



Town of Concord
Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

**Concord Finance Committee Agenda -
November 14, 2023, at 7:00PM**

Hybrid Meeting:

**Select Board Conference Room, Town House, 2nd Floor, 22 Monument Square, and
via Zoom:**

Join Zoom Meeting

<https://us02web.zoom.us/j/81428575064?pwd=U1ZzTlJXVmVHN1N2d2FLaklQdWpGQT09>

Meeting ID: 814 2857 5064

Passcode: 285976

Agenda

1. Call to Order
2. Public Comment
3. Finance Committee Liaison Update
4. FY25 – FY29 Capital Plan
 - a. Tier I
 - b. Tier II
 - c. Tier III
5. Approve Meeting Minutes (as may be available)
6. Public Comment
7. Correspondence
8. Review Follow Up Items
9. Adjourn

Reminders:

• **Next Meeting:**

November 16 (Thursday) 7:00pm – regular meeting

Supporting materials for agenda items are available online at www.concordma.gov/fcmtgdocs . Materials are generally uploaded on the Tuesday prior to the Regular Meeting. If any member has materials they would like to present for discussion, please inform the chair in advance of the meeting.

Agenda Item 4:

FY25 – FY29 Capital Plan

- a. Tier I
- b. Tier II
- c. Tier III



THE TOWN OF
CONCORD
MASSACHUSETTS

Tier I, II, & III Capital Improvement Plan Town & School

Finance Committee Meeting
November 14, 2023



THE TOWN OF
CONCORD
MASSACHUSETTS

Capital Expenditure Policy

- A. Capital – The Town considers capital items to be assets such as structures, land, and equipment (including related plans, designs, and studies), which have a life expectancy of at least 2 years and a cost of at least \$25,000. Capital items > \$250,000 or more are usually financed through borrowing
- B. Capital Asset Accounting – In compliance with GASB #34, capital assets, other than land, are depreciable and should follow straight-line depreciation schedules in accordance with the Massachusetts Department of Revenue’s useful life schedules
- C. Capital Financing (General Fund – within the levy limit) – The Town Targets 7% to 8% of the total budget net of the excluded debt levy for capital financing. Of the 7% to 8%, no more than 5% should be from debt service within the levy limit. Capital Outlay from the Town Departments and the Concord Public Schools should be at least 2% to 3% of the annual budget (not including excluded debt).
- D. Five Year Capital Improvement Program (CIP) – The Town shall maintain and annually update a 5-year Capital Improvement Program to identify current and future capital needs. The CIP shall allocate resources to fund new needed capital projects and fund the repair and replacement of existing capital assets in effort to maintain the Town’s physical infrastructure to avoid deferring maintenance for future plans



Maintaining Capital Infrastructure

- Capital Investment Policy
 - 7-8% of total budget, net of excluded debt, is allocated as follows:
 - ✓ (at least) 2-3% for Tier I (cash)
 - ✓ (no more than) 5% for Tier II (debt, within levy)
- Capital Planning Tiers

Tier	Range Min (Annual)	Range Max (Annual)	Funded
I	\$ 25,000	\$ 250,000	Cash
II	\$ 250,001	\$ 2,000,000	Debt, within levy
III	\$ 2,000,001	\$ 10,000,000	Debt, excluded

- ❖ *it is important to note that we know that the Tier II need is understated and the Town, since the Covid-19 Pandemic, has not yet been able to re-commit to funding Tier I at the minimum policy level.*



THE TOWN OF
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MASSACHUSETTS

FY25-FY29 Capital Improvement Plan (unvetted)

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
Police	\$ 769,200	\$ 257,500	\$ 260,000	\$ 235,000	\$ 272,500
Fire	\$ 537,380	\$ 798,000	\$ 775,000	\$ 200,000	\$ 456,000
Information Technology	\$ 458,000	\$ 300,000	\$ 345,000	\$ 310,000	\$ 125,000
Public Works					
Facilities	\$ 1,970,000	\$ 2,370,000	\$ 1,240,000	\$ 1,745,000	\$ 580,000
Engineering	\$ 8,614,300	\$ 8,662,393	\$ 9,508,785	\$ 10,328,108	\$ 10,031,345
Parks	\$ 296,000	\$ 2,060,000	\$ 60,000	\$ 60,000	\$ 65,000
Cemetery	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Highway	\$ 1,044,000	\$ 935,000	\$ 1,045,000	\$ 1,370,000	\$ 855,000
Planing & Land Management	\$ 140,000	\$ 110,000	\$ 245,000	\$ 20,000	\$ 525,000
General Government	\$ 2,425,000	\$ 1,325,000	\$ 100,000	\$ -	\$ -
Schools	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Totals	\$ 17,193,880	\$ 17,757,893	\$ 14,523,785	\$ 15,213,108	\$ 13,854,845



THE TOWN OF
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 MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Police	Tasers	\$ 65,000
Police	Cruiser Laptops	\$ 70,000
Police	Public Safety Equipment	\$ 30,000
Police	Patrol Cruisers - Hybrid	\$ 220,000
Police	Records Management System Upgrade	\$ 350,000
Police	Policy & Training Mgmt Software Upgrade	\$ 16,000
Police	Communications Center Radio Upgrades	\$ 18,200
	Total - Police	\$ 769,200

DEPARTMENT	ITEM(S)	FY25
Fire	Miscellaneous Equipment/unforseen	\$ 26,125
Fire	Radio equipment	\$ 20,000
Fire	2017 Ford explorer	\$ 57,000
Fire	Turnout Gear (9 sets per year - change in FY25)	\$ 202,100
Fire	Medical Equipment upgrade	\$ 15,675
Fire	Defibrillators town/school bldgs	\$ 8,000
Fire	Cardiac Monitor	\$ 180,000
Fire	IV Pump	\$ 8,400
Fire	ALS medication storage (dispenser or renovation)	\$ 20,080
	Total - Fire	\$ 537,380



THE TOWN OF
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FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Information Technology	Computers	\$ 120,000
Information Technology	Security Improvements	\$ 50,000
Information Technology	Servers (6 from 2020)	\$ 100,000
Information Technology	Munis Payroll, Recruiting and HCM modules	\$ 100,000
Information Technology	Public Safety computers & modems	\$ 10,000
Information Technology	Evaluate Building Security	\$ 50,000
Information Technology	Copiers and Multi-function printers	\$ 28,000
	Total - Information Technology	\$ 458,000

DEPARTMENT	ITEM(S)	FY25
Planning & Land Management	Building & Inspections	\$ 120,000
Planning & Land Management	Natural Resources	\$ 10,000
Planning & Land Management	Natural Resources	\$ 10,000
	Total - Planning & Land Management	\$ 140,000

