

Sudbury, MA

Town Manager



Community & Position Profile



COMMUNITY PARADIGM ASSOCIATES, LLC

The Community

The Town of [Sudbury](#), Massachusetts, is an attractive community of approximately 19,000 residents located 20 miles west of Boston. Sudbury is a desirable community to live and work in due to its location, excellent public-school system, attractive neighborhoods, high property values, abundant open space, and well-managed local government. Sudbury has a strong sense of community as well as a tradition of highly responsive government service and strong financial management. To continue its tradition of excellence, the Town is seeking a highly communicative, approachable, and visionary leader to serve as its next Town Manager.

History: The Town of Sudbury was settled in 1638 and incorporated in 1639 with a population of 476. Sudbury is one of the oldest towns in New England and has one of the longest running Town Meeting forms of government. At the time of its incorporation, Sudbury boundaries included all of what is now Wayland, which split off in 1780, and portions of Framingham, Marlborough, Stow, and Maynard. A



major battle of the King Philip War was fought in Sudbury in 1676, and the Sudbury militia helped fire the “shot heard round the world.”

One of the Town’s historic landmarks, the Wayside Inn, is believed to be the country’s [oldest operating inn](#), which was built and operated by the Howe family for many generations. Henry Ford purchased the inn in 1923 , restored it, and donated it to a [charitable foundation](#) which continues to run it as an operating inn to this day. The inn inspired Henry Wadsworth Longfellow’s series of poems, “Tales from a Wayside Inn.”

After World War II, Sudbury experienced rapid growth in both population and industry. Raytheon was a major employer in Town from 1958 until 2016, and Sperry Rand employed a large number of people. Sudbury also had a significant number of greenhouse operations, primarily growing carnations. Sudbury is now a suburb of Boston, and largely a bedroom community. Sudbury’s residences tend to have minimum lot sizes of at least one acre, and commercial growth has been mostly restricted to main thoroughfares, particularly along Route 20. Driving through Sudbury, one can see remnants of the past – old farmsteads and stone walls marking the boundaries of adjacent fields, granite road markers along old roadways, historic homes and churches, colonial graveyards, and various markers denoting points of interest.

Sudbury has delineated its historic areas in Town as [Historic Districts](#), including the King Philip Historic District in South Sudbury, the Wayside Inn Historic Districts in West Sudbury, the historic Town Center running along Hudson and Concord Roads, and the George Pitts Tavern Historic District, located on Maple Avenue. There are approximately 120 Sudbury properties listed on the National Register of Historic Places. In addition, in 1996 the local Historical Commission completed a survey of historic buildings in Town, which includes 55 additional structures and properties outside the delineated historic districts and thought worthy of recognition.

The colonial flavor of the Town Center and Sudbury’s winding roads bordered by stone walls built by farmers of yesteryear impart an historic, semi-rural ambience the Town cherishes.

Census Data: According to U.S. Census estimates for 2018, the Town of Sudbury's racial makeup is approximately 86.1% white, 10% Asian, 2.3% two or more races, 1.8% Hispanic or Latino, and 0.8% Black or African American. The median household annual income is \$170,945, which is about 130% higher than the state median household annual income of \$74,167. Approximately 3.1% of Sudbury households have incomes below the poverty level compared to about 10% statewide, according to U.S. Census data.



The Town is demographically dissimilar to the state regarding resident age cohorts with differences in, for example, the under-18 years cohort with Sudbury at 29.5% in the U.S. Census versus 19.8% for the state. This is likely attributable to Sudbury's strong public education system which attracts young families to the community. In the under-5 years cohort, both Sudbury and the state have 5.2% of its population. Sudbury has a slightly lower percentage than the state in its senior population with the 65 years and over cohort in Sudbury at 15.3% of its population compared to the state's 16.5%, although Sudbury's senior population is trending upward. The median age of residents in Sudbury is 42.5 years, which is a bit older than the state's 39.2 years.

Geography: Sudbury is 24.7 square miles in size, with significant wetland/floodplain areas. Two major geologic features of Sudbury are the Sudbury River, which flows from south to north along the Town's eastern boundary, and Nobscot Hill, which reaches a summit of 600 feet above sea level near the Town's southern boundary. These two features represent the highest and lowest elevations of the area, with the Sudbury River defining the low point at 115 feet above sea level. Sudbury has a significant number of wetlands, fields, trees, and meadowland.



Sudbury is located in Boston's MetroWest region and is bordered by Wayland on the east; Framingham on the south; Hudson, Marlborough, and Stow on the west; Concord and Maynard on the north. It also shares a common corner with Lincoln. Sudbury is located in Middlesex County, along the commuter routes of Route 20 in the south and Route 117 in the north, and is bisected by Route 27. The Town is situated near the junctions of Route 128, the Mass Pike, and Route 495. Logan International Airport is located in nearby Boston.

