

**TOWN OF CONCORD
SELECT BOARD
AGENDA
DECEMBER 20, 2021
5:00 PM
TOWN HOUSE,
SECOND FLOOR
AND VIA ZOOM**

REVISED DECEMBER 19, 2021

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBlA21CzdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

#	Time	Agenda Item
1.	5:00pm	Call to Order
2.		Adjourn to Executive Session pursuant to Massachusetts General Laws Chapter 30A, to conduct a strategy session in preparation for contract negotiations with non-union personnel (Interim Town Manager), as the chair declares that an open meeting may have a detrimental effect on the negotiating position of the Town.
3.	6:00pm	Executive session to consider the purchase, exchange, lease or value of real property (2229 Main Street), as the chair declares that an open meeting may have a detrimental effect on the negotiating position of the Town, to reopen to regular session.
4.	6:30pm	Regular Session - Consent Agenda <ul style="list-style-type: none"> • Town Accountant Warrant: December 23, 2021 • Gift Acceptance: \$10,000.00 from the Susanna E. Bedell Foundation to the Council on Aging
5.		Town Manager's Report
6.		Chair's Remarks
7.	6:40pm	Update from Town Counsel on Opioid Litigation and possible vote on authorizing Town Manager (or Interim Town Manager) to join the settlement agreement on behalf of the Town of Concord
8.	6:50pm	Vote on Select Board license renewals for calendar year 2022: <ul style="list-style-type: none"> • Alcohol Licenses • Common Victualer Licenses • Class I and II Auto Licenses • Weekday Entertainment Licenses • Innholder licenses • Tour Guides
9.	7:10pm	Discuss Concord Middle School Building Project: Discuss revenue offsets (if needed) Discuss debt exclusion as part of town clerk mailing Take position on Article 1 of the 2022 STM warrant
10.	7:40pm	FY23 Budget Request – initial presentation
11.	8:10pm	Meet with Personnel Study Task Force to amend charge

12	8:40pm	Committee Nominations: Frank G. Feeley of 347 Lexington Road to the Concord Municipal Affordable Housing Trust for a two year term set to expire April 30, 2023
13		Committee Appointments: Ray Bruttomesso of 1001 Main Street to the 2229 Main Street Advisory Committee for a term set to expire on April 30, 2024
14		Miscellaneous Correspondence
15		Public Comment
16	8:55pm	Adjourn

Note: All times are approximate and subject to change.

Current Board and Committee Vacancies
Bicycle Subcommittee of Transportation Advisory Committee
Concord 2025 Executive Committee
Concord Municipal Affordable Housing Trust
Conservation Restriction Stewardship Committee
Council on Aging
Natural Resources Commission
Personnel Board
Public Ceremonies and Celebrations Committee
Tax Fairness Committee



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Ackerman and Members of the Board

From: Stephen Crane, Town Manager

Date: December 20, 2021

Re: Town Manager Report

GFOA Award

The Town of Concord's Comprehensive Annual Financial Report (CAFR) for FY20 has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. Attached is the award letter. The Finance Department is to be congratulated for this significant achievement.

CPD

Sergeant Tia Manchuso successfully completed training designed for police supervisors at the Roger Williams University Justice System Training and Research Institute. The First Line Supervisor Course provides sworn public safety professionals with contemporary, relevant concepts of leadership and management appropriate to the role responsibilities of first line supervisors in a modern criminal justice agency. Attendees examined topics including: Myers Briggs Type Indicator; Leadership Principles; Interpersonal Communication; Discipline, Conflict Management, and Performance Appraisals; Problem Solving and Community Engagement; Situational & Crisis Applied Leadership; Legal Updates and Liability; and Fair and Impartial Policing for Supervisors. The program was presented by experienced academics and law enforcement practitioners.



BOH

The Board of Health recently approved and distributed through News and Notices a mask advisory. A copy of the release is attached. It says, in part that "The Concord Board of Health strongly advises that everyone wear a face covering while indoors in public settings. The Board strongly encourages all businesses—including retail, fitness, personal care and office buildings – to require staff and patrons to wear face coverings while indoors, especially when 6 ft. of

distance between persons cannot be maintained, except when eating or drinking. The Board supports all businesses that decide to require masks for staff and customers.”

CFPL

Due to supply chain issues, the CFPL has delayed the soft opening of the new Children’s Library to January 5th, 2022. Other expanded and renovated spaces are projected to open later on in 2022. The Main Library is still an active construction site as work continues in the Special Collections, Teen Lounge, Forum, Workshop, Large Print collection, and study room spaces. Patrons visiting the new Children’s Library can expect the following beginning January 5:

- Sections of the new Children’s Library will be open with reduced hours.
- The Children’s Library will have a limited portion of the collection available to browse in-person on temporary shelving.
- Children’s staff will offer in-person indoor storytimes inside the Activity Room.
- The Workshop and other parts of 151 Main Street will not yet be fully operational, but Children’s staff look forward to occasionally opening the Workshop for drop-in programs.
- All patron hold items will continue to be available for pickup at the Main Library Circulation desk.

Before the soft opening, Children’s Library staff will continue to offer morning storytimes, crafts, puppet shows, and more at the Hunt Recreation Center (located at 90 Stow Street in Main Concord). In addition, the Children’s Room and Teen Collection at the Fowler Branch Library remain fully open and available for patrons to browse the collection and participate in Children’s programs, including storytimes and crafts. Visit concordlibrary.org for the most up-to-date information about opening and available services, spaces, and programs during the expansion. All CFPL staff look forward to sharing the expansion and renovation with the community soon.

DPLM

The Planning Board had a truly amazing turnout for the Thoreau Depot Business District Potential Zoning Bylaw amendment public forum on December 14th. There were approximately 80 people in-person at the Town House and 298 people attending by Zoom. For the first hour, the Board provided a detailed presentation on the work done over the last two years, the current draft of the proposed bylaw amendments, and the differences with the existing Zoning Bylaw. The Board then had approximately 2 hours of public comment for and against the current draft bylaw amendment. The Board will continue to discuss the draft amendment over their next three meetings to further refine it prior to the Annual Town Meeting Warrant closing on February 2nd. To view the presentation and the public forum recording or get additional information and facts about the proposed bylaw amendment, please visit the Board’s Thoreau Depot Business District web page: www.concordma.gov/thoreaudepot.

The Health Division recently held a 2nd dose COVID vaccine clinic for Concord and Carlisle children ages 5-11 and booster shots for adults. This Clinic was held in coordination with Concord Public Schools and the MDPH mobile vaccine unit, with much appreciated support from the Concord Police and Fire Departments. Additional clinics are being planned for 2022, which may be open to Lincoln and Carlisle residents as well.

At the Visitor Center, Liz Clayton, Founder of the Robbins House, has been hired as a Tour Guide at the Concord Visitor Center. She brings her knowledge of African American History to the Visitor Center staff which should expand the visitor experience. Additionally, winter Tours being scheduled: Winter Tour partners include Colonial Inn, Cheese Shop, Graem Nuts, Concord Continuing Education and the Umbrella Arts Center for tours running Jan-April, 2022. Tours include a Chocolate Tour, African American Tour, Fitness and History trail walks, and an historical storytelling series.

This week, Natural Resources staff and volunteers conducted further invasives species removal and brush hauling at Heywood Meadow, removing honeysuckle, bittersweet, and buckthorn along Heywood Street and Mill Brook. This project follows several other invasives species removal and property improvement projects at Heywood Meadow which occurred over the course of 2021.



Government Finance Officers Association
203 North LaSalle Street, Suite 2700
Chicago, Illinois 60601-1210
312.977.9700 fax: 312.977.4806

12/16/2021

Stephen Crane
Manager
Town of Concord, Massachusetts

Dear Mr. Crane:

We are pleased to notify you that your annual comprehensive financial report for the fiscal year ended June 30, 2020 qualifies for GFOA's Certificate of Achievement for Excellence in Financial Reporting. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.

When a Certificate of Achievement is awarded to a government, an Award of Financial Reporting Achievement (AFRA) is also presented to the individual(s) or department designated by the government as primarily responsible for its having earned the Certificate. This award has been sent to the submitter as designated on the application.

We hope that you will arrange for a formal presentation of the Certificate and Award of Financial Reporting Achievement, and give appropriate publicity to this notable achievement. A sample news release is included to assist with this effort.

We hope that your example will encourage other government officials in their efforts to achieve and maintain an appropriate standard of excellence in financial reporting.

Sincerely,

A handwritten signature in black ink that reads "Michele Mark Levine". The signature is written in a cursive, flowing style.

Michele Mark Levine
Director, Technical Services

Concord Board of Health Reiterates Strong Advisory to Wear Masks in Indoor Public Settings

December 15, 2021

The Concord Board of Health strongly advises that everyone wear a face covering while indoors in public settings. The Board strongly encourages all businesses—including retail, fitness, personal care and office buildings—to require staff and patrons to wear face coverings while indoors, especially when 6 ft. of distance between persons cannot be maintained, except when eating or drinking. The Board supports all businesses that decide to require masks for staff and customers.

The Board is asking the Concord community to be aware of the disease situation and to behave responsibly by wearing masks indoors to help protect themselves and others. As Omicron emerges as a variant of concern, know that the Board of Health is continually monitoring MDPH data and, if necessary, the Board of Health will reconsider the need for a mask mandate.

What do we know about the Omicron variant of the virus?

As of December 14, Massachusetts has 16 known cases of the Omicron variant of the COVID virus. The Omicron variant is more transmissible than the Delta variant. Omicron is believed to be 3 times more likely to cause infection among household members than other variants. It is not yet known whether the Omicron variant causes more or less severe illness than the Delta variant. CDC expects that anyone with Omicron infection can spread the virus to others, even if they are vaccinated or don't have symptoms. Although Delta is currently the main variant circulating in Massachusetts, cases of Omicron are expected to increase across Massachusetts and the nation in coming weeks. The CDC Omicron [webpage](#) is updated frequently with new information as it emerges.

Will vaccines work against Omicron? CDC says current vaccines are expected to protect against severe illness, hospitalizations, and deaths due to infection with the Omicron variant. However, breakthrough infections in people who are fully vaccinated are likely to occur. With other variants, like Delta, vaccines have remained effective at preventing severe illness, hospitalizations, and death. The recent emergence of Omicron further emphasizes the importance of vaccination and boosters.

Why are face coverings important?

In [updated guidance](#) released on December 6, the CDC reiterates the importance of community use of masks to help prevent the spread of COVID.

Masks are primarily intended to reduce the emission of virus-laden droplets by the wearer (“source control”), which is especially relevant for asymptomatic or presymptomatic infected wearers who feel well and may be unaware of their infectiousness to others (estimated to account for more than 50% of SARS-CoV-2 transmissions). Masks also help reduce inhalation of these droplets by the wearer (“filtration for wearer protection”). The community benefit of masking for SARS-CoV-2 control is due to the combination of these two; individual prevention benefit increases with increasing numbers of people using masks consistently and correctly.

The Concord Board of Health endorses the following CDC recommendations:

- Everyone, including fully vaccinated individuals, in areas with “Substantial” and “High” COVID transmission rates, should wear a mask in indoor public settings to help prevent spread of COVID and protect others. All Massachusetts counties are currently in the High transmission category.
- Unvaccinated individuals should wear face coverings when in public indoor settings.
- Fully vaccinated people might choose to wear a mask regardless of the level of transmission, particularly if they are immunocompromised or at increased risk for severe disease from COVID-19, or if they have someone in their household who is immunocompromised, at increased risk of severe disease or not fully vaccinated. This includes parents who have unvaccinated children at home.

