

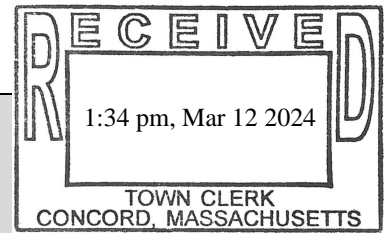


**Town of Concord  
Concord Finance Committee  
AGENDA**

**March 14, 2024, at 7:00 PM  
Concord Town House**

**22 Monument Sq., 2<sup>nd</sup> Fl. Select Board Conference Room**

*Notice of public meeting as required by M.G.L. Chpt.30A §18-28*



**HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM**

Join the meeting: <https://us02web.zoom.us/j/84436774764?pwd=ejBNdUtsQ2d6a2dxQTIBeHJPVFJOdz09>

Meeting ID: 844 3677 4764 Passcode: 444948 Dial in Toll-Free: 833-548-0282

*Please be advised that this open meeting is being broadcast live via Zoom and MMN and recorded for playback online, video-on-demand viewing at <https://concordma.gov/2409/Government>. The listings of matters are those reasonably anticipated by the Chair 48 hours before said meeting, which may be discussed at the meeting. Not all items listed may be addressed. Items may be taken out of order and at times differ from those listed below. Other items not listed may also be brought up for discussion to the extent permitted by law. **Video or call will be muted upon joining meeting please use the "raise your hand" feature in the zoom meeting to ask to speak. ATTENDEES ARE REMINDED THAT BY ATTENDING THIS MEETING THAT YOU CONSENT TO YOUR LIKENESS AND AUDIO BEING USED AND REBROADCAST BY MMN.***

**7:00 PM**

**1. Call to Order**

**7:05 PM**

**2. 2024 Annual Town Meeting**

- A. Overview of Article 19 (Minuteman Regional Technical High School District Budget) from Interim Superintendent Kevin Mahoney, School Business Manager Nikki Andrade and Concord's Representative to the Minuteman Regional School Committee Steve Ledoux.
- B. Overview of Article 13 (Funding Public Safety during the Concord250 celebrations in 2024 Commemorating the Beginning of the American Revolution, April 19, 1775) from Concord 2025 Executive Committee
- C. Overview of Article 33 (In-Town Solar Expansion) from Solar Implementation Task Force, Chair Dean Banfield
- D. Overview of Article 16 (Create Stormwater Enterprise Fund) from Director of Public Works Alan Cathcart
- E. Overview of Article 17 (Nagog Pond Improvements and PFAS Mitigation) from Director of Public Works Alan Cathcart
- F. Discuss and Potentially Vote on the Articles from the March 7, 2024, Public Hearing #1
  - Article 7 – Fiscal Year 2024 Budget Line-Item Adjustments
  - Article 14 – Use of Free Cash
  - Article 20 – Concord-Carlisle Regional School District Budget
  - Article 21 – Amenities Building at Concord-Carlisle High School
  - Article 24 – Concord Public Schools Capital Budget
  - Article 25 – Appropriation to Middle School Stabilization Fund

**9:00 PM**

**3. Correspondence**

**9:05 PM**

**4. Minutes**

- A. Approve the minutes of January 18, 2024, February 18, 2024, and March 7, 2024

**9:15 PM**

**5. Anticipated Adjournment**

**UPCOMING MEETINGS**

**Next Meeting:** *Tuesday, March 19, 2024, @ 7:00 pm – Finance Committee Annual Town Meeting Public Hearing #2  
Thursday, March 21, 2024, @ 7:00 pm – Finance Committee Annual Town Meeting Public Hearing #3*



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**2A**

# 2024 Annual Town Meeting Article Presentation

Article 19 – Minuteman Regional Technical High School District  
Budget

**Requested by: Finance Committee**

**Action Sought: to hear update**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

This article provides Concord’s assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Concord’s assessment increase is due to an increased enrollment share, and because of increased debt service due in FY25 for costs associated with the new high school building project and athletic fields. The FY25 assessment includes an operating assessment of \$1,199,233 and capital/debt service of \$533,583. Each member town assessment is calculated by a formula established pursuant to the regional agreement. Concord’s enrollment at Minuteman is currently 41 students. The formula for assessments relies in part upon a rolling 4-year average of enrollment for member communities.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

March 2024

Kevin F. Mahoney  
*Interim Superintendent – Director*  
Nikki Andrade  
*Business Manager*