Sudbury primarily consists of residential properties and large open tracts of land as well as a variety of commercial, business and retail districts. A significant portion of the Assabet River National Wildlife Refuge, which opened in 2005, is located in Sudbury. The Town relies on its underground aquifers for its drinking water, which is pumped from wells in various locations throughout Town. Water is supplied by the [Sudbury Water District](#), which is an independent municipal entity overseen by a Board of Water Commissioners.

Assessed Values: Sudbury's total assessed value was approximately \$4.728 billion in FY19. Residential properties account for about \$4.39 billion of the Town's total assessed value, while commercial properties account for \$189.61 million, industrial properties for \$30.8 million and personal property for \$111.1 million, according to the Massachusetts Department of Revenue Division of Local Services. The average residential single-family property assessment in Sudbury for FY19 was \$745,653, and the average single-family tax bill was \$13,355. The FY19 property tax rate was \$17.91 per \$1,000 valuation for residential properties and \$24.30 for commercial, industrial and personal properties.

Business: Sudbury is home to numerous, mostly smaller and service-oriented businesses that are primarily located in established commercial areas. The main business district is along Route 20, with both retail and commercial establishments continuing to develop there.

Health care and social assistance as well as professional, scientific, and technical services account for nearly 36% of jobs in Sudbury. Principal private-sector employers in Sudbury include Cavicchio Greenhouses, J.P. Bartlett Co., Longfellow's Wayside Inn, Bridges by Epoch at Sudbury, Sudbury Pines Extended Care, Staples Industrial, Adtech Systems, and Bosse Sports.



There are approximately 6,200 individuals employed in 700 establishments in Sudbury. The majority of residents do not work in Town. Over 90% of resident workers commute out of Sudbury for work, while over 88% of Sudbury workers commute into Town for work.

Government and Finance

Board of Selectmen: The Town of Sudbury is governed by the [Board of Selectmen](#), which is made up of five members who are elected for three-year overlapping terms. The Selectmen act as the primary policy-making body of the Town. They provide oversight for matters in litigation, act as the licensing authority for a wide variety of licenses, and enact rules and regulations for such matters as traffic control. Further, the Board serves, along with the Town Treasurer, as Trustees of Town Trusts. In 1994, the Town adopted a [Special Act Charter](#), which provides for the Board of Selectmen-Town Manager form of government and includes open Town Meeting. In addition to the responsibilities stated above, the Board of Selectmen formulates guidelines for all Town agencies and appoints the Town Manager, Town Counsel, and Town Accountant. The Board's [FY19 Goals](#) can be reviewed on the Town website.



Committees: An elected five-member [School Committee](#) oversees the long-range policies of the Sudbury Public Schools, which educates students from grades PreK-8. Lincoln-Sudbury Regional High School has an elected six-member [School Committee](#), four of whom currently reside in Sudbury. Other elected positions in Town include: Board of Assessors, Board of Library Trustees, Housing Authority, Board of Health, Planning Board, Park and Recreation Commission, and Town Moderator. In addition, the Town utilizes many other appointed boards and commissions to conduct municipal operations. The [Town of Sudbury 2018 Annual Report](#) is available online.

Town Manager: The Board of Selectmen appoints the [Town Manager](#) to provide, along with the Board, executive leadership for the Town. The Town Manager is responsible for executing the policy directives of the Board of Selectmen and for managing the operations and activities of the Town. Details regarding the qualifications and powers and duties of the Town Manager can be found in [Section 6](#) of the Act.

The Town Manager is specifically responsible for providing support to the Board of Selectmen; managing all Town departments; financial management and budgeting; handling personnel and benefits administration, hiring and firing of personnel, employee performance reviews, and collective bargaining; purchase of supplies, materials, and equipment; inventory of all Town property, maintenance and use of all Town facilities; and coordinating the activities of all town agencies serving under the office of the Town Manager and the office of the Board of Selectmen.

Financial Snapshot: Sudbury is in a strong financial position. The Town holds a Standard and Poor's rating of AAA with a stable outlook, as was reaffirmed in a September 2019 report. Standard and Poor's noted that the Town has very strong economy, strong management, with good financial policies and practices,



strong budgetary performance, and strong budgetary flexibility. Local property taxes generate 80.7% of revenue, while state aid is 7.5%, local receipts bring in 9.3%, and other available revenue brings in another 2.5%.