DEPARTMENT	ITEM(S)	FY25
General Government	Public Safety bldg DC Fast Charging Station	\$ 100,000
General Government	Warner's Pond Dam Removal* already appropriated	\$ 1,775,000
General Government	Stormwater Management	\$ 250,000
General Government	Ped/Bike Safety update 2018 Complete Streets	\$ 100,000
General Government	Pedestrian Safety and Bike Improvements	\$ 100,000
General Government	Traffic improvements - design	\$ 100,000
	Total - General Government	\$ 2,425,000



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FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Facilities	Hunt Recreation conference room window replacement	\$ 15,000
Public Works - Facilities	Marshall Farm roof replacement	\$ 30,000
Public Works - Facilities	McGrath Farm windows, siding, & general carpentry	\$ 200,000
Public Works - Facilities	Town House install new HVAC system	\$ 825,000
Public Works - Facilities	Facilities replace miscellaneous tools & equipment	\$ 10,000
Public Works - Facilities	Facilities additional vehicle	\$ 75,000
Public Works - Facilities	55 Church Street replace lobby/hall flooring	\$ 45,000
Public Works - Facilities	Hunt Recreation Center replace carpet 1st fl	\$ 50,000
Public Works - Facilities	Doug White Field playing surface replacement	\$ 100,000
Public Works - Facilities	Willard School renovate tennis courts	\$ 160,000
Public Works - Facilities	Rideout Field renovate tennis/pickle-ball courts	\$ 460,000
	Total Public Works - Facilities	\$ 1,970,000

DEPARTMENT	ITEM(S)	FY25
Public Works - Highway Maintenance	Small Equipment - Highway	\$ 10,000
Public Works - Highway Maintenance	Falcon Hotbox Trailer	\$ 47,000
Public Works - Highway Maintenance	H14 2009 Ford F-550 Dump/Plow	\$ 120,000
Public Works - Highway Maintenance	H23 2012 Freightliner 35,000GVWR	\$ 375,000
Public Works - Highway Maintenance	H25 2012 Freightliner 35,000 GVWR	\$ 375,000
Public Works - Highway Maintenance	74,000 lbs Capacity Mobile Vehicle ILft.	\$ 80,000
Public Works - Highway Maintenance	Upgrade Fuel Master System	\$ 37,000
	Total - Public Works - Highway Maintenance	\$ 1,044,000



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FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Engineering	Asset Management Tools	\$ 105,000
Public Works - Engineering	Street Pavement Markings	\$ 102,000
Public Works - Engineering	Roadside Safety & Guardrail Improvements	\$ 171,000
Public Works - Engineering	Traffic Signals & Signage	\$ 257,000
Public Works - Engineering	Landfill Monitoring	\$ 28,300
Public Works - Engineering	Culvert & Bridge Repairs	\$ 745,500
Public Works - Engineering	Parking Lot Rehabilitation	\$ 336,500
Public Works - Engineering	Stormwater Mgt (MS4 compliance)	\$ 483,000
Public Works - Engineering	Road Pavement Management	\$ 4,095,000
Public Works - Engineering	Pedestrian Safety & Bike Improvements	\$ 691,000
Public Works - Engineering	Traffic Improvements	\$ 1,300,000
Public Works - Engineering	Transportation Program	\$ 300,000
	Total - Public Works - Engineering	\$ 8,614,300
DEPARTMENT	ITEM(S)	FY25
Public Works - Parks & Trees	Small Equipment - Parks & Trees	\$ 10,000
Public Works - Parks & Trees	Tree Planting - Public Shade Trees & Setback Trees	\$ 50,000
Public Works - Parks & Trees	Completion of Updated tree Inventory	\$ 136,000
Public Works - Parks & Trees	Field Replacement - Doug White Field	\$ 100,000
	Total - Public Works - Parks & Trees	\$ 296,000
DEPARTMENT	ITEM(S)	FY25
Public Works - Cemetery	Grave Marker Restoration	\$ 10,000
Public Works - Cemetery	Misc. Cemetery Improvements (have Mstr Plan)	\$ 30,000
	Total - Public Works - Cemetery	\$ 40,000



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FY25 Capital Improvement Plan Projects - Schools

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Elementary		
Roof Infrared Leak Detection/Moisture Scan	20,000	All elementary bldgs and Ripley
Flooring Replacement	75,000	Continuation of 4-year project to replace worn/damaged flooring areas across elementary schools. May do tile instead
Custodial Equipment replacement/upgrade i.e. floor cleaning equipment	30,000	Specific equipment items to be prioritized by Dir. of Facilities
Classroom furniture replacements	35,000	Replacement of old classroom furniture
Existing Conditions Reports & related repairs/improvements		
Bldg HVAC/BMS Re-Commissioning/calibration	35,000	Includes both HVAC controls work and BMS programming at Alcott and Thoreau.
Bldg Mgmt System Upgrades	45,000	FY25: Qty. 4 BMS controllers at approx. \$10K each, plus \$5K ancillary parts
Total Elementary:	240,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Alcott		
Fire alarm notification panel upgrade and replacement of all smoke detectors	96,000	Based on quote from Norel; will seek other quotes
Plumbing repairs	30,000	
Meshi Wifi - campus safety	15,000	Wifi enabled calling, similar to CCHS
Total Alcott:	141,000	



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FY25 Capital Improvement Plan Projects - Schools

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Thoreau		
Campus Master Plan	156,000	Campus wide study to address community needs at Thoreau, including beautification and parking concerns.
Total Thoreau:	156,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Willard		
Compact sitdown tractor primarily for plowing sidewalks and some grounds work: John Deere	40,000	For clearing snow in large open space in entry courtyard
Total Willard:	40,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Peabody Building		
Reserved for life safety and health	25,000	Contingency for aging facilities.
Total Peabody:	25,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Sanborn Building		
Reserved for life safety and health	25,000	Contingency for aging facilities.
Total Sanborn:	25,000	



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FY25 Capital Improvement Plan Projects - Schools

<u>District Wide</u>		
Copier equipment replacement: all schools	70,000	
Bus Radio Upgrade/Replacement. Total =\$30K	18,000	
Replacement Dump Truck/Sander : Ford Total Cost = \$150K	150,000	
Total District Wide	238,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
<u>Ripley Building/Knox Trail</u>		
IT Data Center HVAC	35,000	To protect data center high value equipment (total cost needed)
Total Ripley:	35,000	



THE TOWN OF
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FY25-FY29 Capital Improvement Plan (by Tiers)

