

**TOWN OF CONCORD
SELECT BOARD MEETING
May 9, 2022 | 6:30 PM
TOWN HOUSE
22 MONUMENT SQUARE**

SECOND FLOOR MEETING ROOM AND VIA ZOOM
<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBlaz091CzdQM0EvWVZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

(revised May 6, 2022)

AGENDA

#	Time*	Agenda Item
1.	6:30pm	Call to Order
2.		Welcome new member, Mary Hartman
3.		Consent Agenda <ul style="list-style-type: none"> • Town Accountant Warrant: April 28, 2022 • Minutes: May 1, 2022 • One Day Liquor License Applications: <ul style="list-style-type: none"> ○ Gaining Ground Donor Appreciation party at 341 Virginia Road on June 16, 2022 from 5pm to 7pm, all alcoholic beverages • Extension of Hours for Saltbox Kitchen on May 21st (from 9:30PM) to 10PM • Extension of Hours to Trails Ends Café, LLC (dba Nosh) on May 20th (from 11PM) to 1AM • Proclamations: <ul style="list-style-type: none"> May 15 – 21: Concord Public Works Week June 12: Race Amity Day
4.	6:40pm	Interim Town Manager's report
5.		Introduce new Health Director
6.	7:00pm	Chair's Report
7.		Choose Officers
8.	7:10pm	Meet with Tax Fairness Committee to decide next steps
9.	7:30pm	Review 2022 General Obligation Bond Issue
10.	7:45pm	Discuss proposed liaison assignments
11.	8:00pm	Discuss draft 2022-2023 Select Board goals
12.		Discuss Town Manager transition progress to date and next steps
13.	8:30pm	Committee Nominations: Sue Felshin of 19 Sunnyside Lane to the Planning Board; Vincent Carlson of 34 Everett Street to the PEG Access Advisory Committee.

14.	8:45pm	Committee Appointments: None at this time.
15.		Liaison Reports
16.	9:15pm	Adjourn

**Times are approximate and subject to change*

Current Board and Committee Vacancies
Board of Health
Comprehensive Sustainability and Energy Committee
Concord 2025 Executive Committee
Concord Housing Development Corporation (CHDC)
Concord Local Cultural Council
Conservation Restriction Stewardship Committee
Council on Aging
Cultural Council
Economic Vitality Committee
Historic Districts Commission
Library Board
Natural Resources Commission
Personnel Board
Planning Board
Public Ceremonies and Celebrations Committee
Tax Fairness Committee
Transportation Advisory Committee
Trustees of Donations
West Concord Advisory Committee
West Concord Junction Cultural District
White Pond Advisory Committee (WPAC)
Zoning Board of Appeals

**Town of Concord
Select Board
Minutes
May 1, 2022**

Pursuant to a notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting in the Concord-Carlisle Regional High School Gymnasium on May 1, 2022 at 12:30 p.m.

Present were Terri Ackerman, Chair, Henry Dane, Susan Bates, and Linda Escobedo. Also attending: Kerry LaFleur, Interim Town Manager. Absent: Matthew Johnson, Clerk.

Call to Order

Chair Ackerman called the meeting to order at 12:30 p.m.
Linda Escobedo was asked to serve as Clerk, pro temp.

Consent Agenda

- One Day Special Liquor License application by Jonathan Holm for a wedding on May 22, 2022 from 4:00 p.m. to 10:00 p.m. at 144 Nashoba Road, all alcoholic beverages.
- One Day Special Liquor License application by Olivia Boger for “Love, Local Concord” Event on June 2, 2022 from 6:00 p.m. to 8:00 p.m. at location between 26 Walden Street and 34 Walden Street, for wine only.
- Certificate of Appreciation for Concord resident and business owner, Todd Pulis, per family request.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to approve the consent agenda.

Discuss Town Meeting Articles

Ms. Ackerman indicated that no amendment was anticipated for Article 19.