Town of Concord

SELECT BOARD'S OFFICE

Memorandum

DATE: December 20, 2021
TO: Concord Select Board
FROM: Christopher Carmody, Administrative Manager
SUBJECT: Select Board Licenses for Calendar Year 2022

On or about November 1, 2021, the Town Manager's Office contacted all Select Board licensees about renewing their license for calendar year 2022. This annual process is routine. There are seven types of annual Select Board licenses:

1. Liquor License (jointly regulated by the Massachusetts Alcoholic Beverages Control Commission,
2. Common Victualler's (restaurant) License,
3. Class I (new) and Class II (used) Auto Dealer License,
4. Weekday Entertainment License,
5. Livery and Taxicab License,
6. Innholder License, and
7. Tour Guide License.

The following is a list of renewal applicants for the 2022 calendar year. I recommend the Select Board approve each application. Each applicant has fulfilled the renewal requirements and paid the requisite fee. A copy of each completed renewal application is on file and available at the Town Manager's Office. There were no submitted renewals for Livery and Taxicab Licenses for 2022.

Retail Liquor License*

42 Main Streets Market
80 Thoreau
Adelita
Asian Gourmet Sushi House
Chang An
Comella's
Concord Market
Concord Provisions
Concord Rod and Gun Club
Concord Wine and Spirits
Crosby's Marketplace

Dino's Kouzina & Pizzeria
Farfalle
Fiorella's Concord
Karma
Musketaquid Sportsmen's Club
Nashawtuc Country Club
Nine Acre Wines
Papa Razzi
Rapscaillon
Residence Inn By Marriott Concord
Rossini's Pizzeria and Restaurant
Saltbox Kitchen
The Cheese Shop
The Colonial Inn
Trails End Cafe
Vintages Of Concord
Walden Liquors (license transfer approved by Select Board, being reviewed by ABCC)
Woods Hill Table

**Aside from two violations previously reported to the Select Board, one involving Rossini's in January 2021, and the other involving the Colonial Inn earlier this year, there were no other reportable violations involving liquor licensees during calendar 2021 (through December 17, 2021).*

Common Victualler's License

7 Eleven
80 Thoreau
ACM Donuts, LLC (Dunkin Donuts)
Adelita
Asian Gourmet/Sushi House
Bedford Farms Ice Cream
Chang An
Club Car Café
Comella's
Concord Country Club
Concord Teacakes
Debra's Natural Gourmet
Dino's Kouzina & Pizzeria
Emerson Hospital Cafeteria
Farfalle Italian Market
Fiorella's
Haute Coffee
Helen's
Karma
Main Street's Market & Café
MDM Management Group, LLC (Dunkin' Donuts)
Nashawtuc Country Club, Inc.
Nashoba Brook Bakery, LLC

New London Pizza
Nine Acre Farm Convenience
North Bridge Inn, Inc.
Papa Razzi
Rapscallion
Residence Inn By Marriott Concord
Rossini's Pizzeria and Restaurant
Saltbox Kitchen
Sorrento's Restaurant
Starbucks Coffee, #816
The Cheese Shop
The Colonial Inn
Trail's End Café
Twin Seafood, Inc.
Verrill Farm
Walden Italian Kitchen
Woods Hill Table

Class I (new) and Class II (used) Auto Dealer License

Bill's Auto Sales
Bradford Auto Sales Service Inc. Macone Truck Sales
Concord Gas
Nano's Auto Service Body
Second Chance Auto
Village European Sales

Weekday Entertainment License

Adelita
Main Streets Market and Cafe
Papa Razzi
Residence Inn by Marriott Concord
Trails' End Café
Woods Hill Table

Innholder and Lodging License

Best Western
Colonial Inn
North Bridge Inn
Residence Inn by Marriot Concord

Tour Guide License

Beudet	Bonnie
Belton	Shelley
Berger	Melvyn
Bracco	Anna Marie

Cardullo	William
Clark	Judith
Cloutier	Stefanie
Cole	Amy
Curran	Victor
Dawson	Steve
Dewart	Timothy
Dorothy	Sharlene
Flannery	David
Fousek	Bernice
Gerrity	Robert
Gersh	Richard
Gundermann	Renate
Hagerstrom	James
Hamel	Gail
Harper	Sandra
Harrington	Anne (Penny)
Healey	Peter
Hunt	Susan
Ingram	Jennifer
Kingman	Karolyn
Kingman	Julie
Morel	Diane
Nager	James
Olson	Barbara
Pagliuca	Joan
Parry	David
Ribeiro	Elizabeth
Russell	Abigail
Sacco	Frances
Sebor	Charles
Simpson	John
Siskind	David
Skolnik	Ira
Smith	Corinne
Suarez	Lois
van Duzer	Beth
Vander Wilden	Mary-Wren
Williams	Beth

License Requirements
(required by the State or the Town of Concord)

- A. Liquor License:
 - i. Retail License Renewal Application,
 - ii. Massachusetts Department of Revenue License Attestation,
 - iii. Payment of license fee (calculated based on business type),
 - iv. Workers' Compensation Insurance Affidavit (and copy of insurance),
 - v. Liquor License Insurance Affidavit, and
 - vi. Copy of licensee policy on serving alcoholic beverages to patrons.

- B. Common Victualler's License:
 - i. Renewal Application,
 - ii. Payment of \$50.00 License Fee,
 - iii. Massachusetts Department of Revenue License Attestation,
 - iv. Workers' Compensation Insurance Affidavit (and copy of insurance),

- C. Class I (new) and Class II (used) Auto Dealer License:
 - i. Renewal Application,
 - ii. Payment of \$150.00 License Fee,
 - iii. Massachusetts Department of Revenue License Attestation,
 - iv. Workers' Compensation Insurance Affidavit (and copy of insurance),
 - v. A copy of the \$25,000 bond for Class II (used) licensees only.

- D. Weekday Entertainment License:
 - i. Renewal Application, and
 - ii. Payment of \$100.00 License Fee.

- E. Taxicab/Livery License:
 - i. Renewal Application,
 - ii. Copy of Current Lease of Concord Office Space,
 - iii. Payment of \$50.00 License Fee,
 - iv. Massachusetts Department of Revenue License Attestation, and
 - v. Workers' Compensation Insurance Affidavit (and copy of insurance).

- F. Innholder and Lodging License:
 - i. Renewal Application,
 - ii. Payment of \$150.00 License Fee,
 - iii. Massachusetts Department of Revenue License Attestation, and
 - iv. Workers' Compensation Insurance Affidavit (and copy of insurance).

- G. Tour Guide License:
 - i. Renewal Application, and
 - ii. Payment of \$35.00 License Fee.

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD

Warrant for Special Town Election
February 3, 2021

SS. Middlesex

To the Constables of the Town of Concord

GREETINGS:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify the legal voters of said Town of Concord, qualified to vote in elections, to vote at Precincts 1 through 5 at the following locations, all in said Concord:

Precinct	Polling Location
1	Dept. of Planning & Land Management – 141 Keyes Road
2	Harvey Wheeler Community Center – 1276 Main Street
3	Harvey Wheeler Community Center – 1276 Main Street
4	Hunt Gymnasium – 90 Stow Street (new polling location)
5	Hunt Gymnasium – 90 Stow Street

On **THURSDAY, THE THIRD DAY OF FEBRUARY 2022 FROM 7:00 AM TO 8:00 PM** for the following purpose:

To cast their votes in the Special Town Election for the candidates for the following office:

SCHOOL COMMITTEE VACANCY.....One Position for a One Year Term

And then and there to act on the following ballot question:

QUESTION 1

Shall the Town of Concord be allowed to exempt from the provisions of proposition two and one-half, so-called, the amounts required to pay for the bonds to be issued in order to construct a new middle school, to be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School), including, without limitation, the costs of engineering, design, site preparation, construction, landscaping, paving, furnishing and equipping, demolishing the existing school, construction of recreational fields, driveways and parking lots, and all other costs incidental or related thereto?

Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

Given under our hands this 20th day of December 2021.

Select Board of: Concord, Massachusetts

Posting per notice bylaw _____
Indicate method of service of warrant

Constable

Date

Warrant must be posted by January 27, 2022, at least seven days before February 3, 2022.

FY 23 Initial Budget Request, Town

Guidelines Subcommittee

December 2, 2021

FY23 Budget Timetable

- Budget Instructions Issued: October 4, 2021
- **FY23 Information Response to FinCom: October 14, 2021**
- FY23 Preliminary Guideline: October 28, 2021

- Budget Request Submitted: November 5, 2021
- Departmental Hearings: November 22 – 29, 2021
- **Response to Preliminary Guideline: December 2, 2021**

- FY23 Final Guideline: December 15, 2021

FY 23 Budget Request: Town

Guideline Categories	FY22 Appropriation	FY Preliminary Guideline %	FY23 Preliminary Guideline	FY23 Request	Difference	FY23 Final Delta (Request less Guideline Final Guideline)	
G Personnel	\$ 22,533,144	3.90%	\$ 23,170,458	\$ 23,434,470	\$ 264,012		
<i>Growth</i>							
G Expense (includes Tier 1)	\$ 6,759,750	6.00%	\$ 6,914,588	\$ 7,556,096	\$ 641,508		
<i>Growth</i>							
Benefits	\$ 7,802,824		\$ 8,241,898	\$ 8,241,898	\$ -		
<i>Growth</i>							
OPEB	\$ 1,220,195		\$ 1,220,195	\$ 1,220,195	\$ -		
<i>Growth</i>							
Retirement	\$ 4,751,660		\$ 4,819,917	\$ 4,819,917	\$ -		
<i>Growth</i>							
Debt, Non-Exempt (Tier 2)	\$ 4,167,370		\$ 4,235,100	\$ 4,235,100	\$ -		
<i>Growth</i>							
Debt, Exempt (Tier 3)	\$ 6,869,344		\$ 6,516,007	\$ 6,516,007	\$ -		
<i>Growth</i>							
Property & Liability Insurance	\$ 315,000		\$ 378,000	\$ 378,000	\$ -		
<i>Growth</i>							
Total Guideline	\$ 54,419,287		\$ 55,496,163	\$ 56,401,683	\$ 905,520	\$ -	\$ -

Totals may not add because of rounding.

G Guideline Spending

Note: The information presented in the table above reflects the Town's General Fund spending only and does not include spending in any of the enterprise funds and/or revolving accounts, nor does it make allowances for any individual future warrant articles with a financial impact.

FY23 Strategic Issues

- **Compensation & Benefits**
 - Compensation back on par with peer communities
 - Addressing compensation for targeted positions
 - Full Class & Compensation Study
- **Infrastructure**
 - Restore funding levels for Tier One
 - Evaluate efficacy of 5% policy cap for Tier Two
- **Governance**
 - Additional resources to support boards & committees
- **Welcoming Community**
 - Affordable Housing
 - Access to Public Transportation
 - Access to supportive services

FY23 Guideline Spending Drivers: \$1,862,276, +6.54%

- Wage Adjustments: \$970,792
 - Market
 - Attraction & Retention
- Increased Utility Costs: \$163,965
 - Diesel fuel
 - Electricity
 - Solid Waste
 - Cardboard Recycling
- Addressing Strategic Issues: \$227,519
 - Infrastructure
 - Governance
 - Welcoming Community
- Build Back Tier One Funding: \$500,000

FY 23 Budget Requests: Summary

	FY 22 Appropriations	FY Preliminary Guideline %	FY 23 Prelim. Guideline Change	FY 23 Prelim. Guideline	FY 23 Request	Difference (Prelim. Guideline vs Request)	FY 23 Final Guideline	Delta (Request less Final Guideline)
Town	\$ 29,292,894	2.70%	\$ 792,152	\$30,085,046	\$30,990,566	\$905,520		
CPS	\$ 41,708,424	2.70%	\$ 1,127,898	\$42,836,322				
CCHS	\$ 21,367,564	2.70%	\$ 571,558	\$21,707,151				
Total	\$ 92,368,882	2.70%	\$ 2,491,608	\$94,628,519				

Sustainable Growth Rate

Calculated July 2021

	State Fiscal Years				
	2023	2024	2025	2026	2027
SGR	2.34%	2.34	2.34	2.34	2.34

Sources:

¹Consumer Price Index – Boston-Cambridge-Newton, Bureau of Labor Statistics, June 2021

²Daily Treasury Yield Curve Rates, Department of Treasury, July 1, 2021. Accessed July 14, 2021.