Sudbury's [FY20 operating and capital budgets](#) total approximately \$103.2 million, which represents an approximate 3.31% increase over FY19. This includes approximately \$3.16 million for general government, \$8.75

million for public safety, \$5.39 for public works, \$1.44 million for culture and recreation, and \$858,000 for human services. It also includes the Sudbury Public Schools FY20 budget of approximately \$38.39 million; Sudbury's \$25.64 million portion of the Lincoln-Sudbury High School FY20 budget; and the vocational school budget of approximately \$617,000. The Town voted to approve a \$1.07 million Proposition 2½ override in 2017 to increase funding for public safety and Sudbury Public Schools.

According to the Massachusetts Department of Revenue Division of Local Services, Sudbury had a FY18 stabilization fund balance of \$4,620,741. The Town's FY19 free cash balance was \$2,012,070, and its FY19 overlay reserve balance was \$726,568. In FY19, Sudbury had excess levy capacity of \$215,982 and its new growth was \$1,401,700. Sudbury's OPEB liability was approximately \$56.7 million as of June 30, 2018 and it has about \$7 million funded. The Town makes annual contributions. The Town's [Five-Year Capital Plan](#) for FY2020-2024 can be viewed on its website.

Sudbury's [financial management policies](#) can be reviewed on pages 12-14 of the Town's FY20 budget and the [Comprehensive Annual Financial Report](#) for FY18 is on the Town's website. An FY18 overview of the Town's various [Trust Funds](#), which is overseen by a six-member Board of Trustees, is also available online.



Challenges and Opportunities

- **Project Management/Capital Needs**

Sudbury has a number of large capital projects that are considered of high priority, and the next Town Manager should be skilled at project management. The [Fairbank Community Center](#) was originally an elementary school built in the 1950s and now houses the Senior Center and the Atkinson pool, both of which were opened in the 1980s. Additionally, the facility is home to the Park and Recreation department and public school administration offices, and is the site for Sudbury's emergency shelter, an election voting location, and many of the Town's summer camps. The Center has a number of issues, including a leaking roof, failing climate control, and lack of usable space for programming. A new proposal for the community center is anticipated to go before residents at the May 2020 Annual Town Meeting.



Additionally, two of the Town's three fire stations were built in the 1950s and are in need of renovation to meet the apparatus and personnel needs of today's department. Both stations have improvement plans that may be implemented over the next few years. Sudbury recently appropriated \$600,000 in design funding for the future renovation of Town Hall and the new Police Station opened in 2016.

The Melone property is a 46.6-acre parcel located on Route 117, 16.4 acres of which are located in the Town of Concord. Sudbury purchased the property in 1992 and operated a gravel operation throughout the 1990s. An RFP for disposition of the land was issued in March 2018, and the [Quarry North](#) proposal, which was ranked most advantageous, proposed a housing development and land swap, which should provide the Town with the Sudbury Station land in Town Center once the agreement is finalized. In May 2019, Town Meeting approved a 40R Smart Growth Overlay District at Quarry North, which is pending review by the Attorney General.

The [Bruce Freeman Rail Trail](#) will be a 25-mile rail trail between Lowell and Framingham. In Sudbury, the rail corridor extends through the center of Town, approximately 4.4 miles from the Sudbury/Concord Town line to South Sudbury near Route 20. The Town is considering the acquisition of a 1.7-mile section of the CSX corridor to extend the trail to Framingham. Sudbury is in the process of designing the trail and the project remains under active discussion.

The [Five-Year Capital Improvement Plan](#) for FY2020-2024 can be reviewed on the Town's website.

Sudbury's next Town Manager should be adept at implementing systems, processes, and communications tools that will keep projects on target and maintain transparency for citizens.

- **Economic Development**

While many of the businesses in Sudbury are relatively small in size, the Town recently has been experiencing a bit of an economic development boom. The [Meadow Walk Sudbury](#) complex, which first broke ground about two years ago on 50 acres off Route 20 that was once home to defense contractor Raytheon, is thriving and consists of a 75,000-square-foot village retail center of approximately 15 stores and restaurants anchored by a Whole Foods Market grocery store, a 250-unit luxury apartment community, a 60-unit active-adult condominium community, and a 48-unit assisted living community along with walking paths, a central green and pond, and meadow-like open spaces.



The Town remains interested in thoughtful economic development that will align with the community's values and respects the historic character of Sudbury. Sudbury benefits from its location near Boston, which is the economic engine of Massachusetts. Sudbury residents also have access to I-90 (Mass. Pike) and Routes 95/128 and 495. Logan International Airport is located a short distance away in Boston.