DEPARTMENT	FY25			FY26			FY27			FY28			FY29		
	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III
Police	\$ 419,200	\$ 350,000	\$ -	\$ 257,500	\$ -	\$ -	\$ 260,000	\$ -	\$ -	\$ 235,000	\$ -	\$ -	\$ 272,500	\$ -	\$ -
Fire	\$ 537,380	\$ -	\$ -	\$ 437,000	\$ 361,000	\$ -	\$ 403,000	\$ 372,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 202,000	\$ 254,000	\$ -
Information Technology	\$ 458,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 345,000	\$ -	\$ -	\$ 310,000	\$ -	\$ -	\$ 125,000	\$ -	\$ -
Public Works															
Facilities	\$ 685,000	\$ 1,285,000	\$ -	\$ 370,000	\$ 2,000,000	\$ -	\$ 240,000	\$ 1,000,000	\$ -	\$ 635,000	\$ 1,110,000	\$ -	\$ 580,000	\$ -	\$ -
Engineering	\$ 406,300	\$ 4,113,000	\$ 4,095,000	\$ 653,393	\$ 3,701,800	\$ 4,307,200	\$ 478,185	\$ 4,511,000	\$ 4,519,600	\$ 553,908	\$ 5,032,200	\$ 4,742,000	\$ 585,265	\$ 4,466,950	\$ 4,979,130
Parks	\$ 296,000	\$ -	\$ -	\$ 60,000	\$ 2,000,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
Cemetery	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -
Highway	\$ 294,000	\$ 750,000	\$ -	\$ 630,000	\$ 305,000	\$ -	\$ 405,000	\$ 640,000	\$ -	\$ 1,050,000	\$ 320,000	\$ -	\$ 555,000	\$ 300,000	\$ -
Planing & Land Management	\$ 140,000	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 245,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 25,000	\$ 500,000	\$ -
General Government	\$ 650,000	\$ 1,775,000	\$ -	\$ 325,000	\$ 1,000,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Schools		\$ 900,000			\$ 900,000			\$ 900,000			\$ 900,000			\$ 900,000	
Total by Tiers	\$ 3,925,880	\$ 9,173,000	\$ 4,095,000	\$ 3,182,893	\$ 10,267,800	\$ 4,307,200	\$ 2,581,185	\$ 7,423,000	\$ 4,519,600	\$ 3,108,908	\$ 7,362,200	\$ 4,742,000	\$ 2,454,765	\$ 6,420,950	\$ 4,979,130
Total	\$17,193,880.00			\$17,757,893.00			\$14,523,785.00			\$15,213,108.00			\$13,854,845.00		



THE TOWN OF
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FY25-FY29 Capital Improvement Plan Funding Plan

Tier 1

	FY25	FY26	FY27	FY28	FY29
Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 105,788,700	\$ 108,962,361	\$ 112,231,232	\$ 115,598,169	\$ 119,066,114
Operating Capital Outlay Target - 2%	\$ 2,115,774	\$ 2,179,247	\$ 2,244,625	\$ 2,311,963	\$ 2,381,322
Operating Capital Outlay Target - 3%	\$ 3,173,661	\$ 3,268,871	\$ 3,366,937	\$ 3,467,945	\$ 3,571,983

Tier 2

	FY25	FY26	FY27	FY28	FY29
Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 105,788,700	\$ 108,962,361	\$ 112,231,232	\$ 115,598,169	\$ 119,066,114
Debt Service Target - 5%	\$ 5,289,435	\$ 5,448,118	\$ 5,611,562	\$ 5,779,908	\$ 5,953,306



THE TOWN OF
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FY25-FY29 Capital Improvement Plan Funding – Tier I

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
	Tier I	Tier I	Tier I	Tier I	Tier I
Police	\$ 419,200	\$ 257,500	\$ 260,000	\$ 235,000	\$ 272,500
Fire	\$ 537,380	\$ 437,000	\$ 403,000	\$ 200,000	\$ 202,000
Information Technology	\$ 458,000	\$ 300,000	\$ 345,000	\$ 310,000	\$ 125,000
Public Works					
Facilities	\$ 685,000	\$ 370,000	\$ 240,000	\$ 635,000	\$ 580,000
Engineering	\$ 406,300	\$ 653,393	\$ 478,185	\$ 553,908	\$ 585,265
Parks	\$ 296,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 65,000
Cemetery	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Highway	\$ 294,000	\$ 630,000	\$ 405,000	\$ 1,050,000	\$ 555,000
Planing & Land Management	\$ 140,000	\$ 110,000	\$ 245,000	\$ 20,000	\$ 25,000
General Government	\$ 650,000	\$ 325,000	\$ 100,000	\$ -	\$ -
Schools	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Tiers	\$ 3,925,880	\$ 3,182,893	\$ 2,581,185	\$ 3,108,908	\$ 2,454,765

Operating Capital Outlay Target - 2%	\$ 2,115,774	\$ 2,179,247	\$ 2,244,625	\$ 2,311,963	\$ 2,381,322
Variance	\$ (1,810,106)	\$ (1,003,646)	\$ (336,560)	\$ (796,945)	\$ (73,443)

Operating Capital Outlay Target - 3%	\$ 3,173,661	\$ 3,268,871	\$ 3,366,937	\$ 3,467,945	\$ 3,571,983
Variance	\$ (752,219)	\$ 85,978	\$ 785,752	\$ 359,037	\$ 1,117,218



THE TOWN OF
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FY25-FY29 Capital Improvement Plan Funding – Tier II

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
	Tier II	Tier II	Tier II	Tier II	Tier II
Police	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Fire	\$ -	\$ 361,000	\$ 372,000	\$ -	\$ 254,000
Public Works					
Facilities	\$ 1,285,000	\$ 2,000,000	\$ 1,000,000	\$ 1,110,000	\$ -
Engineering	\$ 4,113,000	\$ 3,701,800	\$ 4,511,000	\$ 5,032,200	\$ 4,466,950
Parks	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
Highway	\$ 750,000	\$ 305,000	\$ 640,000	\$ 320,000	\$ 300,000
Planing & Land Management	\$ -	\$ -	\$ -	\$ -	\$ 500,000
General Government	\$ 1,775,000	\$ 1,000,000	\$ -	\$ -	\$ -
Schools	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Total by Tiers	\$ 9,173,000	\$ 10,267,800	\$ 7,423,000	\$ 7,362,200	\$ 6,420,950

Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 5,289,435	\$ 5,448,118	\$ 5,611,562	\$ 5,779,908	\$ 5,953,306
Variance	\$ (3,883,565)	\$ (4,819,682)	\$ (1,811,438)	\$ (1,582,292)	\$ (467,644)