Totals may not add because of rounding.

	Operating	Tier One Capital	Total
FY23 Preliminary Budget Request:	\$ 29,690,566	\$ 1,300,000	\$ 30,990,566
FY23 Preliminary Guideline:	\$ 29,285,046	\$ 800,000	\$ 30,085,046
Difference:	\$ 405,520	\$ 500,000	\$ 905,520
FY23 Adjusted Inter-fund Transfers:	\$ 205,520	\$ -	\$ 205,520
FY23 Remaining Delta	\$ 200,000	\$ 500,000	\$ 700,000

FY23 Preliminary Budget Request

- Operational increase = \$992,152, or 3.48%
- Tier One Capital Increase = \$500,000, or 62.50%
- Tier One Capital Target = 2 -3% of Total Budget
- Pre-pandemic Tier One Spending = \$2M per year

Request for Additional Consideration

	Item	Cost	Strategic Initiative/ Other
1	Salary Reserve	\$ 178,640	Compensation & Benefits
2	Election, State Primary & Final	\$ 32,475	Governance
3	Election, ballot programing, 2 districts	\$ 5,100	Governance
4	Census, outsourcing printing	\$ 1,625	Governance
5	Town Clerk, Board & Committees staff	\$ 45,446	Governance
6	DPLM, Transportation Planner	\$ 71,793	Welcoming Community
7	Police, OT for DEI Training	\$ 20,000	Welcoming Community
8	Fire, OT for New Hire Training	\$ 50,461	Welcoming Community
	total:	\$ 405,540	
	less: additional Inter-fund Transfers	\$ (205,540)	
	net additional operational request:	\$ 200,000	
9	Build Back Tier 1 Funding	\$ 500,000	Capital/ Infrastructure
	Additional Request, Total Appropriation:	\$ 700,000	

Backup Slides

FY23 Budget Request

FY 23 Budget Request: Town

Guideline Categories	FY22 Appropriation	FY Preliminary Guideline %	FY23 Preliminary Guideline	FY23 Request	Difference	FY23 Final Guideline	Delta (Request less Final Guideline)
Personnel	\$ 22,533,144	3.90%	\$ 23,170,458	\$ 23,434,470	\$ 264,012		
Expense	\$ 5,959,750	11.15%	\$ 6,114,588	\$ 6,256,096	\$ 141,508		
Capital	\$ 800,000	-35.23%	\$ 800,000	\$ 1,300,000	\$ 500,000		
Total Guideline	\$ 29,292,894	3.32%	\$ 30,085,046	\$ 30,990,566	\$ 905,520		

Inter-fund Transfer:	\$ 205,520
Adjusted Difference:	\$ 700,000

- Personnel = salaries; not benefits
- Expenses = supplies, equipment, Tier One spending, etc.
- Does not adjust to bring Tier One spending (included in Expenses, to pre-FY 2022 level)
- 3.4% = Employment Cost Index
- 2.2% = CPI-U Chain-weighted

Totals may not add because of rounding.

Budget Trend

	FY19 Guideline	FY20 Guideline	FY21 Pre-Pandemic Guideline	FY21 Pandemic Guideline	FY22 Guideline	FY23 Preliminary Guideline	FY23 Request
Personnel	\$ 20,242,826	\$ 21,833,686	\$ 22,061,862	\$ 21,654,602	\$ 22,533,144	\$ 23,170,458	\$ 23,434,470
Expense	\$ 4,327,368	\$ 4,705,962	\$ 4,842,848	\$ 5,070,207	\$ 5,734,750	\$ 5,889,588	\$ 6,031,096
Capital Outlay, Tier 1	\$ 1,945,000	\$ 1,945,000	\$ 2,000,000	\$ 1,081,855	\$ 800,000	\$ 800,000	\$ 1,300,000
Reserve Fund	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
total:	\$ 26,740,194	\$ 28,709,648	\$ 29,129,710	\$ 28,031,664	\$ 29,292,894	\$ 30,085,046	\$ 30,990,566
Dollar Difference vs Prior Year	\$ 1,176,181	\$ 1,969,454	\$ 420,062	\$ (677,984)	\$ 1,261,230	\$ 792,152	\$ 1,697,672
Percent Difference vs. PY	4.60%	7.37%	1.46%	-2.36%	4.50%	2.70%	5.80%
Pre-pandemic Trend:	4.48%						
Pandemic Revised Trend:	3.53%						
Assume Pre-Pandemic Trend	\$ 26,709,281	\$ 27,905,857	\$ 29,156,039		\$ 30,462,229	\$ 31,826,937	\$ 31,826,937
Above/ (Below) Trend	\$ 30,914	\$ 803,791	\$ (26,329)		\$ (1,169,335)	\$ (1,741,891)	\$ (836,372)
Assume Revised Trend	\$ 26,466,423	\$ 27,400,687		\$ 28,367,932	\$ 29,369,320	\$ 30,406,057	\$ 30,406,057
Above/ (Below) Trend	\$ 273,772	\$ 1,308,961		\$ (336,268)	\$ (76,426)	\$ (321,010)	\$ 584,509

Response to the Finance Committee's FY2023 Guidelines Information Request

October 14, 2021

In response to your letter of July 31, 2021, the Town provides the following responses.

Top 3 – 5 strategic issues, challenges, and/ or opportunities facing the Town.

- Compensation & Benefits: Employer of Choice; ensuring a competitive wage & benefit package; providing opportunities for flexible schedules.
- Infrastructure: providing an increased level of funding for road improvements to maintain PCI of 85; increased funding for drainage improvements; address public safety and public works building needs, including salt shed. Addressing broadband infrastructure needs and water infrastructure needs, Nagog and PFAS.
- Governance: form of government relies upon boards & committees, many of which meet in the evening. It has become increasingly difficult to provide staff support, both professional and administrative, to these boards & committees, and we see this as a significant challenge moving forward, especially in light of the increasing number of committees. Remote meetings have helped, but there is no permanent authority for this practice to continue. Further, increasingly we see multiple committees working on the same or similar issues, sometimes at cross-purposes and outside of the traditional and/ or established framework. This lack of cohesion taxes limited resources and often makes it difficult to establish and distinguish the community's priorities.
- Welcoming community: adequate supply of affordable housing, opportunities to access public transportation, and ability to obtain social/ community services to support ability to live independently, regardless of age.

Plan for addressing strategic issues/ Financial Impact

Strategic Issue 1: Compensation & Benefits. For FY22 and 23, the emphasis will be on getting compensation back on par with peer communities and addressing the compensation of targeted positions for which recruitment has been particularly difficult (generally in positions for which there is the most direct competition with the private sector). Moving forward, the Town plans to conduct a comprehensive classification and compensation plan review. The scope of services for the RFP is currently being drafted and expected to be issued before the end of the calendar year. The report itself should be completed near the end of FY22, or early FY23, and available for the FY24 budget development process. While we anticipate some attrition savings into FY23 and 24, we do expect that to taper off. **The cost related to the study is included in the FY22 Budget and some level of funding will be included in the Salary Reserve to address the highest priority issues.**

Strategic Issue 2: Infrastructure. On an annual basis, the Town has dedicated \$1.5 – 2M to pavement management. In reality, the need is \$3.5M+ annually, exclusive of drainage and other traffic improvements, including signalization, totaling another \$1.5M. This level of funding places a significant strain on our debt plan which is funded at approximately \$5M in total and is the source of funding for all Tier 2 capital projects. In order to insure a constant and appropriate level of funding for roads (PCI = 85), we will need to evaluate the efficacy of the 5% policy cap.

Strategic Issue 3: Governance. We will need to determine the long-term viability of remote and hybrid meetings. To the extent they prove to be effective, we will need to advocate for permanent authority. In the meantime, additional

staffing is needed to support boards and committees, particularly in the area of preparing agendas and minutes. **The estimated cost for adding additional staff support in FY23 is \$30,000.**

Strategic Issue 4: Welcoming community. As the Town awaits legislative approval for local option surcharges to create a steady & constant source of revenue to fund affordable housing initiatives, Town Meeting has annually appropriated funds from Free Cash to advance these initiatives. The availability of Free Cash is limited as the Town also uses it to reduce property taxes and has diverted \$2M into a middle school stabilization fund, and likely will want to divert an additional amount in FY23. Nevertheless, affordable housing remains a top priority and there will be strong interest in allocate some level of funding in FY23 and in each subsequent fiscal year until the local option surcharges have received legislative approval.

Public transportation, both for residents and visitors, is an on-going issue and recent efforts to expand service have been unsuccessful. As an MBTA community, residents are able to access “The Ride” (paratransit service providing door-to-door shared-ride transportation for eligible individuals who can’t use the subway, bus, trolley or train due to temporary or permanent disability) and we don’t want to jeopardize that service. The biggest obstacle the Town faces is a lack of vans to be included in the Cross-Town Connect (on demand transportation service operated by Transaction Associated) fleet. If the Town were to purchase one or two shuttle vans, it could then actively participate in Cross-Town Connect, providing both “first mile/ last mile” commuting transportation, as well as transportation for visitors, connecting both Minuteman National Park and the Great Meadows National Wildlife Refuge to the center. **The estimated cost for implementation is \$100,000 – 150,000, depending upon the number of vans and service level provided.**

Finally, while there has always been a steady need in Concord relative to social services, prior to 2019, the majority of issues surrounded unemployment or underemployment, food security and childcare. While these are still very real themes within our community, recently we have seen a large uptick in mental health cases and we expect that trend to continue. The pandemic has also been challenging for those who live alone, regardless of age. Concord has a moderately robust social services operation, but we do not have licensed and/ or practicing mental health professionals for those in need. In recent years, we have applied for and have received some grant and funding, but this funding is not guaranteed to continue and falls short of what is needed. A comprehensive mental health program including on-site visitation, support groups, access to webinars and staff training is needed. **The estimated cost to initiate such a program is \$75,000 - \$100,000.**

Five-year Forecast (full size spreadsheet included in appendix).