Sudbury is in the process of [updating](#) its Master Plan, which it hopes to have finalized in Spring 2020. The existing [Master Plan](#) was completed in 2001. Sudbury completed a detailed Summary of Findings from its [Municipal Vulnerability Preparedness Workshop](#) in June 2019. The Town is in the process of updating its Hazard Mitigation Plan. Sudbury has approved a Complete Streets Policy in which, whenever possible and with consideration of roadway character, roadways are planned, designed, and constructed to meet the needs of all travel modes and people of all abilities.

- **Education**

Sudbury residents place a high value on education, and the Town's schools have a well-known tradition of excellence. Most Sudbury students in grades 9-12 attend the [Lincoln-Sudbury Regional High School](#), which has a total of 1,515 students in the current academic year with about 87% coming from Sudbury. The school has a per-pupil expenditure of \$21,778. Among the top priorities for the next Town Manager will be a detailed review of the Lincoln-Sudbury School District agreement. The Lincoln-Sudbury Regional High School building was opened in 2004 and is well maintained.

[Sudbury Public Schools](#) operates four elementary schools, serving students in grades PreK-5 and Curtis Middle School for students in grades 6-8. There are approximately 2,653 students in the K-8 program and 53 students in preschool. The school budget for FY20 is approximately \$38 million and there are about 500 employees. A small number of Sudbury's high-school students choose to attend a regional technical high school, typically selecting [Assabet Valley Regional Technical High School](#) in Marlborough or [Minuteman Regional Vocational Technical High School](#) in Lexington.

- **Citizen Engagement and Communication**

The Town embraces civic engagement and appreciates the high levels of participation and discourse residents provide. The next Town Manager must be a skilled communicator with a strong belief in transparency. He or she should have a visible presence in the community, attending events and seeking out opportunities to increase engagement with residents. Citizens serve on a significant number of elected and appointed boards and committees as well as in other volunteer capacities. Maintaining a strong and collaborative relationship between residents, employees, and volunteers is vital to the success of the community. Ideas and recommendations regarding improved methods of communicating with and engaging citizens, including both traditional and modern approaches, would be welcome. The [Town Manager Newsletter](#) for October 2019 can be accessed online as can the [Board of Selectmen Newsletter](#) of August 2019, which is issued quarterly.

- **Open Space and Recreation**

Conservation of open space and natural resources is a priority for residents, for passive and active recreation use and for environmental preservation purposes. In May of this year, Town Meeting



approved the purchase of the 46-acre [Camp Sewataro](#) land for \$11.2 million. The Town plans to use the land for open space, recreation, preservation, and other municipal purposes. Last year, Sudbury acquired [Broadacres Farm](#), a 34-acre horse farm adjacent to existing Town-owned properties, for \$5.5 million.

Sudbury is home to portions of [Great Meadows National Wildlife Refuge](#) and [Assabet River National Wildlife Refuge](#). The thousands of acres of open space provide opportunities for hiking, fishing, kayaking, wildlife viewing, photography, cross-country skiing, and bird watching. The 2009-2013 [Open Space and Recreation Plan](#) can be viewed on Sudbury's website.

The Town also has a wealth of park spaces and playing fields for such activities as soccer, baseball, and lacrosse. Sudbury's [Park and Recreation Department](#) offers a wide variety of programs for youths and adults. The Town also has a community pool located at the Fairbank Community Center.

- **Housing**

Approximately 92% of the housing units in Sudbury are owner occupied with a median value of \$668,500, according to 2010 U.S. Census data. Sudbury's median home value is 90% higher than the state median. The majority of Sudbury's housing stock is comprised of fairly large and expensive single-family homes. Recent development, however, has added several hundred luxury apartments and an active-adult condominium community. Given the anticipated growth in the Town's senior population, housing targeted at the 65+ demographic has been a priority. Sudbury's [Housing Production Plan](#) was updated in 2016. Following the construction of the apartments at Avalon Sudbury and Coolidge Phase 2, the Town meets the state's minimum 10% affordable housing mandate.

- **Transportation**

Sudbury does not have a rail station, and Routes 20, 117, and 27 can become heavily congested causing frustration for car-dependent commuters as well as for residents, including seniors, trying to conduct errands and make trips around Town. The Sudbury Transportation Committee was created to help address this key issue. A MWRTA [Route 20 Commuter Shuttle Service](#) was implemented in June 2019, offering shuttle service between Marlborough/Sudbury and the Riverside Train Station in Newton during peak commuter travel hours. Developing a public transit service that brings commuters directly to and from Boston is an aspirational goal for the Town.