THE TOWN OF
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 MASSACHUSETTS

FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25	Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
Police	Tasers	\$ 65,000	\$ 65,000				
Police	Cruiser Laptops	\$ 70,000	\$ 70,000				
Police	Public Safety Equipment	\$ 30,000	\$ 30,000				
Police	Patrol Cruisers - Hybrid	\$ 220,000	\$ 220,000				
Police	Records Management System Upgrade	\$ 350,000		\$ 350,000			
Police	Policy & Training Mgmt Software Upgrade	\$ 16,000	\$ 16,000				
Police	Communications Center Radio Upgrades	\$ 18,200	\$ 18,200				
	Total - Police	\$ 769,200	\$ 419,200	\$ 350,000	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25	Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
Fire	Miscellaneous Equipment/unforseen	\$ 26,125	\$ 26,125				
Fire	Radio equipment	\$ 20,000					Deferred to FY26
Fire	2017 Ford explorer	\$ 57,000					Utilizing FY24 Available Funds
Fire	Turnout Gear (9 sets per year - change in FY25)	\$ 202,100	\$ 40,000				Keeping current replacement schedule \$40K per year
Fire	Medical Equipment upgrade	\$ 15,675	\$ 15,675				
Fire	Defibrillators town/school bldgs	\$ 8,000	\$ 8,000				
Fire	Cardiac Monitor	\$ 180,000			\$ 180,000		Decision on ALS still needs to be determined
Fire	IV Pump	\$ 8,400			\$ 8,400		Decision on ALS still needs to be determined
Fire	ALS medication storage (dispenser or renovation)	\$ 20,080			\$ 20,080		Decision on ALS still needs to be determined
	Total - Fire	\$ 537,380	\$ 89,800	\$ -	\$ 208,480	\$ -	

DEPARTMENT	ITEM(S)	FY25	Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
Information Technology	Computers	\$ 120,000	\$ 120,000				
Information Technology	Security Improvements	\$ 50,000	\$ 50,000				
Information Technology	Servers (6 from 2020)	\$ 100,000					Deferred to FY26
Information Technology	Munis Payroll, Recruiting and HCM modules	\$ 100,000			\$ 100,000		Funds available from FY17 Capital article
Information Technology	Public Safety computers & modems	\$ 10,000	\$ 10,000				
Information Technology	Evaluate Building Security	\$ 50,000	\$ 50,000				
Information Technology	Copiers and Multi-function printers	\$ 28,000	\$ 28,000				
	Total - Information Technology	\$ 458,000	\$ 258,000	\$ -	\$ 100,000	\$ -	



THE TOWN OF
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FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Facilities	Hunt Recreation conference room window replacement	\$ 15,000
Public Works - Facilities	Marshall Farm roof replacement	\$ 30,000
Public Works - Facilities	McGrath Farm windows, siding, & general carpentry	\$ 200,000
Public Works - Facilities	Town House install new HVAC system	\$ 825,000
Public Works - Facilities	Facilities replace miscellaneous tools & equipment	\$ 10,000
Public Works - Facilities	Facilities additional vehicle	\$ 75,000
Public Works - Facilities	55 Church Street replace lobby/hall flooring	\$ 45,000
Public Works - Facilities	Hunt Recreation Center replace carpet 1st fl	\$ 50,000
Public Works - Facilities	Doug White Field playing surface replacement	\$ 100,000
Public Works - Facilities	Willard School renovate tennis courts	\$ 160,000
Public Works - Facilities	Rideout Field renovate tennis/pickle-ball courts	\$ 460,000
	Total Public Works - Facilities	\$ 1,970,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
			\$ 15,000	Recommend Recreation Funds
			\$ 30,000	
			\$ 200,000	
			\$ 825,000	
\$ 25,000				
\$ 75,000				
				No longer necessary, work completed in FY24
			\$ 50,000	Possible Recreation Funds
			\$ 100,000	Possible Recreation Funds
			\$ 160,000	Possible Recreation Funds
			\$ 460,000	Possible Recreation Funds
\$ 100,000	\$ -	\$ -	\$ 1,840,000	

DEPARTMENT	ITEM(S)	FY25
Public Works - Engineering	Asset Management Tools	\$ 105,000
Public Works - Engineering	Street Pavement Markings	\$ 102,000
Public Works - Engineering	Roadside Safety & Guardrail Improvements	\$ 171,000
Public Works - Engineering	Traffic Signals & Signage	\$ 257,000
Public Works - Engineering	Landfill Monitoring	\$ 28,300
Public Works - Engineering	Culvert & Bridge Repairs	\$ 745,500
Public Works - Engineering	Parking Lot Rehabilitation	\$ 336,500
Public Works - Engineering	Stormwater Mgt (MS4 compliance)	\$ 483,000
Public Works - Engineering	Road Pavement Management	\$ 4,095,000
Public Works - Engineering	Pedestrian Safety & Bike Improvements	\$ 691,000
Public Works - Engineering	Traffic Improvements	\$ 1,300,000
Public Works - Engineering	Transportation Program	\$ 300,000
	Total - Public Works - Engineering	\$ 8,614,300

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
				Defer to FY26
\$ 102,000				
\$ 171,000				
		\$ 257,000		
\$ 28,300				
\$ 25,000				Fund at FY24 level
	\$ 336,500			
\$ 50,000				Fund at FY24 level, need stormwater utility revenue
	\$ 2,000,000		\$ 650,000	Chapter 90 Funds, Defer to FY26 - Potential Tier III
	\$ 163,500			Defer to FY26 - Potential Tier III
	\$ 500,000			Defer to FY26
\$ 300,000				
\$ 676,300	\$ 3,000,000	\$ 257,000	\$ 650,000	



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FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Parks & Trees	Small Equipment - Parks & Trees	\$ 10,000
Public Works - Parks & Trees	Tree Planting - Public Shade Trees & Setback Trees	\$ 50,000
Public Works - Parks & Trees	Completion of Updated tree Inventory	\$ 136,000
Public Works - Parks & Trees	Field Replacement - Doug White Field	\$ 100,000
Total - Public Works - Parks & Trees		\$ 296,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 10,000				
\$ 50,000				
\$ 136,000				
		\$ 100,000		
\$ 196,000	\$ -	\$ 100,000	\$ -	

DEPARTMENT	ITEM(S)	FY25
Public Works - Cemetery	Grave Marker Restoration	\$ 10,000
Public Works - Cemetery	Misc. Cemetery Improvements (have Mstr Plan)	\$ 30,000
Total - Public Works - Cemetery		\$ 40,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
			\$ 10,000	Cemetery Funds
			\$ 30,000	Cemetery Funds
\$ -	\$ -	\$ -	\$ 40,000	