Five Year Forecast, FY23 - 27							
		FY22	FY23	FY24	FY25	FY26	FY27
Guidelines	Personnel	\$ 22,180,977	\$ 23,263,764	\$ 24,399,772	\$ 25,366,385	\$ 26,371,335	\$ 27,416,144
Guidelines	Expense	\$ 7,111,917	\$ 8,471,841	\$ 8,758,660	\$ 9,055,227	\$ 9,361,875	\$ 9,678,946
Non-Guidelines	Debt, Non-Exempt (Tier Two)	\$ 4,167,370	\$ 4,305,100	\$ 4,447,580	\$ 4,825,610	\$ 5,072,030	\$ 5,151,840
Non-Guidelines	Debt, Exempt (Tier Three)	\$ 6,869,344	\$ 6,516,007	\$ 6,317,978	\$ 5,986,383	\$ 4,897,308	\$ 4,324,574
Non-Guidelines	Employee Benefits	\$ 7,802,824	\$ 8,259,356	\$ 8,848,258	\$ 9,469,766	\$ 10,136,132	\$ 10,850,648
Non-Guidelines	Retirement	\$ 3,412,844	\$ 3,481,101	\$ 3,550,723	\$ 3,621,737	\$ 3,694,172	\$ 3,768,056
Non-Guidelines	OPEB	\$ 1,220,195	\$ 1,220,195	\$ 1,250,700	\$ 1,281,967	\$ 1,314,017	\$ 1,346,867
Non-Guidelines	Property & Liability Insurance	\$ 315,000	\$ 425,250	\$ 531,563	\$ 584,719	\$ 643,191	\$ 707,510
	Total:	\$ 53,080,471	\$ 55,942,614	\$ 58,105,234	\$ 60,191,795	\$ 61,490,060	\$ 63,244,584
Guidelines & Non-Guidelines	Increase over Prior Year		\$ 2,862,143	\$ 2,162,620	\$ 2,086,561	\$ 1,298,265	\$ 1,754,524
	Percent Increase over Prior Year		5.39%	3.87%	3.59%	2.16%	2.85%
not including Exempt Debt	Total less Exempt Debt	\$ 46,211,127	\$ 49,426,607	\$ 51,787,255	\$ 54,205,412	\$ 56,592,751	\$ 58,920,010
	Increase over Prior Year		\$ 3,215,480	\$ 2,360,649	\$ 2,418,156	\$ 2,387,340	\$ 2,327,258
	Percent Increase over Prior Year		6.96%	4.78%	4.67%	4.40%	4.11%
only Guidelines	Guideline Total	\$ 29,292,894	\$ 31,735,605	\$ 33,158,432	\$ 34,421,613	\$ 35,733,210	\$ 37,095,090
	Increase over Prior Year		\$ 2,442,711	\$ 1,422,827	\$ 1,263,180	\$ 1,311,598	\$ 1,361,880
	Percent Increase over Prior Year		8.34%	4.48%	3.81%	3.81%	3.81%
only Non-Guidelines	Non-Guideline Total	\$ 23,787,577	\$ 24,207,009	\$ 24,946,801	\$ 25,770,182	\$ 25,756,849	\$ 26,149,494
	Increase over Prior Year		\$ 419,432	\$ 739,793	\$ 823,381	\$ (13,333)	\$ 392,644
	Percent Increase over Prior Year		1.76%	3.06%	3.30%	-0.05%	1.52%

The following general assumptions are included in the above forecast:

- **Guidelines, Personnel:** Overall increase in Full Time and Limited-Status/ Temporary Salaries for FY23 & 24 is 5% and 4% for FY25 – 27; Overall increase for Overtime is 3.5%
- **Guidelines, Expense, Contractual & Commodities:** Overall increase is 3.5% per year, FY23 – 27
- **Guidelines, Expense, Capital, Tier 1:** assume funding at 2% of prior year levy which is the minimum level according to policy. Due to revenue constraints, FY22 is funded at approximately 0.88%. All prior years were just under 2%.
- **Non-Guidelines, Debt, Non-Exempt, Tier 2:** Includes all existing non-exempt debt (Town & CPS) plus a projection for new non-exempt debt based upon debt capacity analysis per policy (i.e. no more than 5% of levy for debt service). Projection assumes total of 4.4 – 4.8% per year.
- **Non-Guidelines, Debt, Exempt, Tier 3:** Includes all existing non-exempt debt (Town, CPS, CCRSD, Minuteman). Does not include any projections for new Middle School debt and/ or any additional Tier 3 Projects.
- **Non-Guidelines, Employee Benefits:** FY23 health insurance projection is +6%, though may end up being reduced (will know more in November/ December); health insurance projection for FY24 – 27 is +7.5%. Both amounts include both renewal plus allowance for additional enrollment as current enrollment is approximately 65% of eligible for Town and 60% of eligible for CPS. Other employee benefits increases are projected at +5% per year for FY23 – 27.
- **Non-Guidelines, Retirement:** current projections are based upon results of the January 1, 2020 system valuation, which call for about a 2% increase each year. January 1, 2021 system valuation is outstanding as of the date of this memorandum. Note: system is anticipated to be fully funded as of June 30, 2029, at which time, the Town’s annual assessment is expected to drop approximately 45%, or by approximately \$1.8M.

- **Non-Guidelines, OPEB**: current projections are based on the June 30, 2020 valuation and the alternative funding schedule letter dated February 22, 2021 (Table 4; Exhibit 5) to smooth budgetary impact to full funding in 2040. Forecast does include a 2.5% increase per year to account for eligibility and market fluctuations.
- **Non-Guidelines, Property & Liability Insurance**: The FY22 renewal came in much higher than originally anticipated (+35% versus +15%). The estimate for FY23 is +35%, or \$110,25, over the FY22 appropriation to account for both the actual FY22 and the estimated increase of +20 -25% based upon loss-claims ratio.

Above assumptions produce an overall increase of **+5.39%** in FY23, or \$2,862,143. Major drivers are:

- +\$1.083M in Salaries: FY21 & 22 adjustments were below market; disparity in increases provided to union (based upon prior negotiated CBA's) versus non-union increase
- +\$1.139M in Capital, Tier 1: FY22 severely underfunded due to budget constraints.
- Exempt debt is on the decline as we payoff school related debt; scheduled decrease in FY23 is \$350k. Projections do not include the contemplated middle school project. Town may want to consider keeping exempt debt level and diverting the difference into the existing Middle School Stabilization Fund.

If you remove exempt debt from the calculation, the increase in FY23 is 6.96%, or \$3,215,480.

If you compare Guidelines only, the increase in FY23 is 8.34%, or \$2,442,771; for Non-Guidelines, the increase in FY23 is 1.76%, or \$419,432.

APPENDIX

1. FY21 & FY22 Budget: Update: Please identify major variations (±10%) in actual spend versus planned as well as the status of Free Cash.

In relation to the Town's FY2021 budget versus actual spending, no individual divisions were over expended. By fiscal year end, the following Town Government divisions had surpluses greater than 10%.

<u>Division</u>	<u>Surplus</u>	<u>Reason</u>
• 1D Town Meeting	\$38K	Town Meeting expenses savings
• 1F5 Visitors' Center	\$6K	Utility and custodial savings
• 1F6 55 Church Street	\$22K	Personnel and utility savings
• 5A Library	\$338K	Retirement and vacancy savings
• 5B1 Senior Services	\$56K	Limited status savings
• 5B2 Harvey Wheeler	\$16K	OT, utility, and solid waste disposal savings
• 5F Ceremonies	\$28K	Event supplies and services savings

As of the first quarter of FY2022, the Town's budget is operating is on track with a few accounts over the estimated 25% progress. Attached for your reference is a schedule detailing the status of each individual division. The few accounts that are over 25% are the result of committed non-personnel expenses for various projects and purchases to support operations.

The Town's Free Cash as of July 1, 2021 is estimated to be certified at \$8.5 million, which takes into consideration the Free Cash appropriations made at the 2021 Annual Town Meeting totaling \$2,367,564 (\$1M to reduce tax rate; \$500k for affordable housing initiatives; and \$867,562 appropriation carry forward from FY201). The Free Cash estimate is approximately \$1.5 – 2.0M higher than originally anticipated due to:

- Favorable results of FY21 operations: return of approximately \$500k (over and above the \$867,562 already recaptured); still awaiting final closing journal entries from CPS;
- Close out of prior year encumbrances;
- an approximate 50% reduction in property tax receivables; and
- receipt of grant funds from State for Cambridge Turnpike project (FY20 timing issues).

**Town of Concord
Historical Free Cash as of June 30th**

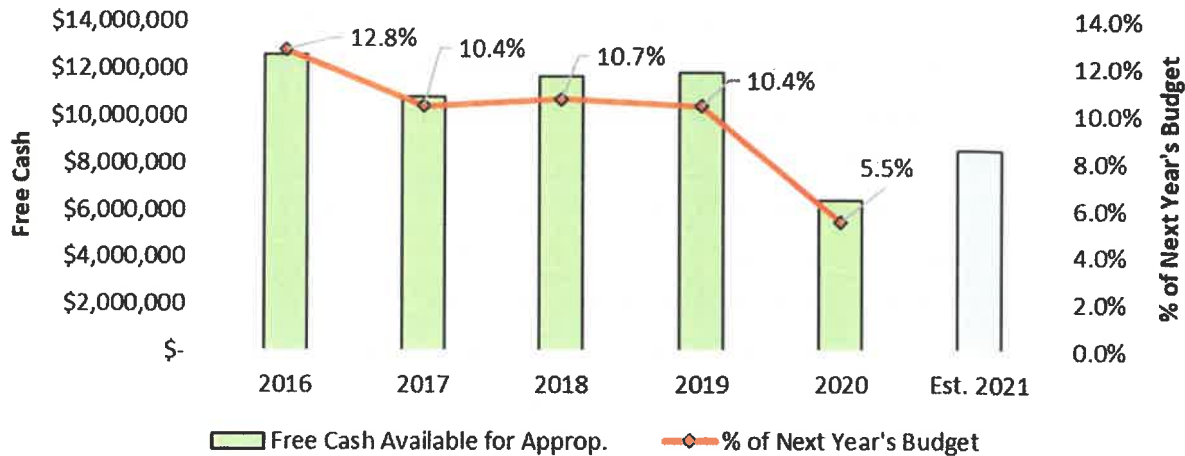


Figure 1: It is Town policy to maintain Free Cash, the General Fund's unassigned fund balance as certified by the Massachusetts Department of Revenue (DOR), at a level between 5% and 10% of the ensuing General Fund Budget.

2. Spending Levels: (highlight any programs or service levels you are planning to change in the next 5 years)

- a. **Capital Outlay (Tier 1):** funding within policy target of 1 – 2% of budget each year, or approximately \$2 – 3,000,000 which is significantly higher than the \$800,000 allocated in FY22.
- b. **Transportation initiatives:** a minimum of \$100,000 in FY23 to begin, evaluated annually and adjusted based upon demand for services.
- c. **Increased Social Services:** a minimum of \$75,000 in FY23 to establish a community-based mental health program, evaluated annually and adjusted based upon demand for services.
- d. **Staff support to boards & committees:** a minimum of \$30,000 for one or more part-time positions to prepare agendas and minutes for various boards & committees.
- e. **Finance staffing:** within the next year or two we foresee the need for an additional FTE in our Accounting division to meet the organization's demand service and all external reporting requirements.

3. Capital Program: Please provide information on your 5-year Tier II capital plan and highlight any items that might require excluded debt.

Attached for your review is a copy of the FY22 – 26 Capital Improvement Plan. This includes both cash and debt related projects. We are currently reviewing requests submitted for the FY23 – 27 CIP but have not yet made a recommendation. The recommendation will be provided to the Finance Committee as soon as it is available.

In terms of potential debt exclusion projects, the Town has substantial capital needs that involve the need for new or substantially improved public safety and public works facilities in addition to the ongoing Middle School project. More information regarding the Town's needs can be found in the *Facilities Assessment & Master Plan – Municipal Priorities* memo from September 13, 2019. This document is located on page 57 of the [FY2022 General Fund Budget Book](#). Given the magnitude of the middle school project, it is unlikely that the Town will be looking to advance a Tier 3 capital project in the period of FY23 – 27.