Committee Appointments

Gary Clayton of 31 Black Birch Lane, Diana Clymer of 13 River Street, David Wood of 266 Lexington Road, Richard Loughlin, Jr. of 83 Chestnut Street to the Concord 2025 Executive Committee, all for a term to expire at midnight on December 31, 2026; Katherine T. Berger of 60 Revolutionary Road to the Hugh Cargill Trust Committee for a term to expire April 30, 2025.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to approve Committee Appointments.

Other Business

A motion was made and seconded to authorize Ms. Escobedo on behalf of the Select Board to submit another letter of support (needed now) to State legislative representatives for the pending

**Town of Concord
Select Board
Minutes**

local option transfer fee surcharge for affordable housing currently in the Joint Committee on Revenue and for Concord's related home rule petition for this issue.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to ask Ms. Escobedo to submit this letter of support to the appropriate legislative representatives on behalf of the Select Board.

Select Board members acknowledged Ms. Bates for her service as Select Board member as her term officially concludes after the 2022 Annual Town Meeting. She was thanked for her dedicated service and will be missed by her fellow Select Board members.

Adjournment

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to adjourn to the 2022 Annual Town Meeting.

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

PROCLAMATION

- WHEREAS** Public Works services are an integral part of our citizens' everyday lives and quality of life; and
- WHEREAS** The support of and understanding of an informed citizenry is vital to the efficient operation of public works systems and programs such as water, sewer, engineering, streets, highways, solid waste & recycling, parks, athletic fields, fleet maintenance and cemeteries
- WHEREAS** The health, safety and comfort of Concord greatly depend on these services and facilities; and
- WHEREAS** The planning, design, construction and care of these facilities are dependent upon the effort, skill and commitment of the Concord Public Works Team; and
- WHEREAS** The efficiency of the qualified and dedicated Concord Public Works Team members is materially influenced by the citizen's understanding of the importance of the work they perform
- NOW, THEREFORE,** We, as the Select Board of the Town of Concord, Massachusetts, do hereby proclaim the week of May 15 through May 21, 2022 as

CONCORD PUBLIC WORKS WEEK

And call upon all Concordians to acquaint themselves with the issues involved in providing our public works services and to recognize the contributions which Concord Public Works makes every day to our health, safety, comfort, and quality of life.

PROCLAIMED THIS 9th DAY OF MAY 2022



Concord Select Board

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

PROCLAMATION

RACE AMITY DAY

WHEREAS Concord supports the Great Seal of the United States of America which bears the inscription, E Pluribus Unum, which translates from Latin as “Out of many, one”; and

WHEREAS The greatest asset of the Town of Concord is its people; and

WHEREAS The Town of Concord is comprised of multicultural, multiethnic and multiracial citizens; and

WHEREAS Friendship, collegiality, civility, respect, and kindness are commonly shared ideals of the collective citizenry of the Town of Concord; and

WHEREAS The Towards E Pluribus Unum Initiative has invited communities across the United States of America to join in introspection and reflection on the beauty and richness of the diverse people of this great nation while reaching out with a spirit of amity toward one another annually on the second Sunday in June; and

WHEREAS H. 2745, Chapter 163 of Acts of 2015 of the Commonwealth of Massachusetts establishes the Second Sunday in June Annually as Race Amity Day; and

NOW THEREFORE We, the Concord Select Board, do hereby proclaim June 12th, 2022, to be Race Amity Day, and urge all the citizens of the Town to take cognizance of this event and participate fittingly in its observance.

Proclaimed this 9th day of May 2022

CONCORD SELECT BOARD

Christopher Carmody

From: Matthew Johnson
Sent: Friday, April 22, 2022 8:59 AM
To: Terri Ackerman
Cc: Kerry Lafleur; Christopher Carmody
Subject: Tax Fairness Committee

Terri,

The Tax Fairness Committee voted to recommend that it be disbanded, since 1) they've advanced the current relief efforts we have in place as far as they can, and 2) there are tremendous legislative and constitutional barriers to making further progress. Individuals will continue to pursue the local option income tax and other options on a grassroots basis, but it's no longer productive to have a standing town committee for this purpose. There is also a tremendous amount of talent on this committee that might contribute to other town boards and committees going forward.