DEPARTMENT	ITEM(S)	FY25
Public Works - Highway Maintenance	Small Equipment - Highway	\$ 10,000
Public Works - Highway Maintenance	Falcon Hotbox Trailer	\$ 47,000
Public Works - Highway Maintenance	H14 2009 Ford F-550 Dump/Plow	\$ 120,000
Public Works - Highway Maintenance	H23 2012 Freightliner 35,000GVWR	\$ 375,000
Public Works - Highway Maintenance	H25 2012 Freightliner 35,000 GVWR	\$ 375,000
Public Works - Highway Maintenance	74,000 lbs Capacity Mobile Vehicle Llft.	\$ 80,000
Public Works - Highway Maintenance	Upgrade Fuel Master System	\$ 37,000
Total - Public Works - Highway Maintenance		\$ 1,044,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 10,000				
\$ 47,000				
\$ 120,000				
	\$ 375,000			
	\$ 375,000			
\$ 80,000				
\$ 37,000				
\$ 294,000	\$ 750,000	\$ -	\$ -	



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Planning & Land Management	Building & Inspections	\$ 120,000
Planning & Land Management	Natural Resources	\$ 10,000
Planning & Land Management	Natural Resources	\$ 10,000
Total - Planning & Land Management		\$ 140,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 120,000				
\$ 10,000				
\$ 10,000				
\$ 140,000	\$ -	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25
General Government	Public Safety bldg DC Fast Charging Station	\$ 100,000
General Government	Warner's Pond Dam Removal* already appropriated	\$ 1,775,000
General Government	Stormwater Management	\$ 250,000
General Government	Ped/Bike Safety update 2018 Complete Streets	\$ 100,000
General Government	Pedestrian Safety and Bike Improvements	\$ 100,000
General Government	Traffic improvements - design	\$ 100,000
Total - General Government		\$ 2,425,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
		\$ 100,000		Combination of ARPA & Green Communities Grant
				Funds already appropriated ATM 2020 - Article 11 \$500,000 ATM 2021 - Article 13 (10) \$ 1,250,000
				In DPW-Engineering Capital
				Funded under DPW-Engineering (Transportation)
\$ -	\$ -	\$ 100,000	\$ -	

DEPARTMENT	ITEM(S)	FY25
Schools		\$ 900,000
Total - Schools		\$ 900,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
	\$ 900,000			
\$ -	\$ 900,000	\$ -	\$ -	



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25 Capital Improvement Plan Tier I Funding Plan

DEPARTMENT	FY25 Requested	FY25 Recommended	FY25 Recommended	FY25 Recommended
	Tier I	Tier I	ARPA	Other
Police	\$ 419,200	\$ 419,200	\$ -	\$ -
Fire	\$ 537,380	\$ 89,800	\$ 208,480	\$ -
Information Technology	\$ 458,000	\$ 258,000	\$ 100,000	\$ -
Public Works				
Facilities	\$ 685,000	\$ 100,000	\$ -	\$ 1,840,000
Engineering	\$ 406,300	\$ 676,300	\$ 257,000	\$ 650,000
Parks	\$ 296,000	\$ 196,000	\$ 100,000	\$ -
Cemetery	\$ 40,000	\$ -	\$ -	\$ 40,000
Highway	\$ 294,000	\$ 294,000	\$ -	\$ -
Planing & Land Management	\$ 140,000	\$ 140,000	\$ -	\$ -
General Government	\$ 650,000	\$ -	\$ 100,000	\$ -
Schools	\$ -	\$ -	\$ -	\$ -
Total by Tiers	\$ 3,925,880	\$ 2,173,300	\$ 765,480	\$ 2,530,000

Operating Capital Outlay Target - 2%	\$ 2,115,774	\$ 2,115,774
Variance	\$ (1,810,106)	\$ (57,526)



THE TOWN OF
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 MASSACHUSETTS

FY25 Capital Improvement Plan Tier II Funding Plan

DEPARTMENT	FY25 Requested	FY25 Recommended
	Tier II	Tier II
Police	\$ 350,000	\$ 350,000
Fire	\$ -	\$ -
Information Technology		
Public Works		
Facilities	\$ 1,285,000	\$ -
Engineering	\$ 4,113,000	\$ 3,000,000
Parks	\$ -	\$ -
Cemetery	\$ -	\$ -
Highway	\$ 750,000	\$ 750,000
Planing & Land Management	\$ -	\$ -
General Government	\$ 1,775,000	\$ -
Schools	\$ 900,000	\$ 900,000
Total Tier II	\$ 9,173,000	\$ 5,000,000

Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 5,289,435	\$ 5,289,435
Variance	\$ (3,883,565)	\$ 289,435



THE TOWN OF
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FY25 Capital Improvement Plan (*Update*)

Late additional requests (not included in previous slides):

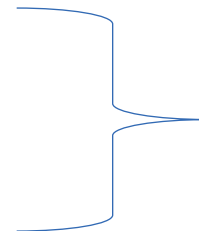
- Council on Aging – New transport van/bus (\$130,000)
- Veterans Agent – New electric vehicle (\$35,000)
- Town Clerk - Poll Place Scanner and Tabulator (\$8,500)



THE TOWN OF
CONCORD
MASSACHUSETTS

Future Tier III CIP Projects

- **Public Works Facility**
- **Public Safety Complex**
- **Waldon Street Complex Renovations**
- **Public Works Infrastructure**



Town: Municipal
Assessment & Master
Plan, 2020



Public Works Facility

Space Needs for Operations

- Estimated Cost (in 2019\$):
 - At existing location - \$29.9M
 - At new location: \$46M
- Next Step: complete feasibility study/master plan
- \$150,000 funded (ARPA) in FY14 to study options
- Phased redevelopment to move project forward

Space Needs:	Public Works
Building Area	21,689 sq. ft.
Garage	65,040 sq. ft.
Building Footprint	78,054 sq. ft.
Parking Spaces	137
Parking Area	54,935 sq. ft.
Drives/Access Lanes	21,974 sq. ft.
Open Space Required	442,750 sq. ft.
Estimated Developable Site Area	13.72 acres
Existing Site Area	9.75 acres



Public Safety Complex

- Existing facility is too small by 1/3 in net square footage
- Existing site can accommodate only about 25% of gross space needs
- Significant health & safety issues
- Building constructed in 1961

Space Needs:	Public Safety
Building Area	38,570 sq. ft.
Building Footprint	23,142 sq. ft.
Parking Spaces	129
Parking Area	51,426 sq. ft.
Drives/Access Lanes	20,570 sq. ft.
Open Space Required	271,823 sq. ft.
Estimated Developable Site Area	8.42 acres
Existing Site Area	1.59 acres



THE TOWN OF
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Walden Street Complex Renovations

- Estimated costs depends upon reuse
- On hold until determination is made about other priorities
- \$150,000 funded (ARPA) in FY14 to study facility options



THE TOWN OF
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Public Safety Complex

Annually Recurring Need: Public Works Infrastructure

- Includes: Pavement Management; parking Lot Rehabilitation, Culvert & Bridge Repairs; Stormwater Management; Traffic/Transportation Improvements; Bike & Pedestrian Improvements
- \$4 - \$8M per year
- Current allocation is about 60% of total existing Tier II CIP (debt financed)
- Options:
 - Allocate more of tier II Spending to Public Works Infrastructure
 - Increase amount available by either
 - Shifting some Tier II to Tier I
 - Raise Tier II Spending total; requires policy change



THE TOWN OF
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MASSACHUSETTS

Thank you!