4. **OPEB:** The Town is in the process of updating its OPEB liability as of June 30, 2021. The new valuation report is expected to be available by the end of November 2021. As of June 20, 2020, the Town's OPEB total liability was \$59.9M, with \$21.9M funded (35.5%), up from 34.7% funded as of the prior year. For FY22, the Town adopted a level cash contribution funding schedule to smooth the budgetary impact. The funding schedule will be updated annually as a part of the valuation process. The 5-year forecast assumes a 2.5% increase in cash contribution, taking into account both increased headcount and market fluctuations. This assumption will be revisited annually and adjusted as appropriate.
5. **Land Acquisition:** Please provide information on the status of reserves accumulating for the acquisition, development, and/or maintenance of land (e.g., 2229 Main Street, Warner's Pond, White Pond, etc.).

Below is updated information related to the status of reserves for land acquisition, development, and/or maintenance. Please note this data is as of September 23, 2021 and may have changed due to ongoing projects and budget expenditures.

Town of Concord Finance Administration Question 5 - Land Acquisition Update September 23, 2021			
	Beginning Balances of Articles	Balance of Accounts as of 9/23/2021	Notes
General Land Acquisition & Maintenance			
<i>Natural Resources</i>			
Debt			
Art 21 ATM 2018	75,000.00	75,000.00	Trail Improvements
<i>Land Acquisition</i>			
Debt			
Art 7 ATM 2019	100,000.00	39,010.00	Open Space Acquisition
CPA			
Art 38 ATM 2012	19,826.00	826.00	Land Acquisition Project Fund
Art 29 ATM 2017	180,000.00	100,000.00	Land Acquisition Project Fund
	299,826.00	139,836.00	

	Beginning Balances of Articles	Balance of Accounts as of 9/23/2021	Notes
Land Specific Projects			
<u>2229 Main St. (Starmet)</u>			
Capital			
Art 28 ATM 18	25,000.00	25,000.00	Re-Dev. Plan
	25,000.00	25,000.00	
<u>Assabet River Pedestrian Bridge</u>			
CPA			
Art 26 ATM 2018	35,000.00	86.10	Design & Permitting
Art 44 ATM 2020	250,000.00	3,800.00	Construction Docs & Permitting
	285,000.00	3,886.10	
<u>Bruce Freeman Rail Trail</u>			
CPA			
Art 26 ATM 2018	40,000.00	9,305.72	Phase 2 C
Art 34 ATM 2021	25,000.00	25,000.00	Rail Trail Work
	65,000.00	34,305.72	
<u>Chamberlain Park Bridge</u>			
CPA			
Art 34 ATM 2021	35,000.00	35,000.00	Survey and NRC Approval
	35,000.00	35,000.00	
<u>Emerson Field</u>			
Debt			
Art 13 ATM 2021	91,879.00	91,879.00	Pool Improvements
CPA			
Art 34 ATM 2021	210,000.00	210,000.00	Conservation Restriction
	301,879.00	301,879.00	
<u>Gerow</u>			
Debt			
Art 7 ATM 2019	1,171,010.00	141,009.35	Improvements
	1,171,010.00	141,009.35	
<u>Heywood Meadow</u>			
CPA			
Art 41 ATM 2011	95,000.00	18,121.25	Restoration & Preservation
	95,000.00	18,121.25	
<u>Old Rifle Range</u>			
CPA			
Art 34 ATM 2021	34,500.00	34,500.00	Trail design and survey
	34,500.00	34,500.00	

	Beginning Balances of Articles	Balance of Accounts as of 9/23/2021	Notes
<u>Rideout</u>			
Debt			
Art 7 ATM 2019	200,000.00	108,487.39	Improvements
CPA			
Art 29 ATM 2017	46,000.00	19,712.36	Rideout Improvements
	246,000.00	128,199.75	
<u>Ripley Baseball Field</u>			
Gifts	16,285.98	16,285.98	Baseball Field
	16,285.98	16,285.98	
<u>Warner's Pond</u>			
Debt			
Art 11 ATM 2020	500,000.00	500,000.00	Dredging
Art 13 ATM 2021	1,250,000.00	1,250,000.00	Dredging
CPA			
Art 22 ATM 2019	75,000.00	12,521.38	Dredging
Art 44 ATM 2020	500,000.00	500,000.00	Dredging
Art 34 ATM 2021	250,000.00	250,000.00	Dredging
	2,575,000.00	2,512,521.38	
<u>Wheeler Harrington House / Land</u>			
CPA			
Art 34 ATM 2021	10,000.00	10,000.00	Public Outreach for Future Plans
	10,000.00	10,000.00	
<u>White Pond</u>			
Debt			
Art 11 ATM 2020	600,000.00	600,000.00	Improvements
Art 13 ATM 2021	500,000.00	500,000.00	Improvements
Gifts	117,089.44	112,889.44	
CPA			
Art 36 ATM 2014	19,616.00	620.00	Restoration Project
Art 26 ATM 2018	174,200.00	14,602.77	Slope Restoration
Art 22 ATM 2019	250,000.00	244,328.00	Beach Access Improvements
Art 34 ATM 2021	300,000.00	300,000.00	Partial \$ to larger project
	1,960,905.44	1,772,440.21	
Total Resources Available			
Debt	\$ 4,487,889.00	\$ 3,305,385.74	
Gifts	\$ 133,375.42	\$ 129,175.42	
Capital	\$ 25,000.00	\$ 25,000.00	
CPA	\$ 2,549,142.00	\$ 1,788,423.58	
	\$ 7,195,406.42	\$ 5,247,984.74	

6. **Additional Information:** we are at the beginning stages of preparing the FY23 budget recommendation and will provide updates as we move through the process.

5-YEAR FORECAST

Five Year Forecast, FY23 - 27

		FY22	FY23	FY24	FY25	FY26	FY27
Guidelines	Personnel	\$ 22,180,977	\$ 23,263,764	\$ 24,399,772	\$ 25,366,385	\$ 26,371,335	\$ 27,416,144
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	Percent Increase over Prior Year		1.76%	3.06%	3.30%	-0.05%	1.52%

FY21, DETAIL

Town of Concord						
Finance Administration						
FinComm Question 1 - FY21 Analysis						
October 1, 2021						
FY2021						
No. Dept. Division	Appropriation	Appropri. Adj	Total Exp.	Account Balance	Used	FY2021 Notes
General Government						
1A 123 Town Manager	637,606	26,891	654,856	9,641	98.5%	
Personnel						
Non-Personnel	69,851	(10,000)	43,958	15,893	73.4%	
Total	707,457	16,891	698,814	25,534	96.5%	
1B 152 Human Resources	380,354	3,769	413,213	(29,090)	107.6%	
Personnel						
Non-Personnel	94,500	(9,170)	56,240	29,090	65.9%	
Total	474,854	(5,401)	469,453	-	100.0%	
1C 155 Info Systems	621,466	2,510	337,171	286,805	54.0%	
Personnel						
Non-Personnel	466,600	-	724,061	(257,461)	155.2%	
Total	1,088,066	2,510	1,061,232	29,344	97.3%	
1D 113 Town Meeting	19,025	-	8,336	10,689	43.8%	
Personnel						
Non-Personnel	82,200	-	54,201	27,999	65.9%	
Total	101,225	-	62,537	38,688	61.8%	Audio Visual (\$13K), Overtime (\$8K), Police OT (\$3K), Printing (\$4K) Savings
1E 672 Economic Vitality & Tourism	92,400	-	80,584	11,816	87.2%	
Personnel						
Non-Personnel	20,000	-	31,816	(11,816)	159.1%	
Total	112,400	-	112,400	-	100.0%	
1F 127 Facilities Management	762,026	14,404	787,145	(10,715)	101.4%	
Personnel						
Non-Personnel	436,035	(70,054)	307,976	58,005	84.2%	
Total	1,198,061	(55,650)	1,095,121	47,290	95.9%	
127 Facilities Admin.	461,633	8,788	494,047	(23,626)	105.0%	
Personnel						
Non-Personnel	162,066	(20,252)	118,189	23,626	83.3%	
Total	623,699	(11,464)	612,235	-	100.0%	
130 37 Knox Trail	-	-	-	-	#DIV/0!	
Personnel						
Non-Personnel	19,991	(5,334)	14,657	-	100.0%	
Total	19,991	(5,334)	14,657	-	100.0%	
132 55 Church Street	77,538	613	58,697	19,454	75.1%	
Personnel						
Non-Personnel	31,838	(7,500)	21,275	3,063	87.4%	
Total	109,376	(6,887)	79,972	22,517	78.0%	Personnel Savings (\$19K), Utility Savings net of other expenses (\$3K)
192 Town House	72,163	621	66,946	5,838	92.0%	
Personnel						
Non-Personnel	54,512	-	50,297	4,215	92.3%	
Total	126,675	621	117,243	10,053	92.1%	
137 Parks & Playgrounds						

		Personnel	118,882	-	117,216	1,666	98.6%
		Non-Personnel	-	-	1,134	(1,134)	#DIV/0!
		Total	118,882	-	118,350	532	99.6%
5C1	631	Hunt Gym					
		Personnel	57,608	747	58,404	(49)	100.1%
		Non-Personnel	46,020	1,154	47,124	49	99.9%
		Total	103,628	1,901	105,529	-	100.0%
5D	521	Human Services					
		Personnel	67,309	850	70,808	(2,649)	103.9%
		Non-Personnel	3,775	(376)	750	2,649	22.1%
		Total	71,084	474	71,558	-	100.0%
5E	544/545	Veterans					
		Personnel	33,591	489	30,848	3,232	90.5%
		Non-Personnel	41,055	-	41,066	(11)	100.0%
		Total	74,646	489	71,914	3,221	95.7%
		544 Veterans Admin.					
		Personnel	33,591	489	30,848	3,232	90.5%
		Non-Personnel	3,055	(2,306)	760	(11)	101.5%
		Total	36,646	(1,817)	31,608	3,221	90.8%
		545 Veterans Benefits					
		Personnel	-	-	-	-	#DIV/0!
		Non-Personnel	38,000	2,306	40,306	-	100.0%
		Total	38,000	2,306	40,306	-	100.0%
5F	692	Ceremonies					
		Personnel	9,000	-	220	8,780	2.4%
		Non-Personnel	20,631	-	1,243	19,388	6.0%
		Total	29,631	-	1,463	28,168	4.9%
		Human Services Subtotal					
		Personnel	\$ 2,812,676	\$ 47,200	2,245,538	\$ 614,338	78.5%
		Non-Personnel	632,597	(112,294)	691,500	(171,197)	132.9%
		Total	3,445,273	(65,094)	2,937,038	443,141	86.9%
		Department of Public Safety					
6A	210	Police Department					
		Personnel	4,478,513	201,858	4,318,300	362,071	92.3%
		Non-Personnel	146,100	(52,084)	446,172	(352,156)	474.6%
		Total	4,624,613	149,774	4,764,471	9,916	99.8%
6B	292	Animal Control					
		Personnel	-	-	-	-	#DIV/0!
		Non-Personnel	27,500	-	26,357	1,143	95.8%
		Total	27,500	-	26,357	1,143	95.8%
6C	215	Police/Fire Station					
		Personnel	5,000	-	-	5,000	0.0%
		Non-Personnel	226,869	3,641	235,510	(5,000)	102.2%
		Total	231,869	3,641	235,510	-	100.0%
6D	220	Fire Department					
		Personnel	5,032,400	207,790	4,905,253	334,937	93.6%
		Non-Personnel	259,144	(362,842)	231,239	(334,937)	-223.0%
		Total	5,291,544	(155,052)	5,136,492	-	100.0%
6E	291	EMS					

Event service, Police OT Detail, and supply Savings (\$28K)

Capital Improvement Program (CIP) Report

Concord Finance Department

*April 2, 2021***Introduction**

The Town of Concord budgets separately for the purchase of capital items in its Capital Improvement Program (CIP). Under the Finance Department's Financial Policies, a capital item is defined as a piece of equipment or a project that has a cost of at least \$5,000 and a useful life of at least 2 years. These capital items are paid for from Town funds in one of two ways. Normally, smaller capital purchases or projects with an individual cost of under \$100,000 are paid for with current resources appropriated for that fiscal year and the funding source is sometimes referred to as "pay-go", alluding to the fact that they are paid for with immediate resources. The Capital Outlay (CO) schedule lists the pay-go items.