I let the committee know that we won't have time on our 4/25 Select Board agenda to discuss this issue and dissolve the committee, but that I hope we can add the topic to our 5/9 agenda. I expect that it will take about 10-15 minutes to cover. We should invite the chair (David Karr) to present the committee's decision briefly before our vote.

Matt Johnson
Select Board, Town of Concord
(508) 878-4117

From: Terri Ackerman <tackerman@concordma.gov>
Sent: Friday, February 18, 2022 11:20 AM
To: Jackie Lavender Bird <jlavenderbird@mma.org>
Cc: Kerry Lafleur <klafleur@concordma.gov>; Matthew Johnson <mjohnson@concordma.gov>
Subject: Tax Fairness Initiatives

Hi Jackie,

The Town of Concord has had a Tax Fairness Committee since 2008. The mission of the Committee is to provide a mechanism for thoughtful and public examination of the issues surrounding local taxation, including the fair allocation of property tax burdens, potential alternatives to the property tax, and the loss of economic diversity resulting from reliance on the residential property tax in the Town of Concord.

The TFC is now at a crossroads and we are seeking your advice, as well as data from other cities and towns.

To give you a brief history, several years ago, the TFC sponsored an article at Town Meeting, which was approved and sent to the legislature as a Home Rule Petition. Under Chapter 374 of the Acts of 2016, accepted by Annual Town Meeting and by the voters at the polls, the Town adopted a Senior Means-Tested Property Tax Exemption. The exemption could reduce the applicant's property tax by as much as 50% or until the net tax burden was 10% of the applicant's income. The total reduction in taxes for all taxpayers in the program was capped at ½ of one percent (0.5%) of the total residential property tax, although the Select Board could raise the cap to 1%.

The act authorizing this exemption expired three years after its initial implementation. 2020 Annual Town Meeting authorized the Select Board to petition the State Legislature to pass a Special Act to create a permanent Senior Means-Tested Property Tax Exemption, using gross income rather than the Circuit Breaker worksheet to determine eligibility in order to reduce administrative expense, and modifying the calculation methodology to ensure that applicants who are eligible for another exemption in addition to the Senior Means-Tested Tax Exemption receive the full benefit of both exemptions. The net tax burden on eligible individuals is expected to be the same or less than it would have been under the previous methodology.

In the gap between the expiration of the original exemption and Legislative action on the Town's petition for a permanent exemption, 2021 Annual Town Meeting authorized interim funding to allow continued relief to eligible applicants during Fiscal Year 2022; and we are prepared to do that again at the 2022 ATM for FY23 funding.

The TFC is thinking that we need to work collectively with other cities and towns. This is a state-wide problem and the legislature might be more likely to act if many municipalities join together. We are asking for assistance in collecting data from other cities and towns:

1. Do any other municipalities have Special Legislation to address tax fairness?
2. What are some best practices, if any, that are helping to alleviate the tax equity gap?
3. Do you or anyone at the MMA or members of the Fiscal Policy Committee have any advice on this matter?

Thanks in advance for your assistance, and of course, let me know if you need more info or have questions.

Best regards,
Terri Ackerman
Select Board Chair
Concord, MA

From: Matthew Johnson <mjohnson@concordma.gov>
Sent: Friday, February 18, 2022 9:20 AM
To: Terri Ackerman <tackerman@concordma.gov>
Cc: Kerry Lafleur <klafleur@concordma.gov>
Subject: Peer town initiatives on tax fairness?

Terri,

I've just attended this month's Tax Fairness Committee meeting. They're at a crossroads. Either through this year's Town Meeting warrant article or the state legislature's approval of our home rule petition, we will (hopefully) make the tax exemption that they've shepherded all these years permanent. They could then consider themselves "done" with their work and disband. On the other hand, it's clear that - if anything - the tax equity situation has only gotten worse since the committee was originally formed, so many members feel that we should redouble our efforts. That would mean pursuing longer-term solutions in cooperation with other towns. It would also necessitate recruiting several new members, since most of the existing ones have have more than fully served their terms.

The committee would like to meet with the Select Board prior to Town Meeting (15-20 minutes) to decide which path to take. However, before they do, they're gathering some information. For example, they're meeting with State Representative Jay Kaufman next month to learn about the status of legislative initiatives besides ours. They're also looking at the latest census data.