- **Green Community**

Sudbury is a Massachusetts-designated Green Community. It received the designation by the Massachusetts Department of Energy Resources in 2010. The Town has received an approximate total of \$886,000 in Green Communities grants, which have been used for such projects as: energy efficiency measures in three municipal facilities, five town schools, the community center, and the regional high school; incremental costs of a fuel-efficient vehicle; a town-wide streetlight conversion to LED technology and energy conservation measures at the library, regional high school, and community center; and replacement of the heat recovery ventilation unit at the Sudbury Atkinson pool facility.

- **Public Safety**

The Sudbury [Police Department](#) has 30 sworn officers, nine dispatchers, and two administrators. The department's FY20 budget is approximately \$4.2 million. The Police Station, which opened in 2016,

is located on Hudson Road. The Sudbury [Fire Department](#) has 42 full-time personnel. It operates out of three stations, all staffed on a full-time basis. The fire headquarters was built in 1992, and the two stations on Route 117 and on Route 20 were built in the 1950s. The department responds to an average 2,200 emergency calls each year. It has a FY20 budget of about \$4.4 million. It also operates emergency medical services, running two ambulances. The police and fire departments share a combined dispatch.



- **Department of Public Works**

The Sudbury [Department of Public Works](#) has 34 full-time employees. The department comprises the highway, engineering, and cemetery divisions as well as the transfer station/recycling center. It is responsible for engineering services, manages all construction on public ways and roadway paving, removes snow and ice, maintains parks and grounds, manages recycling, and is responsible for the operation and maintenance of seven Town cemeteries. There are approximately 145 road miles in Town. The department's FY20 budget is approximately \$5.5 million.

Ideal Candidate Qualifications

Competencies: The Sudbury Board of Selectmen seeks a dynamic and strategic Town Manager with strong municipal management experience and highly effective communication and leadership skills.

The successful candidate:

- must be able to demonstrate prior success in leading a complex municipal and/or business organization.
- should be competent in all areas of senior-level management and operations, but especially in finance and budgeting, economic and community development, project management, municipal law, and communications.
- must be a strong and effective communicator both internally and externally and be comfortable using both traditional and modern communication tools.
- should have experience in sustainable economic development.
- must care about maintaining the historic integrity and character of the community.
- must be able to balance the need for economic development with the Town's desire to protect open space and historic buildings and spaces.
- should be engaged with the community and attend local events.
- is able to write and manage grants as well as seek out additional revenue-generating sources.
- should have experience with setting goals and objectives.
- must be able to delegate effectively as well as empower department heads and gain their respect.
- is expected to work cooperatively and collaboratively with staff, citizens, volunteers, and the business community. He or she should make excellence in customer service a priority.
- should be highly approachable, accessible, relatable, and inspire trust and confidence.
- is expected to balance the service needs of young families, empty-nesters, and seniors.
- should have strong negotiating skills.
- should be data-driven and make use of metrics to show results.
- must be a visionary leader who can work effectively with various interests of the Town.
- should be a creative problem-solver and active listener who is open to new ideas.
- must be a consensus-builder, who is highly motivated, enthusiastic, and strives to build morale.
- must have demonstrated competencies in implementing municipal management best practices and interest in collaborating with peers in the region.
- must be inclusive, ethical, and committed to transparency in government.
- must provide support and motivation to ensure continued high performance and professional growth for Sudbury employees.
- must be a strategic thinker, particularly in regard to financial management, project management, and economic and community development.
- should be skilled in team building, and in developing and maintaining relationships.
- must lead by example, have conflict resolution skills, inspire respect, and be respectful.

Education and Experience:

- The ideal candidate should hold a bachelor's degree (master's preferred) in Public or Business Administration or a related field.
- The ideal candidate should have at least 3-5 years of progressively responsible management experience.

Compensation Package

The Town of Sudbury will offer an employment agreement and compensation package that is highly market competitive, with a salary of \$195,000 +/-, and is commensurate with qualifications. An attractive benefits package, including health and retirement plans, is part of the Town Manager's total compensation.



How To Apply

Interested applicants should submit cover letters and résumés, in confidence, by November 27, 2019, 5:00 p.m., via email to:

Apply@communityparadigm.com

Subject: Sudbury Town Manager Search

Please submit a single PDF containing both cover letter and résumé.

Following the closing date, résumés will be reviewed according to the outlined qualifications. The Sudbury Town Manager Screening Committee will interview the most qualified candidates in confidence. Based upon these interviews, a selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Board of Selectmen. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Board of Selectmen. The Sudbury Board of Selectmen will select the Town Manager.

Questions regarding the position should be directed to:

Bernard Lynch, Principal
Community Paradigm Associates
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The Town of Sudbury, Mass., is an Affirmative Action/Equal Opportunity Employer.