Questions?

Agenda Item 5:

Approve Meeting Minutes

September 21, 2023

October 19, 2023

October 26, 2023

Town of Concord
Meeting of the Finance Committee
Minutes of Meeting – September 21, 2023
Hybrid Meeting

Members Present: Suresh Bhatia (remote), Kathy Cuocolo, Eric Dahlberg (remote), Amrith Kumar (remote), Don Kupka, Lyndsey Lis, Dee Ortner, Parashar Patel, Karlen Reed and Lois Wasoff.

Members Absent: Margaret Briggs, Jon Garofalo, Greg Guarriello, Christine Reynolds and Quazi Sadruzzaman.

Others Attending: Mary Hartman (remote), Stephen Daly (Interim CFO), Kerry Lafleur Town Manager and Tracy Marano Chair of Regional School Committee.

Call to Order: Mr. Patel called the meeting to order at 7:00pm and roll call was conducted noting a quorum was present.

Public Comment: None

Item 3. Update on Follow Up Items: FC correspondence to SB, 250th Committee and School Committees will be posted on the Finance Committee’s website when the website changes are completed by the Town’s Communications member, Donna McIntosh. Hilltop presentation slides and metrics showing “inflation of services” also will be posted.

Item 4. Update from Chair’s Breakfast (as applicable): No update

Item 5. Update from Liaisons: Ms. Reed gave an update on the Recreation Staff changes. Also, an upcoming meeting will describe a transition plan and Department Personnel issues as well as updates on the recreation facility strategic plan. Ms. Cuocolo announced that the affordable trust approved the policy statement for the guidelines of the housing production plan through 2028. The Trust will not be applying for free cash this year and will be applying to CPC and ARPA for funds. Mr. Bhatia gave an update on the progress of the middle school and building committee. The School Committee agreed upon a time extension of about five weeks to the general contractor which will change the milestone school date. The occupancy date will remain the same in February 2025.

Item 6. Update on FY24 revenue and spend (Town): Mr. Daly provided additional financial information on FY24 indicating that the numbers are very preliminary and will change. After year-end close (September 30th) Mr. Patel will ask the Finance Department to advise the Finance Committee on the amount of money returned to the Town from the schools. An error was detected on the FY23 Gen Fund Budget spreadsheet and Mr. Daly will update and re-submit. Ms. Lafleur stated that Revenue is about \$2 million over estimates with a minor portion coming from property taxes or additional in-state aid. The major difference is in local receipts as well as building permit receipts, which were higher than expected due to renovations during the pandemic. In addition, new growth came in a couple hundred dollars higher than what was projected.

Item 7. Update on FY25 revenue and projection (Town): Ms. Lafleur stated that the FY25 spreadsheet is a work in process. Discussion focused on Employee Benefits, Retirement, General Fund, OPEB and Property & Liability Insurance. Alternative carriers of employee benefits (health insurance), such as MIIA and GIC, will be reviewed as possible alternatives.

The Town plans to further examine specific needs for Public Safety and Public Works in addition to the Keyes Road campus to refine estimates.

Item 8. Update on FY24 revenue and spend (request made to School Committee): The School Committees were unable to attend the meeting due to confusion regarding the Finance Committee's information requests. Mr. Patel requested support from other Finance Committee members to send a formal letter asking the School Committees for an update on FY23 and FY24 year-end reports. Members confirmed that the letter should be sent.

Item 9. Unified operating budget article discussion: Ms. Hartman updated the Committee on the Select Board meeting held on the previous Monday night at which the Town Moderator suggested having one article at Town Meeting that would encompass the Town budgets, CPS budget and Concord's share of the CCHS Regional school budget. The objective would be to have only one article for all Operating budgets and one article for all Capital expenses. A reluctance was expressed regarding one article for all Capital expenses, while the possibility for having a combined budget request was considered. That said, the School Committee wanted to make sure that Dr. Laurie Hunter would have an opportunity to speak to the school budget at Town Meeting.

Mr. Patel reviewed the Finance Committee calendar.

Item 10. Approve Meeting Minutes (as may be available) Motions to approve as amended the June 22nd and July 20th minutes passed. A motion to approve as amended the August 24th minutes passed. A motion to approve the September 7th minutes passed.

Item 11. Public Comment: None

Item 12. Correspondence: None

Item 13. Review Follow Up Items: Mr. Patel updated committee on to-do list.

Item 14. Adjourn: Mr. Patel announced the meeting adjourned at 9:10pm.

YouTube: Ctrl+Click to follow link: [Concord Finance Committee September 21, 2023 - YouTube](#)

Respectfully submitted,
Laurie Giovino, Office Administrator

**Town of Concord
Meeting of the Finance Committee
Minutes of Meeting – Oct 19, 2023
Hybrid Meeting**

Members Present: Margaret Briggs, Dee Ortner, Christine Reynolds, Karlen Reed (remote), Eric Dahlberg, Jon Garofalo, Lyndsey Lis, Lois Wasoff (remote), Parashar Patel (remote/present)

Members Absent: Kathy Cuocolo, Suresh Bhatia, Don Kupka, Greg Guarriello, Amrith Kumar, and Quazi Sadruzzaman

Others Attending: Anthony Ansaldi, Kerry Lafleur, Liz Rust, Alexa Andersen, Tracey Marano

Call to Order: Mr. Dahlberg called the meeting to order at 7:00pm and roll call was conducted noting a quorum was present.

Item 2: Public Comment: None

Item 3. Update on Follow Up Items

Ms. Reynolds noted that the new Middle School construction is on track with \$8 Million being spent to date of the total budget Ms. Briggs stated that the CPC has reviewed 60% of the submitted projects.

Item 4. Update from Liaisons

Ms. Ortner provided an update on current enrollments at all schools, the closeout of the High School and two possible new projects at the High School. Ms. Reed remarked on the status of Recreation Department programs.

Item 5. Increase FY2024 Regional Housing Services Office (RHSO) Revolving Fund

Ms. Rusk, RHSO Director, requested an additional \$50,000 be added to the RHSO revolving fund for a total of \$425,000 to cover anticipated, additional costs for servicing the regional consortium. In addition to known, reimbursable expenses, the Town of Natick requested an inventory for housing. Ms. Rusk noted that most expenses are staff related (consulting fees).