**MINUTEMAN**  
HIGH SCHOOL REVOLUTIONIZED

# FY25 Superintendent Final Recommended Budget



# Minuteman's Budget – Behind The Numbers

- Our Budget Priorities Reflect Our Values



# Concord Student Highlights

- Class of 2023:
  - *Graduation:* All 4 Concord graduates went on to 4-year colleges all continuing to study in their CTE fields.
  - *Colleges:* Western New England University, UMass Amherst, McGill University, Emerson College
- Current Students: 41 in 18 of Minuteman's Program Majors
  - Senior Sam McCollough, Advanced Manufacturing and Ambassador
- Co-Op: 4 Total Students Out - 3 Seniors and 1 Junior
  - The Seniors are out for Advanced Manufacturing Biotechnology and Environmental. The Junior is out for Early Education.
- Athletic Achievements:
  - Muji Vader, Boston Globe Player of the Week in February 2024 and CAC League All-Star for Girls Basketball



# Concord: Preliminary Assessment

Minimum Required Contribution	\$ 723,370
Transportation Assessment	\$ 38,383
Assessment over Min. Req. Contr.	\$ 437,469
Debt and Capital Assessment	<u>\$ 107,745</u>
Sub-Total	\$ 1,306,967
Building Project – Debt Service*	<u>\$ 425,838</u>
Total Assessment	<u>\$ 1,732,805</u>

*\*Debt Service excluded from Prop 2 ½ Limitation*

# Overall Budget Summary

FY25 Operating & Capital Recommendation

**\$31,517,219**

3.96% above FY24

# Budget Summary

FY25 Operating Recommendation = **\$24,160,849**  
2.99% above FY24

FY25 Capital Recommendation = **\$1,660,508**  
34.10% above FY24

FY25 Building Project Debt Recommendation = **\$5,695,863**  
1.36% above FY24

# Overall Budget Summary

FY25 Assessment to Member Towns

**\$25,689,923**

0.82% above FY24

# FY25 Budget Drivers: Salary

- Collective Bargaining Agreement - 3.5% plus Steps and Lanes
- *Reduction of Assistant Director of CTE and Human Resources Position*
- Bring Back Grant Funded Positions cut during COVID
  - Library Aide, Health Tech Aide and Co-Op Coordinator
- Continued Funding of Foreign Language Teacher
- Athletic Trainer - Investment in Athletic Program
  - Support Training, Weightroom Management and MIAA Regulations

# FY25 Budget Drivers: Non-Salary

- Transportation Increase - 5% CPI + Additional Day for 3:30PM Bus
- Utilities - Decrease Based on FY23 Actual Usage
- Health Insurance - Level Funded
  - Lower Than Anticipated FY24 Premiums
- Investment in Cybersecurity