Larger capital projects, those costing at least \$100,000 and useful life of at least 5 year, are funded through borrowing. As with any borrowing, the original principal and ongoing interest is paid back in installments. The annual cost of the principal and interest is called debt service. The rationale for using borrowed funds paid back over a period of time is that the capital item has a useful life of many years and its annual cost should approximate the period of its usefulness. Town Meeting is required to approve projects funded through borrowing by a two-thirds vote.

To make sure that there is room for future large capital projects, the Finance Department maintains a rapid debt repayment policy with a goal of 60% principal repayment within 5 years and 90% repayment within 10 years for tax-supported non-excluded debt. This debt structure allows for flexibility in out-years.

Annual debt service to pay for capital items is a line item in the Town's General Fund budget. However, there are some capital projects that are so large that the needed increase in the debt service would be too great for the Town's budget to stay within the guideline constraints set by Proposition 2 ½. Accordingly, these projects are put forward as being exempt from Proposition 2 ½ through a special procedure, which requires a favorable two-thirds vote at Town Meeting and a majority vote at a Town election. Recent Exempt Debt projects include the construction of the three new elementary schools and the new high school.

The Finance Department's Capital Financing Policy sets the target for capital funding for those projects that are taxpayer funded and not excluded to be between 7% and 8% of the total budget net of the excluded debt levy and education assessments. The purpose of this target is to ensure that Town equipment, vehicles, buildings and infrastructure are properly maintained and renewed.

FY22 Capital Improvement Program

The proposed FY22 Capital Improvement Program (CIP) consists of \$800,000 in spending on Capital Outlay projects and \$6,000,000 in Debt-Related projects.

Capital Outlay Projects

General Government

1C. Information Systems	Technology Upgrades	\$300,000
1F. Facilities Administration	ADA Compliance	\$50,000
1H. Resource Sustainability	Town Electric Vehicle Infrastructure	\$100,000

Planning & Land Management

4A. Planning	Vehicle Replacement	\$25,000
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Public Safety

6A. Police Department	Vehicles and Equipment	\$140,000
6D. Fire Department	Vehicles and Equipment	\$80,000

Public Works

7B. Engineering	System Improvements	\$55,000
7C. Highway Maintenance	Highway Improvements	\$7,500
7E. Park and Trees	Park Improvements	\$42,500

Capital Outlay Total **\$800,000**

Debt-Related Projects

General Government

1F. Facilities	Municipal Building Improvements	\$195,000
1G. Parks & Playgrounds	Park Improvements, White Pond	\$500,000

Planning & Land Mgt

4A. Planning	Ralph Waldo Emerson Historic Home / Museum	\$325,000
4B. Natural Resources	Warner's Pond Dredging	\$1,250,000

Public Safety

6D. Fire Department	Ladder #1 Refurbishment (2012)	\$250,000
	Fire Self-Contained Breathing Apparatus	\$350,000

Public Works

7H1 Public Works	Road and Parking Lot Reconstruction	\$1,300,000
7H2-4 Public Works	Drainage, Sidewalks, and Equipment	\$930,000

Concord Public Schools District Wide Improvements **\$900,000**

Debt-Related Total **\$6,000,000**

Since Debt-Related projects are funded through annual debt service, it is not the total cost of the authorized Debt-Related projects (\$6,000,000) that goes toward the Capital Finance Policy's 7% to 8% target. Rather, it is the corresponding debt service for the Town and School projects and that amount is \$4,167,370, which is dependent on the structure of the current and past debt issuance.

The calculation of the Capital Finance Policy target is as follows:

<i>Total FY22 Proposed Guideline Budget:</i>	\$ 118,260,360
<i>Less excluded debt:</i>	- 6,869,344
<i>Less CCRSD Assessment:</i>	- 21,367,553
<i>Less MRVTSD Assessment:</i>	- 911,265
<i>Proposed Budget Net Excluded Debt:</i>	\$ 89,112,198

Target Range of 7% to 8% of Net Budget: **\$6,237,854 to \$7,128,976**

FY22 Proposed Plan:

<i>Debt Service ("within levy limit" portion):</i>	\$ 4,167,370
<i>Capital outlay, Town Departments:</i>	800,000
<i>Capital outlay, Concord Public Schools:</i>	+ 702,000
<i>Total General Fund Capital Investment:</i>	\$ 5,669,370

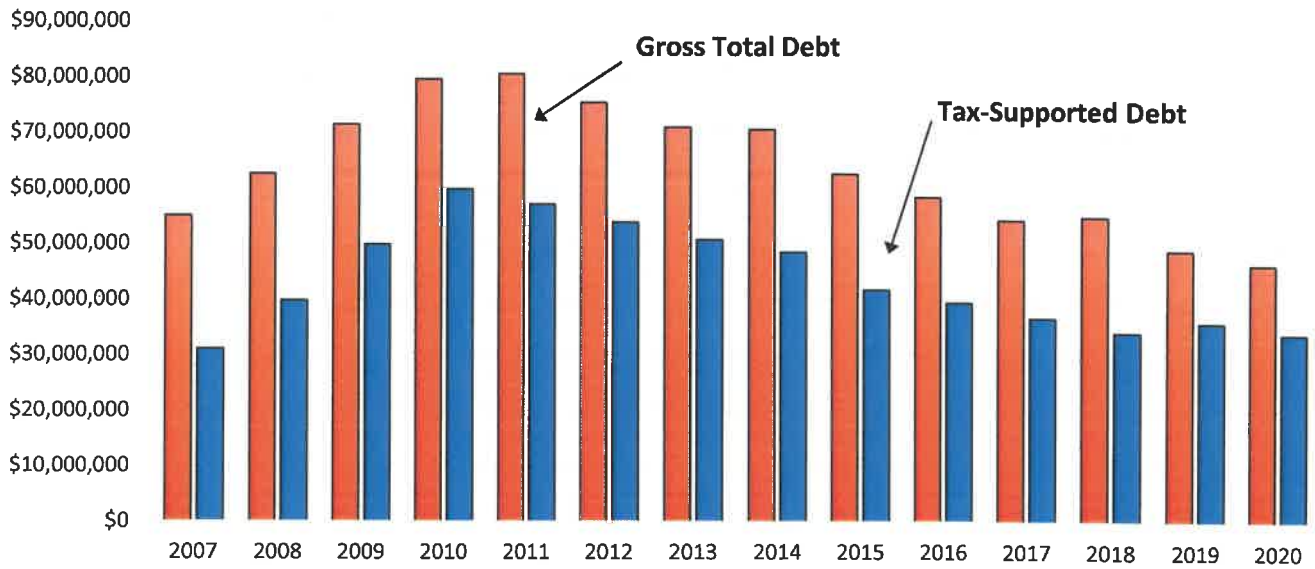
Resulting % of Total Budget Net Excluded Debt: **6.4%***

* The FY22 Capital Improvement Program is proposed to be funded below the targeted range of 7% - 8% due to the ongoing financial pressures resulting from the impact of the COVID-19 pandemic on Concord's finances.

Debt

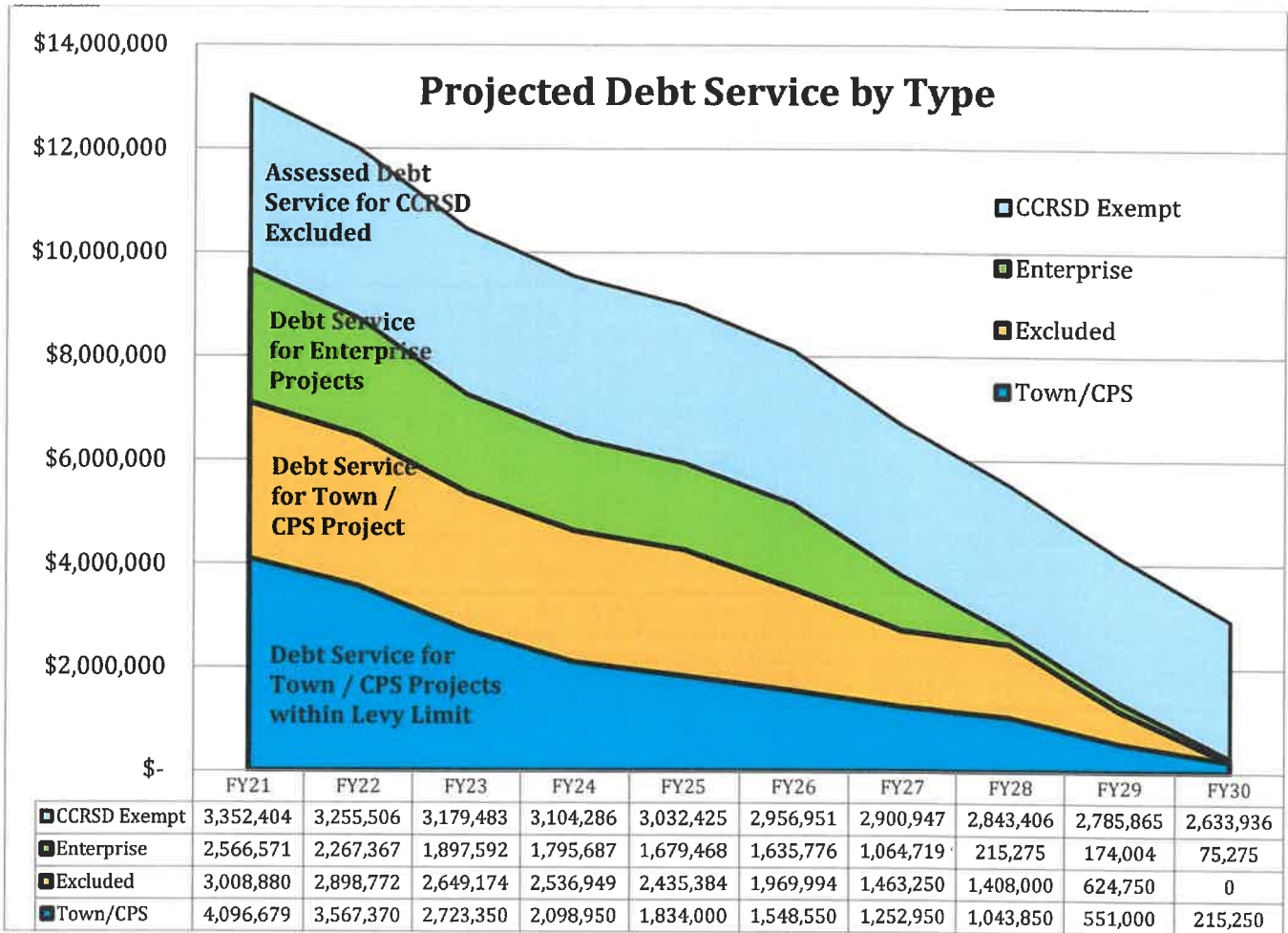
The amount of debt that the Town has is categorized by the entity which is responsible for its debt service. Gross debt is defined as the debt paid for by the General Fund (Tax-Supported Debt) and debt paid for by the Enterprise Funds (Revenue-Supported Debt). The chart below does not include the debt related to the new high school because the regional school district is a separate political entity.