MOTION: To approve a \$50,000 increase to the RHSO Revolving Fund for a total of \$425,000.

Motion was unanimously approved.

Item 6. FY24 Revenue and Spend Estimates

Item 7. FC Guidelines in the Context of a Single Warrant Article for CPS, CCRSH and Town Operating Budgets

Mr. Patel opened the discussion by offering an option for combining three operating budgets into one Town Meeting Article. Considerable discussion ensued on the feasibility of this approach and its intent. A variety of perspectives surfaced, which included enhanced communication, increased knowledge of various issues facing each entity, and the potential for improving community integration. No resolution on how to proceed was achieved.

Item 8. Approve Meeting Minutes - none

Item 9: Public Comment – none

Item 10. Correspondence – none

Item 11. Review Follow Up Items – none

Item 12: Adjourn

A motion to adjourn was made by Ms. Ortner and seconded.
The meeting was adjourned at 9:02 pm.

Respectfully submitted,
Dee Ortner, Finance Committee Clerk

DRAFT

Town of Concord
Meeting of the Finance Committee
Minutes of Meeting – October 26, 2023
Hybrid Meeting

Members Present: Margaret Briggs, Jon Garofalo, Eric Dahlberg, Don Kupka, Dee Ortner, Parashar Patel, Karlen Reed (remote), Lois Wasoff (remote), Christine Reynolds, Quazi Sadruzzaman (remote), Lyndsey Lis, (joined at 9:22pm).

Members Absent: Suresh Bhatia, Amrith Kumar, Kathy Cuocolo, Greg Guarriello.

Others Attending: Mary Hartman (remote), Anthony Ansaldi, Jr. (CFO), Kerry Lafleur (Town Manager), Alexa Anderson (Committee Chair, CPS) and Tracy Marano (Committee Chair, CCRSD), Dr. Laurie Hunter Superintendent of Schools) and Robert Conry (School CFO)

Call to Order: Mr. Patel called the meeting to order at 7:00pm and roll call was conducted noting a quorum was present.

Item 2: Public Comment - None

Item 3. Update on Follow Up Items: Skipped

Item 4. Finance Committee Liaison Update:

Mr. Kupka reported on Minuteman Tech stating that a search committee for a new Superintendent has commenced. Also of note is that a prior employee has returned as the interim Superintendent. A study committee to investigate student capacity also is underway.

Item 5. FY24 and FY25 Revenue Projections

Town Manager Lafleur and CFO Ansaldi approached. Ms. Lafleur opened the presentation by stating that this revenue conversation on final projections did not include spreadsheets as they were not available at this time. Ms. Lafleur further stated that final revenue for new growth was certified at \$1,021,031. A rebound in local excise taxes for meals, hotel occupancy and the like has occurred. A significant increase in jet fuel sales has generated an increase in excise tax receipts, which are apportioned to all four adjacent communities and which are expected to continue. Investment income also is rising due to bond receipts for the middle school building project and interest income. Also, in FY25 there may be sizeable building permit receipts due to proposed building activity. The result of all activity indicates an unused levy capacity for FY24 of 4.54 percent or \$4.82 million. Looking into FY25 at this time there is considerable uncertainty. As a result, a 2.5% increase due to anticipated property taxes would be considered a reasonable baseline. State funding and local receipts will be better known after January or into the 3rd and 4th quarters of the fiscal year. Other costs and cost savings are looking positive as the Town is looking into alternative sources for health insurance, which could result in a flat budget for the next year. At this time the Town Manager believes a 2 to 2.5% increase is reasonable.

Item 6. Response to FY25 Budget Information

A. Concord Public School (CPS) Response

B. Concord/Carlisle Regional School District (CCRSD) Response

Dr. Hunter opened the discussion by saying that her team and all involved are in the “thick of it” and that this presentation is a high-level discussion of work to date. A Zero-based budget approach is being taken. Also noted is that this year contains several contract negotiations, which will have an impact on the budget, but are unknown factors

at this time. Work is largely on track and the budget for FY25 will be presented at the December 5th meeting. Meanwhile, updates will be forwarded to the Finance Committee when available. Mr. Conry reviewed establishing the first iteration of the process. The ability to fund something must tie back to the strategic planning process. Ms. Reynolds asked questions regarding the details of FY23 closeout transactions and transfers. As part of his answer for FY24 costs, Mr. Conry stated that Concord is part of a pilot project with the state and focused on the timing of transportation and other reimbursements for newly arrived students in this district. Another question focused on the E&D account at the high school to which Mr. Conry indicated that it would be at the maximum account level (the cap), approximately 4.6-5%.

Mr. Conry stated that at this time, the schools are in the early phases for developing their budgets. The use of ARPA and ESSR 2/3 funds were discussed. All funds will be spent by September 2024 with the remainder to be spent at the CPS level. Tier 2 funding requests were deferred. The driver for any/all adjustments in the budget is the zero-based budgeting process. Dr. Hunter indicated that several other factors, such as enrollment numbers, new students at the shelter, needs assessments and their management, transportation costs, additional kindergarten students and preschoolers with special needs are influencing the budget in still to be determined ways. Filling staff positions has not been a problem, yet finding support staff has. Several people at the shelter have been hired to alleviate some of the need. CPS five-year funding projections from grants, revolving funds, circuit breaker and the majority from the general fund showed an increase between 1.5% to 1.6% in four of the next five years over the current budget year. Percentages are based on the assumption of step-lane increases and number of retirees. District expenditures during the same period ranged from 1.6% to 1.7% in four of the next five years. Other preliminary five-year projections for CPS and CCRSD growth and funding were tabulated.

C. Town Response

Town Manager Lafleur began her remarks with identifying the top three strategic issues facing the Town, which are recruitment and retention, maintaining capital infrastructure and balancing service level expectations through strategic planning. Ms. Lafleur stated that the Town has struggled, but “it’s getting better” as the applicant pool has increased and applicants are stronger. Ms. Lafleur stated that constant recruitment activity in the police department exists especially with hard to fill positions, more so than in the fire department. Having said that Ms. Lafleur also indicated again that things are better. In addition, the two goals for the organization are a more resilient organization and identifying opportunities for succession planning. Ms. Lafleur indicated that if Tier 1 cash funding could be accomplished within the budget guideline the Town would do well. That said, the Town has not been able to fund the 2-3% (up to \$250,000) within the guideline for several years.

Ms. Reed asked how the recreation department’s strategic plan fits within the Town’s plan to which Ms. Lafleur stated that the Recreation Revolving Fund will be included in further, future strategic discussions to identify opportunities. Ms. Briggs inquired about the need for an additional track at the high school to which Mr. Patel indicated that this would be a good question for the capital planning meeting. Next, a review of ARPA funding was presented. In answer to a question from Mr. Patel, Ms. Lafleur stated that two positions were moved to full-time from part-time through the use of ARPA funds and that both were scheduled for full-time in the next fiscal year. ARPA

funds also were used to fund a contracted GIS analyst whose position will be phased out upon completion of work.