# FY25 Budget Drivers: Non-Salary

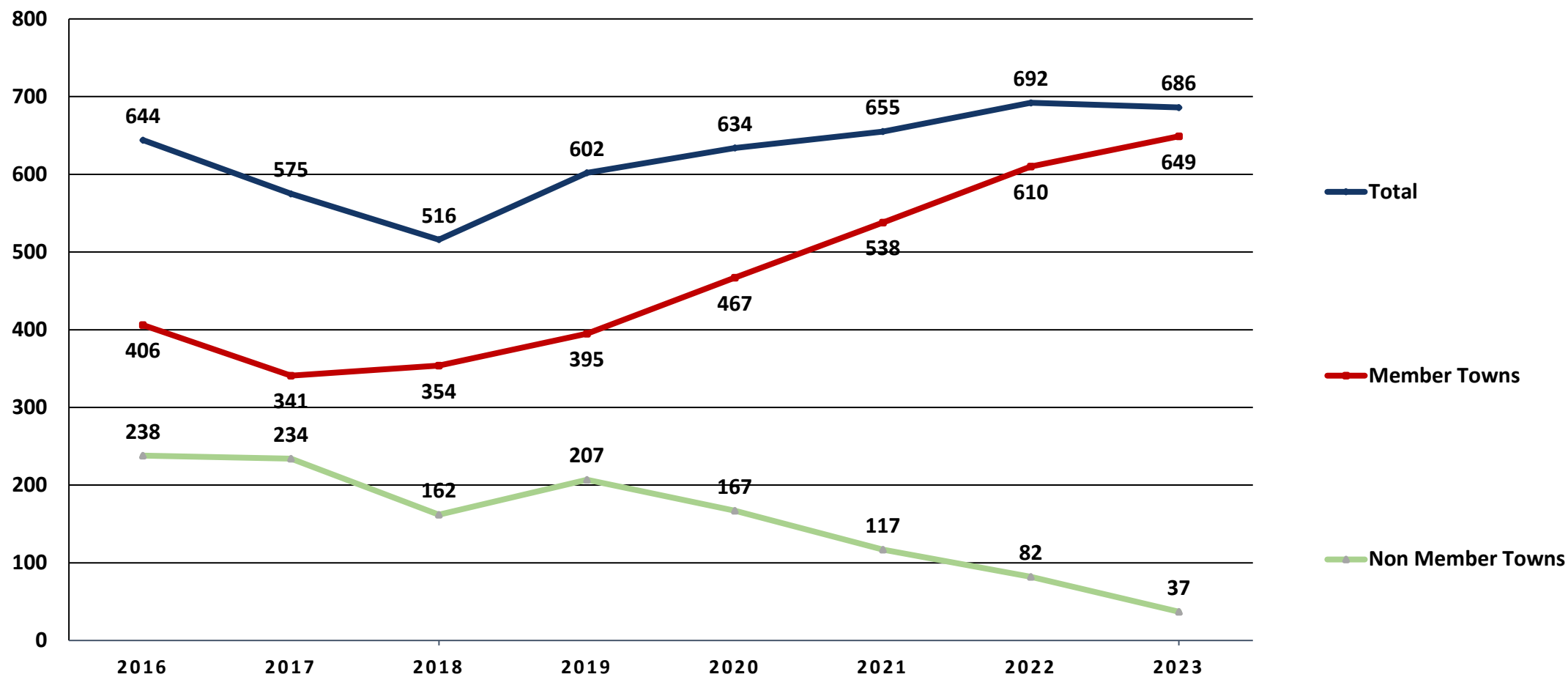
- **Other Post Employment Benefit (OPEB)**
  - Contribution \$315,000 = \$85,000 Increase from FY24
- **Debt Service - Athletic Field will not be Assessed to Member Towns**
  - Offset will be funded from Facilities Revolving Account dependent on Rental Revenue Earned Each Year
- **Capital Stabilization - Funding \$850,000 = \$350,000 Increase from FY24**
  - Projected Balance with FY25 Contribution: \$3,085,645
  - Building this Fund will position the District to maintain potential use of the campus and have funding prepared to mitigate future assessment increases.

# Renovation of East Building

- Currently Unoccupied Building on Campus
- Scope of Work: \$7M to Renovate up to 7,000 sq ft.
- Currently Not Sufficient Space in the Main Building
  - Animal Science Program is currently located in Temporary Space in an adjacent building on Campus
- Possible FY2025 Capital Skills State Grant Funding
- Update Facilities Exterior Structure and Utilities
- Will Not Add Additional Seats or Capacity



# Overall Enrollment as of October 1



# Enrollment by Town as of October 1

	2027	2026	2025	2024	Subtotal
Acton	26	17	27	24	94
Arlington	45	61	60	49	215
Bolton	8	9	13	6	36
Concord	13	16	6	6	41
Dover	0	1	2	2	5
Lancaster	16	13	14	15	58
Lexington	27	23	15	17	82
Needham	17	11	10	8	46
Stow	22	16	19	15	72
<b>Member City/Town</b>	<b>174</b>	<b>167</b>	<b>166</b>	<b>142</b>	<b>649</b>
<b>Declarants</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>9</b>	<b>12</b>
<b>Other Non-Member</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>13</b>	<b>25</b>
<b>TOTAL STUDENTS</b>	<b>174</b>	<b>169</b>	<b>180</b>	<b>164</b>	<b>686</b>

# Shift in Enrollment

- Enrollment is Shifting to In-District
- Out of District Enrollment is Decreasing
  - Out of District Tuition Revenue is Decreasing
  - Out of District Capital Fee Revenue is Decreasing
- **If this trend continues, this will result in an increase in Overall Assessments to Member Towns in FY2026 and FY2027**

# FY26 and FY27 Budget Considerations

## **Tuition and Incremental Special Education Fee**

- FY25 Assessment Offset- \$818,824 (Revenue for 37 Students: Being Collected in FY24)
- FY26 Assessment Offset- \$373,058 (Revenue for 16 Students: To Be Collected in FY25)
- FY27 Assessment Offset- \$53,392 (Revenue for 2 Students: To Be Collected in FY26)

## **Out of District Capital Fee**

- FY25 Assessment Offset- \$277,084 (Revenue for 37 Students: Being Collected in FY24)
- FY26 Assessment Offset- \$110,305 (Revenue for 16 Students: To Be Collected in FY25)
- FY27 Assessment Offset- \$14,569 (Revenue for 2 Students: To Be Collected in FY26)