One other data point would be the status of any peer towns' efforts to promote tax fairness. The problem is that they don't know how to find that out. I suggested that we might be able to make an inquiry through the MA Municipal Association. Would you or Kerry have a way to do that, or do you have other suggestions?

Matt Johnson
Select Board, Town of Concord
(508) 878-4117

Town of Concord
Finance Department
Memorandum

TO: Select Board

FROM: Kerry A. Lafleur,  Interim Town Manager

SUBJ: 2022 General Obligation Bond Sale

DATE: May 5, 2022

It is now time to prepare for the annual bond issuance to finance previously approved capital purchases and improvements, and also time to review our existing bonds for potential refunding (refinancing) opportunities.

At this time, we are ready to permanently finance the following capital expenditures:

FY2022		DEBT AUTHORIZATION		
Project Number	PROJECT	ARTICLE	Included in 2022 Issue	anticipated repayment term
General Fund, Non-Exempt				
358	141 Keyes Road Renovation	31 -2014	\$ 400,000.00	10
395	Trail Improvements	21-2018 (2)	\$ 75,000.00	5
420	Warner's Pond Dredging	11-2020	\$ 500,000.00	10
425	Municipal Building Improvements, 2021	13-2021	\$ 195,000.00	premium
428	White Pond Park Improvements	13-2021	\$ 500,000.00	10
429	Ralph Waldo Emerson House Musuem	13-2021	\$ 325,000.00	premium
430	Warner's Pond Park Improvements	13-2021	\$ 1,250,000.00	10
431	Ladder #1 Refurbishment	13-2021	\$ 250,000.00	5
432	Self-Contained Breathing Apparatus	13-2021	\$ 245,000.00	5
433	2021 Roads Program	13-2021	\$ 1,300,000.00	10
434	Drainage & Sidewalks	13-2021	\$ 450,000.00	10
435	Heavy Equipment, Park & Tree	13-2021	\$ 245,000.00	5
436	Heavy Equipment, Highway	13-2021	\$ 235,000.00	5
total: General Fund, Non-Exempt			\$ 5,970,000.00	
General Fund, Exempt				
437	Middle School Construction	01-STM-2022	\$ 12,000,000.00	20
Enterprise Fund				
409	Water Main Replacement	43-2019	\$ 2,000,000.00	20
			total issue: \$ 19,970,000.00	

As you can see, we intend to issue \$12M in debt for the Middle School project, in accordance with the OPM's cash flow projections for FY23. The estimated impact of this debt at median Assessed Value is \$124.

All legal requirements have been met in order to proceed with this issue, and the bond sale is scheduled to occur on May 17, 2022. We had our credit rating conference with Moody's Investors Service on May 3, 2022, and our rating is scheduled to be released on May 10, 2022. We do not anticipate a change in our credit rating, though we have been advised that our continued draw down on reserves, even though planned, is problematic, but generally offset by our strong commitment to funding long-term liabilities (OPEB & Pension). Further, Moody's has advised that it is currently updating its rating methodology and may require the Town to participate in a mid-year rating review as a result.

Based upon our preliminary estimates, we expect this sale to generate a minimum of \$1,055,000 in estimated premiums, as follows:

- General Fund, Non-Exempt = \$480,000
- General Fund, Exempt = \$495,000
- Water Fund = \$80,000

After issuance costs, the remaining premium will be used to reduce the size of the issuance.

After reviewing all existing bonds, we find no current refunding opportunities.

The results of the bid process will be brought to you for review and award on May 23, 2022.