Town of Concord Outstanding Debt at June 30th



Note: Gross Total Debt includes debt supported by Enterprise Fund Revenues (Water, Sewer, and Light). This chart includes major recent bond issues for the renovation and construction of Concord Public Schools facilities. The Alcott School utilized two bonds: \$7 million in September 2004 at 3.70% and \$2.35 million in March 2007 at 3.87%. The Thoreau School utilized three bonds: \$10 million in September 2006 at 3.86%, \$6.8 million in September 2007 at 3.99%, and \$140,000 in March 2009 at 1.49%. The Willard School utilized four bonds: \$1.84 million in April 2008 at 3.11%, \$11.9 million in March 2009 at 3.72%, \$12.9 million in January 2010 at 3.18%, and \$375,000 in May 2011 at 1.06%.

For the existing debt as of June 30, 2020, the following chart shows the debt service for Town/CPS projects within the levy limit, Town/CPS projects excluded from the levy limit, Enterprise projects, and the assessed debt service for CCRSD projects excluded from the levy limit. It should be noted that with each fiscal year, new projects are authorized by Town Meeting and this increases the debt service.



Debt Service Calculation

The calculation of the impact of the cost of a particular capital project on property taxes is complicated. Once the cost of a project is known and funds are borrowed, the Town structures a debt issuance. This debt issuance can be a straight-line repayment of principal or it could be structured differently. Only at the time of issuance is the actual interest rate known and this affects the debt service. Once the debt service is known, a calculation can be made about the impact on property taxes. Since the assessed value of each property can change from year-to-year, the actual effect on a specific property is difficult to gage.

With all this being understood, here are some general guidelines. A capital project with a cost of \$1 million would result in approximately \$147,500 in debt service during the first year, assuming the Town's rapid repayment model. In addition, \$100,000 in increased spending on debt serviced would relate to an increase of \$13.84 on the median property tax bill and \$16.54 on the average property tax bill.

Accordingly, if the Town today were to borrow for a \$10 million capital project, it could be anticipated that there would be \$1,475,000 in increased debt service and an additional \$204.14 on the median tax bill and \$243.96 on the average tax bill.

Appendix A: Five-Year Capital Outlay and Debt Plan

FY22-26 Capital Outlay Plan (General Fund)

Act #	Ref #	CODE	Item	FY2021		FY2022		FY2023		FY2024		FY2025		FY2026		SUMMARY	
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Total Recommended	Total Deferred
			General Government														
			Information Systems														
1C	A-1		Town-wide Technology Fund	200,000	0	400,000	300,000	400,000	215,000	400,000	300,000	400,000	300,000	400,000	300,000	1,115,000	585,000
			Facilities Administration														
1F	A-2		ADA Compliance	10,000	3,330	50,000	50,000	50,000	50,000	20,000	20,000	15,000	15,000	15,000	15,000	150,000	0
1F	A-3		Building Improv - Townwide	0	0	157,500	0	165,175	150,000	171,544	0	182,226	170,000	191,442	180,000	669,000	210,787
1F	A-4		Building Improv - Town House	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-5		Building Improv - Info Center	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-6		Building Improv - 55 Church St.	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-7		Building Improv - 37 Knox Trail	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-8		Building Improv - 341 Keres Rd	7,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-9		Building Improv - Whitten St	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-10		Building Improv - W. Concord	10,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-11		Building Improv - 4337/195 Keres	16,250	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-12		Building Improv - Harvey Wheeler	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-13		Emerson - Courts Resurfacing	0	0	250,000	0	0	0	0	0	0	0	0	0	0	250,000
1F	A-14		Redevelop - Bathroom & Building Repairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1F	A-15		Facilities - Equipment	44,000	0	60,000	0	60,000	50,000	60,000	50,000	60,000	60,000	60,000	50,000	50,000	350,000
1F	A-16		Facilities - Vehicle/Vehicle Maintenance	55,000	0	70,000	0	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	280,000
			Resource Sustainability														
1H	A-17		Resource Sustainability Fund	305,000	105,000	300,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	400,000	0
1H	A-18		Town SV Infrastructure	0	0	300,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	300,000	100,000	400,000	0
			Planning & Land Management														
			Planning														
4A	B-1		Zoning Bylaw Reconciliation	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4A	B-2		Subdivision Rules & Regulations Update	0	0	75,000	75,000	75,000	75,000	325,000	325,000	75,000	75,000	75,000	125,000	75,000	75,000
4A	B-3		Vehicle reimbursement for DPDM	0	0	25,000	25,000	25,000	25,000	25,000	25,000	0	0	25,000	25,000	50,000	50,000
			Natural Resources														
4B	B-4		Pond & stream maintenance	10,000	0	10,000	10,000	10,000	10,000	10,000	5,000	10,000	5,000	10,000	5,000	20,000	20,000
4B	B-5		Artificial Dike Improvements	10,000	0	10,000	10,000	10,000	10,000	10,000	5,000	10,000	5,000	10,000	5,000	20,000	20,000
			Human Services														
5A	C-1		Library Computer Equipment	10,000	5,000	10,000	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000	10,000

Acct #	Rpt #	CODE	Item	FY2021		FY2022		FY2023		FY2024		FY2025		FY2026		Total Recommended	Total Deferred	
				Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended	Requested	Recommended			
			Public Safety															
			Police Department															
6A	D-1		Police Vehicles	140,000	140,000	120,000	120,000	160,000	160,000	120,000	120,000	160,000	160,000	120,000	120,000	680,000	0	
6A	D-2		Public Safety Equipment	25,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	155,000	15,000	0	
6A	D-3		Buildings/Vest Replacement	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	0	0	
6A	D-4		Computer/Modern Upgrade	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	10,000	15,000	0
6A	D-5		Records Management System	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	0	200,000	0
6A	D-6		Child/Laptop Replacement	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	0	70,000	0
6A	D-7		SpeedAlert Trailer	0	0	0	0	0	0	0	0	0	0	0	0	0	30,000	0
6A	D-8		Ason Body Cameras	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6A	D-9		Ason Vehicle Cameras	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60	D-10		Fire Department	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	100,000	25,000	0
60	D-11		Microbus Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	100,000	25,000	0
60	D-12		Fire Vehicles	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	480,000	40,000	0
60	D-13		Turnout gear replacement	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	72,000	0	0
60	D-14		SCBA	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	24,000	0	0	
60	D-15		SCBA Cylinder Replacement	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	32,000	0	0	
60	D-16		Fire Hose Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000	0	0	
60	D-17		Medical Equipment Upgrade	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000	0	0	
60	D-18		Uprazada Community AED's	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	120,000	0	0	
60	D-19		Breathing Air Compressor	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	140,000	0	0	
60	D-20		Fire Alarm Receiving Equipment	160,000	127,363	0	0	0	0	0	0	0	0	0	160,000	0	0	
			PUBLIC WORKS															
			Engineering															
78	E-1		GIS System	20,000	2,436	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000	20,000	0
78	E-2		Sustainable Infrastructure	25,000	5,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	100,000	20,000	0
78	E-3		NPDES Permit Compliance	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	40,000	0	0
78	E-4		Traffic Control Devices	20,000	5,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000	0	0
78	E-5		Street sign replacement	20,000	5,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000	0	0
7C	E-6		Highway Maintenance	20,000	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	70,000	25,000	0
7C	E-7		Guardrail Replacement	7,500	0	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	30,000	5,000	0
7C	E-8		Small Equipment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000	0	0
7C	E-9		Fuel Dispenser	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7E	E-10		Parks & Trees	40,000	10,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	160,000	45,000	0
7E	E-11		Public Safety Trees	100,000	5,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	400,000	200,000	0
7E	E-12		Turf Irrig./ Park Rehab.	7,500	3,256	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	30,000	7,500	0
7E	E-13		Small Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
			Capital Assets															
7H1	E-14		Road Reconstruction	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	400,000	100,000	0
7H2	E-15		Drainage Improvements	105,000	66,500	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	420,000	120,000	0
7H3	E-16		Curb Improvement	100,000	63,500	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	400,000	100,000	0
7H4	E-17		Shoulder - Maintenance	125,000	25,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	500,000	125,000	0	
7H4	E-18		Vehicles and Heavy Equipment	615,000	285,000	615,000	615,000	615,000	615,000	615,000	615,000	615,000	615,000	615,000	2,460,000	535,000	0	
			GENERAL FUND TOTAL	2,354,150	1,081,855	2,302,500	2,223,644	2,655,375	2,655,375	2,655,375	2,655,375	2,655,375	2,655,375	2,655,375	9,186,700	3,467,877	0	
			Target	1,081,855	1,081,855	1,125,429	2,080,000	2,000,000	2,000,000	2,080,000	2,080,000	2,161,500	2,161,500	2,247,200	9,613,829	-346,787	0	
			Surplus/ (Deficit)	-1,172,695	0	-1,197,371	-856,356	-655,375	-655,375	-423,644	-423,644	-503,125	-503,125	-503,125	-1,523,125	1,523,125	0	

FY22-26 Capital Program (Final)
DEBT AUTHORIZATION PLAN

Fiscal Year of Planned Long-term Debt Issuance	adopted	plan				
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
General Fund - Financing within Levy Limit	\$5,250,000	\$6,000,000	\$5,400,000	\$4,600,000	\$4,750,000	\$4,900,000
General Government						
1-A Renovation/Construction/Acquisition of Town Buildings		195,000	0	0	200,000	200,000
1-B Municipal Buildings, Town House		0	0	1,295,000	0	0
1-C Municipal Buildings, 141 Keyes Road		0	0	0	0	0
1-D Municipal Buildings, Harvey Wheeler		0	0	0	550,000	0
1-E Municipal Buildings, Ripley		0	0	0	500,000	500,000
1-F Land acquisition for municipal purposes		0	0	0	0	0
1-G Park Improvements, Emerson Playground (Pool)	200,000	0	1,414,000	0	0	0
1-H Park Improvements, General		0	0	0	0	0
1-I Park Improvements, Emerson Field (CPW)		0	0	0	400,000	700,000
1-J Park Improvements, Gerow	0	0	200,000	0	0	0
1-K Park Improvements, Rideout	0	0	195,000	0	0	0
1-L Park Improvements, Warner's Pond dredging	500,000	1,250,000	0	0	0	0
1-M Park Improvements, White Pond	600,000	500,000	0	0	25,000	40,000
Finance						
2-X ERP System (Funded from previous Special Town Meeting)		0	0	0	0	0
Planning and Land Management						
3-A Land Acquisition for open space	0	0	0	0	0	0
3-B Land Acquisition for Keyes Road Facility & Wireless Tower		0	0	0	0	0
3-C Subdivision Rules & Regulations Update		0	0	0	0	0
3-D Invasive Species Plan & Implementation		0	0	210,000	0	0
3-E Chamberlain Park Bridge over the Mill Brook		0	130,000	0	0	0
3-F Ralph Waldo Emerson Historic Home/ Museum		325,000	0	0	0	0
3-G Pedestrian Bridge Over Assebet River in W. Concord		0	500,000	0	0	0
Human Services						
Public Safety						
5-A Engine #3 (2008) & Engine #5 (1989) to be replaced w/ one truck		0	0	0	0	0
5-B Engine #3 Refurbishment (2016) Pumper		0	0	0	175,000	0
5-C Engine #4 Refurbishment (2017) Pumper		0	0	0	0	200,000
5-D Engine #5 Replacement (1989) Brush Truck		0	0	0	0	0
5-E Engine #6 Replacement (2006) Brush and Utility Vehicle		0	0	0	0	0
5-F Engine #8 Refurbishment (formerly E3) (2016)		0	0	175,000	0	0
5-G Ambulance #1 Replacement (2008)		0	0	0	0	0
5-H Ambulance #2 Replacement (2011)	275,000	0	0	0	0	0
5-I Ladder #1 Refurbishment (2012)	0	250,000	0	0	0	0
5-J Fire Self Contained Breathing Apparatus		350,000	0	0	0	0
Public Works						
6-A Road and Parking lot Reconstruction	1,250,000	1,300,000	1,561,000	2,000,000	2,000,000	2,000,000
6A-1 Drainage, Culverts, Road Reconstruction, Sidewalk Maintenance		450,000				
6-B Sidewalk Extensions		0	500,000	0	0	0
6-C 75' Forestry Bucket Truck, G-56 Replacement		245,000	0	0	0	0
6-D 3-Wheet Street Sweeper, H-45 Replacement		235,000	0	0	0	0
Subtotal - Town Projects	2,825,000	5,100,000	4,500,000	3,680,000	3,850,000	3,540,000