# FY2025 Preliminary Assessments

Member Town	FY25 Preliminary Assessment	FY24 Preliminary Assessment	% Change	FY25 4 Year Rolling Average Enrollment	FY24 4 Year Rolling Average Enrollment	% Change
Acton	\$3,600,903	\$3,284,798	9.62%	78.75	65	21.2%
Arlington	\$8,562,229	\$8,932,916	-4.15%	199.25	181	10.1%
Bolton	\$1,325,147	\$1,199,459	10.48%	27.00	20.75	30.1%
Concord	\$1,732,805	\$1,641,695	5.55%	33.75	29.75	13.4%
Dover	\$269,420	\$248,626	8.36%	4.00	3.5	14.3%
Lancaster	\$2,138,738	\$2,379,621	-10.12%	55.25	54.5	1.4%
Lexington	\$3,406,394	\$3,501,977	-2.73%	74.75	69.5	7.6%
Needham	\$1,823,777	\$1,640,461	11.17%	35.75	29.75	20.2%
Stow	\$2,754,051	\$2,574,523	6.97%	59.25	50.25	17.9%
<b>Total</b>	<b>\$25,689,923</b>	<b>\$25,481,911</b>	<b>0.82%</b>	<b>567.75</b>	<b>504</b>	<b>12.6%</b>

# Concord: Historical Assessment Trends

Concord	Total Assessment	% Change	4 Year Rolling Average Enrollment	% Change
FY2025	\$1,732,805	5.5%	33.75	13.4%
FY2024	\$1,641,695	8.8%	29.75	10.2%
FY2023	\$1,508,544	17.0%	27	17.4%
FY2022	\$1,289,284	6.2%	23	7.0%
FY2021	\$1,213,873	13.1%	21.5	13.2%

# Other Future Assessment Impacts

## **FY25 Member Town Assessment Increase Lower than Typical Due To:**

- Declining Out of District Tuition and Capital Fee Revenue. This will increase Member Town Assessments over the next 3 years.
- First year implementation of Athletic Field Debt Service. This has decreased FY25 Member Town Assessments. This will be a consistent annual contribution to offset member assessments in the future.
- Adjustment in Chapter 70 State Aid year over year. Moving forward, our budgets will reflect more consistency in State Aid.

# FY2024 Budget – Chapter 70 Discussion

- FY2024 School Committee Voted Budget Chapter 70 Estimate - **\$2,197,552**
  - FY2024 Governors Final Budget Chapter 70 - **\$2,978,763**
  - FY2024 Budget Difference Between Chapter 70 - **(\$781,211)**
- **Impact on Member Towns**
    - Acton - \$100,752
    - Arlington - \$280,554
    - Bolton - \$32,163
    - Concord - \$46,113
    - Dover - \$5,423
    - Lancaster - \$84,477
    - Lexington - \$107,727
    - Needham - \$46,113
    - Stow - \$77,889
  - **Total - \$781,211**

# FY2024 Budget – Chapter 70 Discussion Alternative Proposal

## Current Plan - Finance Over Next 5 Years

Outstanding BAN	\$2,800,000
Est. MSBA Reimbursement	<u>\$2,235,000</u>
Balance To Be Financed	\$565,000

	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Balance	565,000	462,000	362,000	262,000	162,000	-
Principal	103,000	100,000	100,000	100,000	162,000	565,000
5.5% Interest	77,000	25,410	19,910	14,410	8,910	145,640
<b>Total</b>	<b>180,000</b>	<b>125,410</b>	<b>119,910</b>	<b>114,410</b>	<b>170,910</b>	<b>710,640</b>

*Debt Excluded for 7 of 9 Member Towns  
(Except Lexington and Needham)*

## Alternative - Close Out School Building Project

Outstanding BAN	\$2,800,000
Est. MSBA Reimbursement	<u>\$2,235,000</u>
Balance To Be Financed	\$565,000
+ 4.25% Interest (January - June)	<u>\$50,000</u>
Total Required for Close Out	\$615,000

**Results: Long Term Savings of \$145,000 In Interest**

**Est. Short Term BAN Interest (3 Months) \$30,000  
FY2025 Budget Can Be Reduced \$150,000**

# FY25 Operating and Capital

Budget	FY25	FY24	Difference	% Change
Operating Budget	24,160,849	23,458,597	702,252	2.99%
Capital Equipment/Leases/Athletic Fields (2)	1,660,508	1,238,240	422,268	34.10%
Subtotal	25,821,357	24,696,837	1,124,520	4.55%
Building Project - Debt Service (1)	5,695,863	5,619,488	76,375	1.36%
<b>Total Operating &amp; Capital Budget</b>	<b>31,517,219</b>	<b>30,316,325</b>	<b>1,200,894</b>	<b>3.96%</b>

(1) A debt exclusion override was voted on this debt in the following towns: Acton, Arlington, Bolton, Concord, Dover, Lancaster, and Stow.