Proposed 2022-2023 Select Board Liaison Assignments

Terri Ackerman

2229 Main Street Oversight Committee
Acton-Concord RECC
Bruce Freeman Rail Trail Committee
Fiber Broadband Completion Task Force
Hugh Cargill Trust Committee
MMA Fiscal Policy Committee
Multi-Town Gas Leaks
PEG Access Advisory Committee
Personnel Board
Personnel Bylaw Study Task Force
Tax Relief Committee
Transportation Advisory Committee

Henry Dane

250th Executive Committee
Agriculture Committee
Board of Assessors
Board of Health
Board of Registrars
Cemetery Committee
Civil War Monument Task Force
Historic Districts Commission
Historical Commission
Library Committee
Public Ceremonies & Celebrations
Committee

Linda Escobedo

Commission on Disability
Community Preservation Committee
Concord Housing Development Corporation
Concord Municipal Affordable Housing
Trust
Council On Aging Board
Hanscom Area Town Selectmen (HATS)
Housing Authority
MAGIC Representative
Planning Board
Retirement Board
Trustees of Town Donations
Zoning Board of Appeals

Mary Hartman

Concord Local Cultural Council
Economic Vitality Committee
Junction Village Open Space Task Force
MAPC Representative
MBTA Representative
Municipal Light Board
Natural Resources Commission
Public Works Commission
Recreation Commission
Trails Committee
West Concord Advisory Committee
West Concord Junction Cultural District
Committee

Matt Johnson

Climate Action Advisory Board
Comprehensive Sustainability and Energy
Committee
Concord Center Cultural District Committee
Concord Public School Committee
Concord-Carlisle Regional School
Committee
DEI Commission
Finance Committee
Financial Audit Advisory Committee
Middle School Building Committee
Pollinator Health Advisory Committee
White Pond Advisory Committee

2021-2022 Select Board Goals

End-Of-Year PROGRESS REPORT

April 28, 2022

Process

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens and other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support and guidance and encouragement where appropriate and to be collaborative, open and inclusive at all times.

Values and Guiding Principles

Governance: Effective, responsive and transparent governance

Public Health and Safety: Utilization of best practices for the health and safety of all

Financial Stability: Fiscal responsibility, financial stability/sustainability, town-school collaboration and integration

Infrastructure: Sufficient and sustainable, well-maintained and reliable

Quality of Life: High level maintenance of town services for Concord citizens. Dignity and respect for all individuals

Balance and Equity: Balance and equity among divergent individual, neighborhood and town-wide interests

Diversity: Conscious decision making to support economic and social diversity and inclusion

Historic and Cultural Heritage: Preservation and promotion of historic and cultural heritage

Agricultural and Natural Resources: Protection and enhancement

Sustainability and Resilience: Sustainable management of energy resources, reduction of carbon emissions, and regeneration of our natural environment

Economic Resilience: Protecting the vitality of the town and businesses and reducing obstacles to their success

Regional and State Interests: Advancement of Concord's interest in the region and the commonwealth

Goals and Objectives

Specifically, the Board supports short and long-term goals and objectives in the following categories:

Effective Governance, Board Organization, and Communication

1. **COMPLETE but RECURRING** Provide ongoing support and advice to the Town Manager on leadership opportunities and issues. Conduct the annual evaluation of the Town Manager's performance and make determination on contract renewal.
2. Continue to support the Town Manager, town departments and town committees as they implement action steps from the *2030 Envision Concord* Comprehensive Long-Range Plan and other new priority areas in their current year goals.
 - a. **NOT DONE** Work with the Town Manager to lay out a 5-year plan for implementing the relevant action steps of 2030 Envision Concord.
 - b. **NOT DONE/alternate** Identify departmental goals and review progress with the Town Manager at the beginning and end of the fiscal year.