Next, the five-year projections were shown. Ms. Lafleur stated that no additional work has been done on these since the last meeting, in part because the Town has not advanced any further in its planning process to date. Of note, the 8.52% increase shown in this document highlights the amount needed to fund the Tier 1 projects. In addition, this year is "BIG" for contract negotiations in the Town with five of its six union contracts up for negotiation. Ms. Lafleur stated that an overall increase in salary of 4% is projected and is in keeping with the contract not under negotiation. Negotiations probably will start in January and hopefully be concluded by Town Meeting. About 60% of employees are affected by these negotiations. Forecast projections will be sent to Ms. Wasoff and Ms. Lis who are developing the guidelines.

Ms. Lafleur indicated that FY23 is getting close to closing with \$800,000 being returned to free cash and \$3 million in receipts. Ms. Lafleur recommended that \$1.5 million be directed to the middle school stabilization fund. Free cash closeout is not available awaiting the close-out of a couple of funds. Ms. Lafleur stated that FY24 is not remarkable. She does not see any overruns and sees stronger investment income due to rate increases. Potential community services were briefly mentioned as they may cause additional funding requirements over the next five years. Concord is well positioned in the funding of OPEB and Retirement and is scheduled to meet targets for full funding of OPEB by 2030. Discussion on altering payment options for the retirement funds ensued.

Item 7. Approve Meeting Minutes (as may be available) - None

Item 8. Public Comment - None

Item 9. Correspondence - None

Item 10. Review Follow-up Items

Mr. Patel stated that spreadsheets from the schools will be forwarded to Ms. Wasoff and Ms. Lis.

Item 11. Adjourn: Mr. Patel adjourned the meeting at 9:02pm.

Item 1: Call to Order Guidelines Subcommittee Meeting: The meeting was called to order at 9:02pm by Mr. Patel as Ms. Wasoff was remote and Ms. Lis had not as yet arrived.

Item 2: Discuss FY25 Budget Guidelines

Ms. Wasoff began the discussion by stating that at this time the financial information from both the Town and schools required to generate guideline recommendations is not as yet available. Preliminary revenue estimates learned at this meeting will be helpful in determining the Levy Limit but may not be sufficient for modeling and determining a final guideline. An option is to develop a preliminary guideline and refine the model as more information becomes available. Another scenario is to delay until more information becomes available and that only a final guideline would be established. Mr. Patel mentioned that we do not have a firm estimate of levy capacity or revenue, both essential for the Finance Committee's work.

Ms. Reed asked as to whether a single guideline or multiple guidelines would be developed. In response, Ms. Wasoff indicated that a final decision by the Select Board has not been made and that for now, we should proceed as in the past. Mr. Kupka reiterated the following relevant factors critical to the development of the guidelines: revenue projections, tax impact of the guideline, and impact of the abatement. In response, Ms. Wasoff added the impact to the school budget from the collective bargaining process and reaffirmed that in previous years the earlier mentioned three factors were known when setting the preliminary guidelines. Further discussion ensued regarding the use of assumptions and approaches as well as credibility of the recommendations. Ms. Wasoff commented that within the next couple of weeks more information would be available for use in modeling. Mr. Ansaldi indicated that the model would be available by November 16th for use during the next scheduled meeting. Meetings for November 16th and November 27th are scheduled to conclude setting final guidelines. The deadline for writing letters to the Town and School Committees is November 29th.

- a. **Levy Limit Projections** – no discussion
- b. **Free Cash Projections** – no discussion

Item 3: Public Comment - None

Item 4: Vote to Approve Preliminary FY25 Budget Guidelines: No vote taken

Item 5: Adjourn: Guidelines Subcommittee Meeting adjourned at 9:32pm.

YouTube: Ctrl+Click to follow link: [Concord Finance Committee October 26, 2023 - YouTube](#)

Respectfully submitted,
Dee Ortner, Finance Committee Clerk

Finance Committee Members

8/1/2023

Bhatia, Suresh	2025 Term 1		sbhatia@aconstructioninc.com
Briggs, Margaret	2024 Term 1		peg.briggs@gmail.com
Cuocolo, Kathy	2026 Term 2		kcc.fincom@gmail.com
Dahlberg, Eric	2024 Term 1	Vice Chair	ericdahlberg@gmail.com
Garofalo, Jon	2025 Term 1		johnagarofalo@yahoo.com
Guarriello, Greg	2025 Term 2		gregguar@gmail.com
Kumar, Amrith	2024 Term 1		concord.amrith@gmail.com
Kupka, Don	2026 Term 1 - first full term	Vice Clerk	concordmarin@gmail.com
Lis, Lyndsey	2025 Term 1	Guidelines Vice Chair	lyndseylis@gmail.com
Ortner, Dee	2025 Term 2	Clerk	daortner@gmail.com
Patel, Parashar	2024 Term 1	Chair	ponfincom@gmail.com
Reed, Karlen	2026 Term 1		karlen.reed@gmail.com
Reynolds, Christine	2024 Term 2		FinComCR@gmail.com
Sadruzzaman, Quazi	2026 Term 1		sadruzzaman@hotmail.com
Wasoff, Lois	2026 Term 2	Guidelines Chair	lwasoff.fincom@icloud.com

Mary Hartman	Select Board Observer	
Alexa Anderson	School Committee Observer	
Kerry Lafleur	Town Manager	klafleur@concordma.gov
Dr. Laurie Hunter	School Superintendent	lhunter@concordps.org
Anthony M. Ansaldi, Jr.	Chief Financial Officer/Treasurer	aansaldi@concordma.gov
Bob Conry	Ass't Superintendent Finance & Operations	rconry@concordps.org

Committee Assignments FY24

Board/Committee	Primary	Secondary
Select Board	Parashar Patel	Eric Dahlberg
Schools (CPS)	Dee Ortner	Don Kupka
Schools (CCRHS)	Dee Ortner	Don Kupka
Middle School Building Committee	Suresh Bhatia	Chris Reynolds
Minuteman Vocational Tech	Don Kupka	Dee Ortner
Planning Board	Lyndsey Lis	Eric Dahlberg
Community Preservation Committee	Peggy Briggs	
Public Works Commission	Eric Dahlberg	
Concord Housing Development	Kathy Cuocolo	
Concord Municipal Affordable Housing Trust	Kathy Cuocolo	
Concord Housing Authority	Kathy Cuocolo	
Economic Vitality Committee	Quazi Sadruzzaman	Peggy Briggs
Recreation Commission	Karlen Reed	