(2) Annual ESCO Lease assessments include the proportionate share due from the 6 towns that withdrew from the district effective July 1, 2017, and Belmont withdrawal effective July 1, 2020. This also includes the payment on a 20 year note for the Athletic Fields.

# FY25 Non-Assessment Revenue

Non-Assessment Revenue	FY25	FY24	Difference	% Change
Chapter 70 Aid	2,998,383	2,197,552	800,831	36.44%
Chapter 71 Reg. Transportation Reimb.	969,305	807,615	161,690	20.02%
Prior Year Tuition	818,824	805,817	13,007	1.61%
Excess and Deficiency Fund	650,000	650,000	-	0.00%
Prior Year Nonresident Capital Fee	277,084	373,430	-96,346	-25.80%
Facilities Rental Revolving Revenue	<u>113,700</u>	<u>-</u>	<u>113,700</u>	<u>0.00%</u>
<b>Total Non-Assessment Revenue</b>	<b>5,827,296</b>	<b>4,834,414</b>	<b>992,882</b>	<b>20.54%</b>
Required Member Town Assessments	25,689,923	25,481,911	208,012	0.82%

# Assessment Components

Assessment Allocation by Category	FY25	FY24	Difference	% Change
Minimum Required Contribution	10,709,440	9,820,826	888,614	9.05%
Transportation Budget	645,695	577,385	68,310	11.83%
ESCO Lease Assessment	582,808	566,290	16,518	2.92%
Capital Equipment/Leases/Athletic Fields	964,000	671,950	292,050	43.46%
Assessments over Minimum Contribution	7,369,202	8,599,402	-1,230,200	-14.31%
Building Project - Debt Assessment	<u>5,418,779</u>	<u>5,246,058</u>	<u>172,720</u>	<u>3.29%</u>
<b>Total Assessments</b>	<b>25,689,923</b>	<b>25,481,911</b>	<b>208,012</b>	<b>0.82%</b>



**MINUTEMAN**  
HIGH SCHOOL REVOLUTIONIZED

Thank you!  
Questions?





**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**2B**

# 2024 Annual Town Meeting Article Presentation

## Article 13 – FUNDING PUBLIC SAFETY DURING THE CONCORD250 CELEBRATIONS

**Requested by: Finance Committee**

**Action Sought: to hear update**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

The year 2025 is the 250th anniversary of the historic battles of Concord and Lexington and the beginning of the American Revolution. The Concord 2025 Executive Committee was established by the Select Board two years ago to develop and coordinate Town events and programs to celebrate this event in conjunction with nearby communities as well as state, regional, and federal agencies. The 250th anniversary will be a major public event for Concord and, equally important, it is an occasion of significant national importance and media attention. As a result, it will bring many more visitors and vehicles to Concord far exceeding what typically occurs in other years. To ensure as safe an event in April 2025 as possible, it requires significant additional funding to effectively plan, organize, deploy and manage equipment, communications networks, and public safety personnel.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

# CONCORD 250 MASSACHUSETTS



Public Safety Planning

Concord250 Public Safety  
Subcommittee

# Public Safety Planning Assumptions

Public Safety = Fire, Police, Public Works, Public Health and other Municipal Assets

250<sup>th</sup> celebrations impact four host communities & the Minute Man National Historic Park.

Federal/state resources will already be deployed to the Boston Marathon.

## Assumptions:

- Large numbers of spectators and participants:
  - The venues will be open to the public and difficult to secure. In 1975 the town sought to contain the crowd to 120,000.
  - Dignitaries and/or celebrities in attendance. About 50 VIP's to be invited including the President of the U.S., MA Congressional Delegation, MA Governor, etc.
  - National media coverage.
- Potential for large numbers of demonstrators and counter protesters. The National Park Service estimated that there were 12,000 protesters, mostly from the Peoples Bicentennial Commission, demonstrating in 1975.