3. **COMPLETE** Approve a charge for and seat a new Fiber Broadband Completion Committee (ATM '21 Article 41).
4. **COMPLETE** Approve a charge for and seat a new study committee to review the current charge, bylaws, and function of the Personnel Committee.
NOT DONE Evaluate recommendations and decide future charge of Personnel Board.
5. **ONGOING** Provide guidance and resources for all Town volunteers serving on boards and committees to improve consistency and efficiency of public meetings and hearings.
COMPLETE Restart annual training session for board/committee members on OML, ethics, and meeting management.
6. **ONGOING** Continue to promote open and transparent government through enhanced use of technology and increased public access television.
7. **COMPLETE / alternate** Work to improve citizen communications by reviewing/implementing the citizen correspondence policy drafted in 2021. Continue regular publication of the Town Manager's report.
8. **COMPLETE but RECURRING** Recruit new committee volunteers that reflect all segments of Concord's citizenry; revisit the Green Card assignment and appointment process as needed. Implement the committee volunteer process drafted in 2021. Ensure that all volunteers are acknowledged for their willingness to serve.
9. **ONGOING** Review/revise current committee structure; consider consolidation or elimination of existing committees and review APP10.
10. **NOT DONE** Support and participate in the public review of all new Public Private Partnership Agreements. Review the Town Manager's Public Private Partnership update to the SB.
11. **ONGOING** Advise the Town Manager on opportunities to improve the Town website organization and access to the information it contains.
12. **ONGOING** Work with the Town Manager and TM Office to improve the process of preparation for Select Board meetings.

Financial Stability

1. **COMPLETE** Gain Special Town Meeting and Town Election approval of debt exclusion funding for the new middle school with a target total project cost of \$100 million or less.
2. **COMPLETE** Brainstorm Town and School strategies for financing the forthcoming new Middle School Building Project to manage the future tax burden on Concord citizens. Identify an action plan to implement these financing strategies.
3. **COMPLETE** Fully implement the adopted recommendations of the Capital Planning Task Force this year to assist the Town Manager in developing an effective long-term method for understanding and prioritizing the capital and facilities needs of the Town and the Schools, to include timetables, cost estimates, environmental impact, debt forecasting and citizen tax burden.
4. **COMPLETE / ONGOING** Review strategies with the Town Manager for risk assessment and legal budget management and expenses.

Affordable Housing

1. **COMPLETE** Submit an ATM '22 warrant appropriation article for affordable housing if the related special legislation has not been approved.
2. **ONGOING** Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives.

3. **ONGOING** Seek alternatives that reduce the real estate tax burden of less affluent homeowners.
4. **ONGOING** Develop an alternative or successor to Concord's inclusionary housing bylaw that can achieve the same objective going forward.
5. **ONGOING** Support the Planning Board's work to identify best zoning practices to encourage the preservation of smaller homes.

Diversity, Equity, Inclusion, and Belonging

1. **NOT DONE** Review report from the DEI consultant to better understand the policy implications and implementation priorities.
2. **ONGOING** Research and implement diversity, equity and inclusion best practices in town governance. Listen to diverse voices in the community and assess which potential DEI actions the Select Board should take.
3. (New goal) **COMPLETE** Approve a charge for and seat a DEI Committee.

Maintaining Concord's Unique Character, Historic and Cultural Heritage, Agriculture and Natural Resources

1. **NOT DONE** Launch development of a multi-year integrated planning process for land use, identifying currently owned and priority acquisitions for municipal and school facility needs, affordable housing, and conservation and acquisition of land to preserve Concord's rural and agricultural culture.
2. **ONGOING** Monitor progress of the recreational use and long-term protection of White Pond, the Gerow land, Warner Pond and their ecosystems.
3. **ONGOING** Coordinate the efforts of town bodies to support the Complete Streets goals of enhancing pedestrian safety and managing the increased use of bikes and other non-automobile motorized vehicles while protecting our natural conservation areas and trails.
4. **ONGOING** Continue to seek resolution for public access to Estabrook Trail. (This matter currently being litigated.)
5. **ONGOING** Launch town-wide planning for events celebrating the 250th anniversary of the American Revolution: Appoint Executive Committee to oversee the needed structure for the required advance town-wide planning. Executive Committee to produce preliminary plan within 90 days

Economic Vitality, Transportation and Communication

1. **ONGOING** Promote town events and commercial activity in the village business districts to ensure their continued success.
2. **COMPLETE** Consider the establishment of a new municipal Economic Vitality Division.
3. **ONGOING** Provide input to the Thoreau Depot business district zoning and development processes.
4. **NOT DONE** Propose next steps for the Nuclear Metals/Starmet site based upon the recommendations in the committee report.
5. **ONGOING** Identify and implement opportunities for enhancing transportation throughout town to support economic, social equity and recreational needs. Increase use of shuttle buses, school buses, on-demand transportation, the rail trail, the Assabet River Pedestrian Bridge, and village center wayfinding improvements.
6. **ONGOING** Work with the Town Manager on initiatives to ensure the stability, continuity and continued growth of Concord's municipal broadband Internet service.

