review and discuss timeline

Chair Dretler thanked Town Manager Sheehan for including a timeline and reviewing terms associated with the annual performance evaluation.

Chair Dretler commented that terms of the Town Manager's Contract were most important. Board Members discussed aspects of the 360 Review process.

Board Members agreed to continue discussion/review of the 360 Review and the Town Manager Self-Assessment at the Select Board meeting on July 14, 2026.

5. FY2027 Select Board Goals: discuss process

Chair Dretler stated that the Select Board goals for FY2027 had not been reviewed by the Board to date.

Board Member Kouchakdjian mentioned that last year's Select Board goals made great progress, she added that the Board might wish to continue with certain goals and consider adding certain goals for FY27 at a dedicated Select Board meeting.

Vice-Chair Gargeya stated that the Board is now seeing a comprehensive long-term planning goal being addressed by Town Manager Sheehan, Victor Garofalo and Town Department heads. He recommended that the long-term planning goal be supplemented with an economic development goal to focus on opportunities for the Town, not just the Rte. 20 Corridor.

Board Member Russo thanked Town Manager Sheehan for aptly addressing the long-term plan goal and thanked the IT Department for improving/updating the Town website. He agreed with advancing an economic development goal, continue with the wireless availability goal, improving sidewalks and including Camp Sewataro on that goal listing.

Board Member Carty mentioned that tonight's discussion involved goal setting process and not actual goals; he mentioned the Fairbank optimization program and recommended that Board Members address such priority goals on a periodic basis.

Chair Dretler suggested that Board Members review the current goals as voted in FY26 and be prepared to determine if particular goals remain priority or not, and the Board can then decide if a dedicated goal session is necessary. She suggested that Vice-Chair Gargeya draft an Economic Development Goal to be presented at the next Select Board meeting on June 30.

Town Manager Sheehan stated that he would review Town Manager Goals #1 and #2 for the next meeting and suggested that the Board consider how other communities are addressing the goal topic.

6. Update on discussions with Minuteman Regional Vocational School District.

Board Member Kouchakdjian stated that she and Town Manager Sheehan met with Minuteman Superintendent Driscoll on June 3, 2026. She detailed that Ms. Driscoll would be reaching out to other member municipalities regarding the prospect of Sudbury rejoining the District.

Board Member Kouchakdjian stated that Ms. Driscoll offered to attend a Select Board meeting and address any questions the Board may have. It was suggested that she or Town Manager Sheehan get back to Ms. Driscoll in about a month to discuss the date of that Select Board meeting.

Town Manager Sheehan added that Ms. Driscoll confirmed the new Minuteman building opening in 2019 and shortly after shut down because of COVID, and that now Minuteman is getting comfortable with enrollment and space and have been able to participate in out of district placements.

It was noted that Ms. Driscoll confirmed that the previous Sudbury Town Meeting vote failing to advance such placement, would not negatively impact the current process.

Vice-Chair Gargeya thanked Town Manager Sheehan and Board Member Kouchakdjian for their efforts, adding that anything to move this process along would be beneficial.

Board Member Russo agreed with the idea of presenting specific financials for such membership.

Chair Dretler opined about the Superintendent of LSRHS joining the Select Board meeting when Ms. Driscoll would be in attendance. Town Manager Sheehan responded that he would confer about this aspect when setting the meeting date with Ms. Driscoll.

7. Alcohol Rules & Regulations: Discussion of incorporating BYOB (Bring Your Own Bottle) into the Alcohol Rules & Regulations

Board Member Kouchakdjian stated that the Select Board Policy meeting focused on such regulations/updates concerning certain modifications including language from “Board of Selectmen” to “Select Board,” and considering changes to the existing BYOB policy to include restrictions on glass containers or kegs.

Vice-Chair Gargeya asked about alcohol license approvals. Town Manager Sheehan explained that alcohol licenses originate with the Select Board in concert with feedback from Sudbury Police, Fire, and Building Department. He noted that such modifications are worth examining.

Board Member Russo stated he was supportive of keeping the BYOB policy and would be supportive of including additional regulatory language and further updates would be appreciated.

Board Member Carty provided detail regarding the language of the original policy. Chair Dretler recommended that Town Counsel review modifications before the Select Board votes on the matter. Board Members were in agreement.

8. Approve meeting minutes: March 31, 2026

Vice-Chair Gargeya motioned to approve the March 31, 2026 Select Board Minutes, as edited. Board Member Kouchakdjian seconded the motion.

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

VOTED: To approve the March 31, 2026 Select Board Minutes, as edited

Consent Calendar (Continued)

Board Members discussed Consent Calendar Items 2 and 3 - the Fiber Grant in detail and the COA Cumming Grant for meals at COA.

Vice-Chair Gargeya motioned to approve Consent Calendar items 2 and 3 as presented in the packet. Board Member Kouchakdjian seconded the motion.

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

VOTED: To approve Consent Calendar items 2 and 3 as presented in the packet

Board Member Carty questioned the language associated with Consent Calendar item 5 regarding the process for filling the Sudbury Housing Authority vacancy. Town Manager Sheehan confirmed that the vacancy would be advertised for a week and a joint meeting would take place on July 30th. Board Member Carty recommended adding a due date to the advertised posting. Town Manager Sheehan commented that application cutoff date of June 26th would be appropriate.

Vice-Chair Gargeya stated that Steve Swanger served the Authority for some 40 years and should be recognized for that service. Board Member Kouchakdjian recommended a Town citation for Mr. Swanger be considered. Board Member Russo stated that such citation for service should also be considered for Sustainability Member Rami Alwan as well.

Vice-Chair Gargeya motioned to approve Consent Calendar Item 5. Board Member Carty seconded the motion.

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

VOTED: To approve Consent Calendar Item 5

9. Upcoming Items

- Economic Development Plan review
- Existing Policies not being followed
- Sidewalk improvement discussion

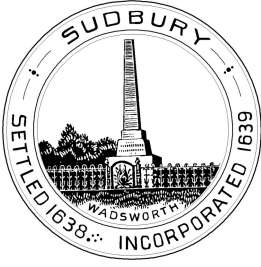
Adjourn

Vice-Chair Gargeya motioned to adjourn the 6/16/26 Select Board Meeting. Board Member Kouchakdjian seconded the motion.

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

VOTED: To adjourn the 6/16/26 Select Board Meeting

There being no further business, the meeting was adjourned at 9:16 PM.



SELECT BOARD
Tuesday, August 11, 2026

MISCELLANEOUS
C.9: Upcoming items

Formal Title: Upcoming items

Attachment(s):

[Upcoming_Items_8-11-26.docx](#)

POTENTIAL UPCOMING AGENDA ITEMS/MEETINGS

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