# Tentative April 19, 2025 Major Event Schedule

## April 19, 2025 Concord Events Schedule

- 6:00 AM Dawn Salute
- 8:30 AM Parade Step Off
- 9:30 AM Old North Bridge Ceremony
- 11:00 AM Parade Ends
- 2:00 PM Ceremony at Permanent Memorial Site
- 5:00 PM FreedomFest '25 (family music event with light show at dusk)

# Special Event Assessment Rating (SEAR)

- Events submitted to the Department of Homeland Security's (DHS) by state for a risk assessment.
- Examples are the Super Bowl, Indianapolis 500, and the Kentucky Derby, etc.
- DHS applies a risk-based methodology and assigns a SEAR rating.

Level	Description
1	Significant events with national and/or international importance that require <i>extensive</i> federal interagency support.
2	Significant events with national and/or international importance that may require some level of federal interagency support.
3	Events of national and/or international importance that require only limited federal support.
4	Events with limited national importance that are managed at the state and local levels.
5	Events that may be nationally recognized but generally have local or state importance.

What role does the federal government play?

The federal government supports state and local officials.

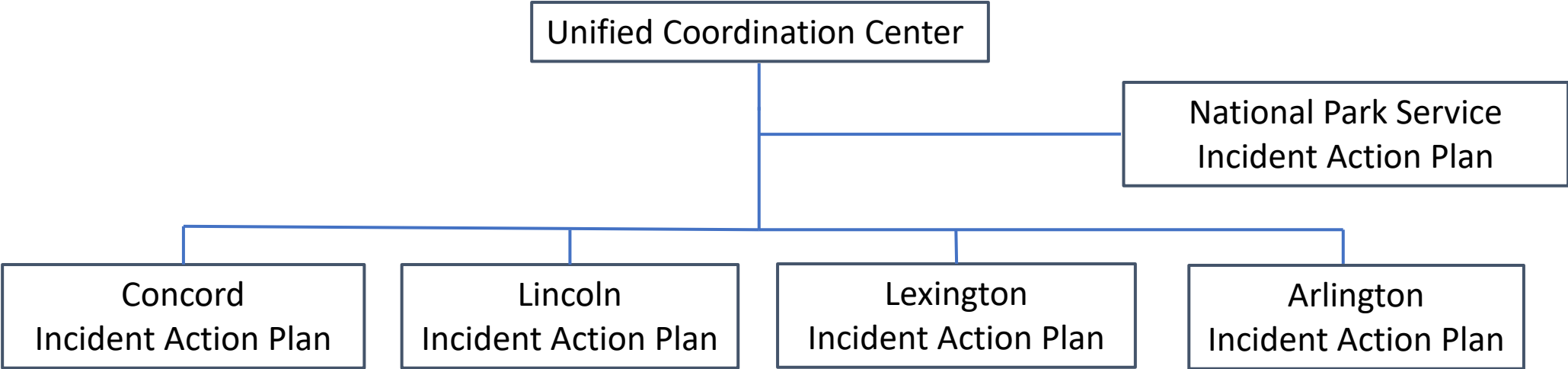
For past SEAR events, this assistance has included:

- Explosive canine teams;
- Cyber risk assessments;
- Venue screening and field intelligence teams; and
- Air security and tactical operations support.

# 1975 National News Coverage (Old North Bridge)



# Incident Command Structure



## Regional Public Safety Workgroups

Intelligence & Investigations	Emergency Medical Services & Mass Casualty
Public Safety Communications	Public Information & Emergency Alerting
Hazardous Weather/Sheltering & Family Reunification	Unified Coordination Center
Law Enforcement Operations	Tactical Operations
EOD/CBRNE	



## 250th Anniversary of the Battles of Lexington and Concord Public Safety Meeting and Planning Timeline

### Kick-Off Meeting

- Participants from local, state and federal agencies.
- Event background.
- Present/propose project timeline.
- Discuss local planning efforts.
- Discuss regional sub-planning groups.

### Periodic Meetings

- Participants from local, state and federal agencies.
- March 2024- virtual meeting.
- June 2024- virtual meeting.
- September 2024- in-person meeting.
- November 2024- virtual meeting.
- January 2025- in-person meeting.

\*Meeting date/time/location TBD. Virtual meetings will be shorter in duration.

### Exercise/Final Meetings

- Participants from local, state and federal agencies.
- February 2025: Event seminar or functional exercise.
- March 2025: in person meeting.
- April 2025: final in person meeting.

January 2024

February 2024

March 2024

April 2024

March 2025

April 19- 21,  
2025

### Est. Regional Sub-Planning Groups

- February 2024: Establish/confirm sub-planning groups, their leads and group members.
- March 2024: Local communities finalize/submit a resources capabilities/gap analysis.
- March 2024: Confirm meeting schedule for each sub-planning group. Group leads to send meeting invite/schedule to their group members. Each sub-planning group is responsible for developing their respective regional plan.