7. **ONGOING** Monitor potential changes in status or ownership of institutional properties, such the Post Office and the Armory.
8. **NOT DONE** Work with the Economic Vitality Committee's efforts to re-examine the sewer improvement fee and parking system.
9. **ONGOING** Review the town's wireless communications policies and provide a definitive plan for addressing the priority safety and access concerns of town center cellphone coverage.

Regional and State Interests

1. **ONGOING** Continue to work with our State legislative representatives on:
 - a. Special legislation refiled 2021 for ATM'19 Articles 25 and 26 related to affordable housing
 - b. Home rule petition filed 2021 for ATM'20 Article 15: Senior Means-Tested Property Tax Exemption
 - c. Work with our State legislative representatives on special legislation filed for ATM 21 Article 31 Fossil Fuel Infrastructure.
 - d. ATM 20 Article 50: one day liquor licenses
 - e. ATM'18 Article 18: 17-year-olds voting in Town elections
2. **COMPLETE but RECURRING** Annually invite state legislators to meet with the Select Board.
3. **ONGOING** Reinvigorate participation in regional organizations of which Concord is a member such as Hanscom Area Town Selectmen (HATS), Hanscom Field Advisory Committee (HFAC), MPO, MAPC/MAGIC, MBTA, Massport, Cross-Town Connect, the MMA Fiscal Policy Committee, and the Battle Road 250th group.
4. **ONGOING** Implement the regional dispatch center proposal dependent on grant funding, taking into account any additional revenues, resources and expenses such as IT readiness. into account.
5. **COMPLETE** Appoint Concord representative to statewide 250th Commission
ONGOING Continue to work with regional partners in the ad-hoc Battle Road group.
6. **COMPLETE but RECURRING** Receive an annual update on Minuteman Regional Technical High School with a focus on OPEB liabilities and Concord's expected long-term enrollment, projected per-pupil and total long-term costs.

Specific to First Year Post COVID-19 Pandemic Transition for Municipal Functions

1. **ONGOING** Continue to prioritize public health and public safety in decision making to protect Concord citizens and Town employees as we emerge from the pandemic period.
2. **COMPLETE** Get regular updates and give input on ongoing efforts to re-open Town facilities and the effectiveness of the revised open office hours.
3. **COMPLETE** Keep town boards and committees apprised of hybrid meeting best practices while supporting a continued virtual (Zoom) meeting option.
4. **COMPLETE** Relay citizen concerns and interests in new town practices going forward as outcomes from the past 15-month pandemic challenge.
5. **ONGOING** Review the Town Manager's annual plan for and use of ARPA funds.
6. **COMPLETE but RECURRING** Request a semi-annual progress report on filling the significant number of employee vacancies that were carried through the pandemic.

2022-2023 Select Board Goals (Discussion Draft)

Process

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens, and other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support and guidance and encouragement where appropriate and to be collaborative, open, and inclusive at all times.

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Balance and Equity: Balance and equity among divergent individual, neighborhood, and town-wide interests

Diversity: Conscious decision making to support economic and social diversity and inclusion

Historic and Cultural Heritage: Preservation and promotion of historic and cultural heritage

Agricultural and Natural Resources: Protection and enhancement

Sustainability and Resilience: Sustainable management of energy resources, reduction of carbon emissions, and regeneration of our natural environment

Economic Resilience: Protect the vitality of the town and businesses and reduce obstacles to their success

Regional and State Interests: Advancement of Concord's interest in the region and the commonwealth

Goals and Objectives

Specifically, the Board supports short- and long-term goals and objectives in the following categories:

Effective Governance, Board Organization, and Communication

1. Identify and hire a permanent Town Manager.
2. Evaluate recommendations of the Personnel Bylaw Study Task Force and propose the future charge of Personnel Board.
3. Implement the new town volunteer database and volunteer card recruitment process, and review effectiveness by the end of the 2022-2023 Select Board term. Ensure that all volunteers are acknowledged for their willingness to serve.
4. Evaluate Town Counsel performance and negotiate future contract/assignment.
5. Support and participate in the public review of all new Public Private Partnership Agreements.
6. Advise the Town Manager on opportunities to improve the Town website organization and access to the information it contains.₁

7. Work with the Town Manager and office staff to improve the process of preparation for Select Board meetings and timely publication of minutes.
8. Keep town boards and committees apprised of hybrid meeting best practices while supporting a continued virtual (Zoom) meeting option if authorized.