General Fund, School

Fiscal Year of Issuance	adopted	plan				
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
CMS Middle School feasibility assessment study _						
Peabody	50,000	50,000	50,000	0	0	0
Sanborn	50,000	50,000	50,000	0	0	0
Alcott		0	0	200,000	0	0
Thoreau		0	0	0	0	0
Willard	40,000	120,000	120,000	55,000	0	0
District-wide, Elementary ERU	690,000	680,000	680,000	0	0	0
Ripley Administration Building		0	0	0	0	0
Green Initiatives, District-wide		0	0	0	0	0
Gross subtotal, CPS buildings	830,000	900,000	900,000	255,000	0	0
<i>Undesignated:</i>	70,000	0	0	645,000	900,000	900,000
Subtotal - School Projects allocation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000
General Fund Total debt supported within levy limit	\$3,725,000	\$6,000,000	\$5,400,000	\$4,580,000	\$4,750,000	\$4,440,000
Capacity - Request = Shortfall	\$1,525,000	\$0	\$0	\$20,000	\$0	\$60,000

Approved: September 27, 2021

~~Town of Concord~~ Town of Concord

~~Final Charge 9/27/21~~

Personnel -Study Task Force

Charge

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A. Purpose

To Appoint and charge an independent citizen task force to study the Personnel Bylaw, the Charge of the Personnel Board, and related documents and make recommendations for appropriate changes. The task force shall provide recommendations to the Select Board in a timely manner in order to prepare Articles for the 2023 Annual Town Meeting.

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B. Background

The Town Charter approved in 1955 directed the Select Board to appoint a number of committees including the Personnel Board. In 1985 a document was presented to the Select Board by the Town Manager to establish a Personnel Department. The Personnel Bylaw has been updated several times over the years, most recently in 2017, and serves as the guiding document for the Personnel Board and the Town staff. ~~However~~However, the current role of the Personnel Board, as defined by the 1985 document and the current Personnel Bylaw, is outdated and does not reflect the needs of the Town's 21st century workforce, or the challenges -faced by the Town in recruiting, developing and retaining high-quality employees.

C. Membership

The independent citizens' task force shall be comprised of five members appointed by the Select Board, each for a term that will expire at the final- adjournment -of -the -2023 Annual -Town Meeting. The -purpose -of the -task force will be -to provide an impartial study -and -proposal -with regard -to the -future -role -and function -of the -Personnel Board. The members may include:

One former member of the Personnel Board

One former Select Board member

Three members from the public at large, preferably with experience in Human Resources or Town Government

D. Duties and Responsibilities

1. Review the current bylaw, amendments, -and other related documents and recommend changes to reflect #1 and #2 above.

~~1.~~ 2. Make recommendations to the Select Board, suggesting updates to the Personnel Bylaw and -on updates to the Personnel Bylaw and on the future role of the Personnel Board, related Town Personnel Policies governing the Town's non-unionized employees.

~~2.~~ 3. Ensure that the Town's -personnel system for personnel administration is:

- a. Efficient;
- b. Consistent with a Strong Town Manager form of government;
- c. Able to maintain equity, accountability and transparency for citizens and employees;
- d. Able to respond quickly to changing laws and regulations, operational needs and labor markets as well as a shifting workforce;
- e. Effective for recruitment and retention of employees;
- f. Provides non-unionized employees with a fair and just grievance process.

~~3.1 Review the current bylaw and other related documents and recommend changes to reflect #1 and #2 above.~~

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E. Other Considerations

The task force will consider the authority and role of key stakeholders such as:

- a. Town Manager
- b. Personnel Board
- c. Select Board
- d. Town Meeting
- e. Human Resources Director/Department
- f. Senior Managers
- g. Citizens
- h. Employees

The task force will elect a chair and clerk and comply with all State and local laws, including the Open Meeting Law, the Public Records Law and the Conflict of Interest Law.

Resources will include Human Resources Director, Personnel Board Chair, Town Manager and other staff as needed.

Appendices:

1985 document establishing Personnel Department

Personnel Bylaw

[Personnel Policies and Procedures](#)

Approved: September 27, 2021

Town of Concord
Personnel Study Task Force
Charge

A. Purpose

To Appoint and charge an independent citizen task force to study the Personnel Bylaw, the Charge of the Personnel Board, and related documents and make recommendations for appropriate changes. The task force shall provide recommendations to the Select Board in a timely manner in order to prepare Articles for the 2023 Annual Town Meeting.

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C. Membership

The independent citizens' task force shall be comprised of five members appointed by the Select Board, each for a term that will expire at the final adjournment of the 2023 Annual Town Meeting. The purpose of the task force will be to provide an impartial study and proposal with regard to the future role and function of the Personnel Board. The members may include:

One former member of the Personnel Board

One former Select Board member

Three members from the public at large, preferably with experience in Human Resources or Town Government

D. Duties and Responsibilities

1. Review the current bylaw, amendments, and other related documents and recommend changes.
2. Make recommendations to the Select Board, suggesting updates to the Personnel Bylaw and on the future role of the Personnel Board.
3. Ensure that the Town's personnel system is:
 - a. Efficient;
 - b. Consistent with a Strong Town Manager form of government;
 - c. Able to maintain equity, accountability and transparency for citizens and employees;
 - d. Able to respond quickly to changing laws and regulations, operational needs and labor markets as well as a shifting workforce;
 - e. Effective for recruitment and retention of employees;
 - f. Provides non-unionized employees with a fair and just grievance process.

E. Other Considerations

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Appendices:
1985 document establishing Personnel Department
Personnel Bylaw
Personnel Policies and Procedures

Christopher Carmody

From: Terri Ackerman
Sent: Tuesday, December 14, 2021 10:02 AM
To: Christopher Carmody
Subject: Fw: Clarity

From: Kate Hodges <khodges@concordma.gov>
Sent: Monday, December 13, 2021 7:53 PM
To: Matthew Johnson <mjohnson@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Susan Bates <sbates@concordma.gov>; Henry Dane <hdane@concordma.gov>; Linda Escobedo <lescobedo@concordma.gov>
Cc: Amy Foley <afoley@concordma.gov>
Subject: Clarity

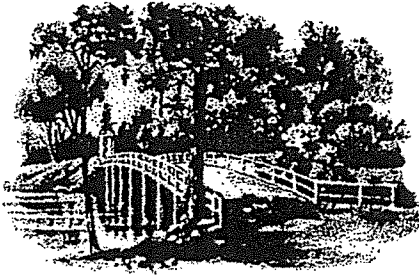
Good evening Matt,

This evening when the Board was discussing the interim appointment, you announced "well, one candidate doesn't want it" which I (and others listening) took to mean that I was unwilling to serve as interim. I realize there were audio issues last week and perhaps you didn't hear me properly, but what I said was that I was not interested in the permanent appointment of Town Manager and that, similar to last time, I would not be applying for the job should you advertise. I did say that I would happily serve as acting/interim as is my job and one I have done well in the past. Additionally, serving as interim is actually reflected in my job description which I shared with the chair and showed her a copy of.

I am concerned that your statement may/has been taken by some to mean I am not willing to perform the functions of my job and that is not the case. I wanted to write to you all so the board is clear that I would have served as interim if needed or desired; It is unfortunate that it did not come across in that way.

I will, as I have said, support Kerry and believe she and I work well together.

Kate Hodges, Deputy Town Manager
Town of Concord



OLD NORTH BRIDGE

TOWN OF CONCORD
TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

December 17, 2021

Commonwealth of Massachusetts
Executive Office of Public Safety & Security
Massachusetts Armory Commission
2 Randolph Road
Hanscom Air Force Base, Massachusetts 01731-3001

Distinguished Commission Members:

The Town of Concord has expressed its interest in acquiring the Concord Armory on a number of occasions, most recently in July, 2019. At that time, the National Guard responded that the facility continued to play a useful role in fulfilling its mission. It has once again come to the Town's attention that this matter is under consideration by Commission, and the purpose of this letter is to let the Commission know that it might be mutually beneficial for the Town to assume ownership of the Armory and gain the use of this historic building in an important location while relieving the Guard of the burden of maintaining a facility it no longer needs.

The Armory is located a short distance from the center of Concord, adjacent to the fourteen acre Emerson Field which contains a regulation track, baseball and soccer fields; and is within walking distance of the Alcott elementary school, the Hunt Gym, the Regional High School, the Public Library, affordable and senior housing and the Town House. The Armory's large interior space offers many possibilities for mixed municipal use including indoor athletic facilities; public gathering space for large meetings, dramatic and musical performances; space for related municipal offices and badly needed, secure storage space for Town archives and historical records. Centralizing and securing archival materials that are scattered over a dozen locations, in a secure, climate controlled environment will require 2,500 to 3,000 square feet of space which is not currently available. Important historical documents in the Town's custody are scattered in a number of locations with limited accessibility. Because of the role of the Town in the early colonization of Massachusetts, the American Revolution and the literary and cultural life of the United States, the Town archives contain significant materials which require clean, secure storage that is accessible to students, historians, scholars and members of the public.

Years ago, the Annual Town Meeting was held in the Armory as was the annual Patriots' Day Ball. A major issue that has come up in the planning of the new Middle School has been the lack of indoor athletic facilities such as basketball courts. It should be noted that, were the Armory to be used by the Town for these purposes, the large, open, indoor space of the Armory could remain available to the Guard in the event of national emergency and local disaster relief.

Commonwealth of Massachusetts
Executive Office of Public Safety & Security
December 17, 2021
Page 2

If there is a possibility that these objectives can be accomplished, we would welcome the opportunity to explore the matter with those responsible for making the decision. Please consider this letter a notice of the Town's '*official*' interest in the property.

. Thank you in advance for your consideration.

Yours sincerely,



Henry J. Dane
For the Concord Select Board

cc: Brig. Gen Francis B. Magurn, Assistant Adjutant General , francis.b.magurn.nfg@mail.mil
Hon. Michael Barrett, Senate, 3rd Middlesex Distl, Member, Joint Committee on Public Safety
CWO Robert Hallinan, Mass. National Guard
Kate Hodges, Deputy Town Manager
Kaari Mai Tari, Town Clerk