### Local/Regional Planning Phase

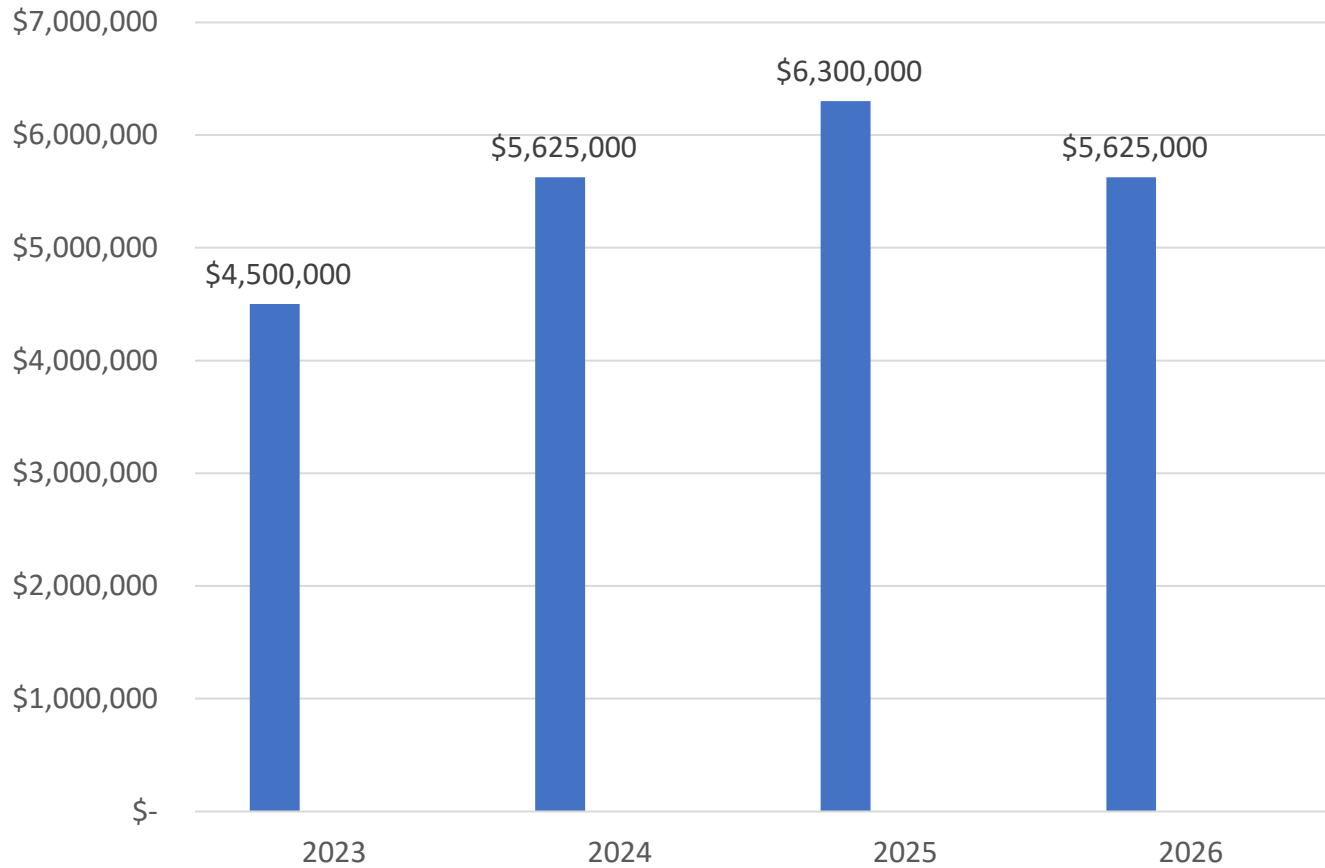
- April 2024- February 2025- Plan development phase.
- March 1, 2025- Final plans due.
- Mid- March 2025- Final plans are due. Socialized among public safety partners. Copies of all plans can be accessed via a shared folder.

### Event Weekend


- Local EOCs activated.
- Other EOCs/DOCs activated (TBD).
- Unified Coordination Center (UCC) activated. Facility location, staffing footprint, and operational periods TBD.


# Sales Tax Generated by Tourism in Concord


## Concord Sales Tax Revenue to MA from Tourism – Significant Increase in Just 3 Years



As a baseline, Concord delivers \$4.5M in tourism-derived sales tax to the State of Massachusetts each year. A solid investment in growing tourism capacity/infrastructure and programming will yield a proportional increase in revenue in 2025.