Financial Stability

1. Review the capital and facilities needs of the Town and the Schools, to include timetables, cost estimates, environmental impact, debt forecasting and citizen tax burden.
2. Review quarterly progress reports from the Middle School Building Committee.
3. Review the Town Manager's strategies for risk and legal budget management.

Affordable Housing

1. Provide input to the housing production plan update to maximize the equity and diversity impacts of future affordable housing initiatives.
2. Seek alternatives that reduce the real estate tax burden of less affluent homeowners.
3. Submit a 2023 ATM warrant appropriation article for affordable housing if the related special legislation or equivalent state-wide funding program has not been approved.

Diversity, Equity, Inclusion, and Belonging

1. Conduct the biannual Town-wide survey with a special focus on diversity, equity, and inclusion topics.
2. Conduct diversity, equity, and inclusion training sessions for the Select Board.
3. Work with the DEI Commission to research and implement diversity, equity, and inclusion best practices in town governance. Listen to diverse voices in the community and assess which additional DEI actions the Select Board should take.

Maintaining Concord's Unique Character, Historic and Cultural Heritage, Agriculture and Natural Resources

1. Monitor progress of both the recreational use and long-term protection of White Pond, the Gerow land, Warner Pond, and their ecosystems.
2. Implement recommendations to improve coexistence of pedestrian and cyclist users in Junction Park.
3. Determine next steps relative to Estabrook Trail access based on the land court's ruling.
4. Review 250th Anniversary Executive Committee's proposed theme, scope, budget, and organizational structure of events celebrating the 250th anniversary of the American Revolution. Set interim goals and milestones. Assist in recruiting and operationalizing 250th anniversary subcommittees.

Economic Vitality, Transportation and Communication

1. Encourage the establishment and success of local businesses through the hiring of an Economic Development Director and streamlining of regulatory requirements.
2. Review and adopt the Recreation and Open Space Strategic Plan.
3. Propose next steps for the Nuclear Metals/Starmet site based upon the recommendations in the committee report and advice of Town Counsel.

4. Review the Town Manager's annual plan for and use of ARPA and Federal infrastructure bill funds.
5. Sponsor a town-wide transportation study to support economic, social equity and recreational needs.
6. Review and decide which of the recommendations of the Fiber Broadband Completion Committee report to adopt.
7. Review the town's wireless communications policies and provide a definitive plan for addressing the priority safety and access concerns of town center cellphone coverage.

Regional and State Interests

1. File home rule petition for ATM'22 Article 23 (ranked choice voting) and special legislation for ATM'22 Article 37 (local bag charge).
2. Continue to work with our State legislative representatives on:
 - a. Special legislation refiled 2021 for ATM'19 Articles 25 and 26 related to affordable housing
 - b. Home rule petition filed 2021 for ATM'20 Article 15: Senior Means-Tested Property Tax Exemption
 - c. Special legislation filed for ATM 21 Article 31 Fossil Fuel Infrastructure
 - d. ATM'18 Article 18: 17-year-olds voting in Town elections
3. Annually invite state legislators to meet with the Select Board.
4. Update regional dispatch center agreement. Receive Town Manager's periodic report on actual additional revenues or resource benefits as well as direct Concord expenses.
5. Meet with Concord's representative to statewide 250th Commission and continue to work with regional partners in the ad-hoc Battle Road group.
6. Receive an annual update on Minuteman Regional Technical High School with a focus on OPEB liabilities and Concord's expected long-term enrollment, projected per-pupil and total long-term costs.

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