- 
2024 Estimated 1.25M Visitors to Concord

**125%**
- 
2025 Estimated 1.5M+ Visitors to concord

**150%**
- 
2026 and Beyond – Tourism Remains Elevated

# Public Safety Budget Projections

Concord250 Public  
Safety/Public Works Budget  
Projections

	FY 2025	FY 2025		Notes
	Personnel	Expenses	Total	
Public Works	\$75,000	\$100,000	\$175,000	Includes pre-parade route/viewing area/portable toilet stations and preparation and post parade route service and demobilization/cleanup tasks
Police Department	\$200,000	\$50,000	\$250,000	Projected expenses related to traffic/crowd control/venue access control/communications
Fire Department	\$135,000	\$35,000	\$170,000	Projected expenses related to fire/rescue operational supplies (fuel, gear, etc.), first aid and replenishment of deployed assets
Mutual Aid Assets	\$130,000		\$130,000	Polic/Fire/Public Works Mutual Aid Support
		<b>Total</b>	<b>\$725,000</b>	

# Questions?



Frederick Ryan

Concord250 Executive Committee

[fryanapd@gmail.com](mailto:fryanapd@gmail.com)



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**



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# 2024 Annual Town Meeting Article Presentation

Article 33 – In-Town Solar Expansion

**Requested by: Finance Committee**

**Action Sought: to hear update**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

This article authorizes the Concord Municipal Light Plant to borrow money to pay for the design and construction of utility scale solar systems with battery storage at the capped landfill at Rt 2 and Walden St, and for the design and construction of roof and ground mount arrays on the CCHS campus. While the project costs are still being developed, it is anticipated that additional monies from various federal and state incentive programs will be made available to help defray some of the costs of construction. The addition of local solar energy to the Light Plant electricity supply is consistent with voters’ intent for reducing total greenhouse gas emissions as set forth in the goals of Concord’s Climate Action and Resiliency Plan.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

# Solar Implementation Task Force Proposed Town Meeting Article

Dean Banfield

Chair

3.14.2024

# Task Force Charge

- Create a *Plan and Schedule* to meet Concord's Climate Action Targets in Solar Energy
- “It is recommended that the task force identify at least one site for solar installation that can be done quickly to demonstrate feasibility and build momentum.”

# Original Article Components

- 3 high potential solar sites identified
- Control system and Battery Storage
  - Protect grid from intermittent solar overload
  - Advance MA 'Clean Peak' framework
  - Peak reductions translate to lower CMLP expense

# Site Selection for Warrant

- Former Landfill
  - Remaining area estimated at 1.55MW
- CCHS Campus
  - Ground Mount across from Beede
  - CCHS roof, recommended by Campus Advisory Committee (2018)

# Original Cost Structure

<b>Warrant Summary</b>		
<b>Project Component</b>	<b>Model Est</b>	<b>Project Total</b>
Landfill Solar	\$ 3,179,050	\$ 3,179,050
CCHS Ground Mount	\$ 760,064	\$ 760,064
CCHS Roof Mount	\$ 1,238,920	\$ 1,238,920
Control & Monitoring	\$ 600,000	\$ 600,000
Battery (Tesla base price benchmark)	\$ 2,188,750	\$ 2,845,375

<b>Warrant Calculated</b>		<b>\$ 8,623,409</b>
<b>Contingency</b>	<b>6.7%</b>	<b>\$ 576,591</b>
<b>Warrant Request</b>		<b>\$ 9,200,000</b>

# Updated Financials

- No Solar to be moved at TM
- Feasibility studies for solar sites not yet underway
- Funding Elements
  - Battery, purchase and installation
  - Management & Control System, prelim funding only
- Final motion amount reflects only these confirmed project components

# Revised Article Items

<b>Warrant Summary</b>		
<b>Project Component</b>	<b>Model Est</b>	<b>Project Total</b>
Landfill Solar	<del>\$ 3,179,050</del>	<del>\$ 3,179,050</del>
CCHS Ground Mount	<del>\$ 760,064</del>	<del>\$ 760,064</del>
CCHS Roof Mount	<del>\$ 1,238,920</del>	<del>\$ 1,238,920</del>
Control & Monitoring	<del>\$ 600,000</del>	\$ 100,000
Battery (Tesla base price benchmark)	\$ 2,160,140	\$ 2,700,175

<b>Warrant Calculated</b>		<b>\$ 2,800,175</b>
<b>Contingency</b>	<b>7.11%</b>	<b>\$ 199,825</b>
<b>Warrant Request</b>		<b>\$ 3,000,000</b>

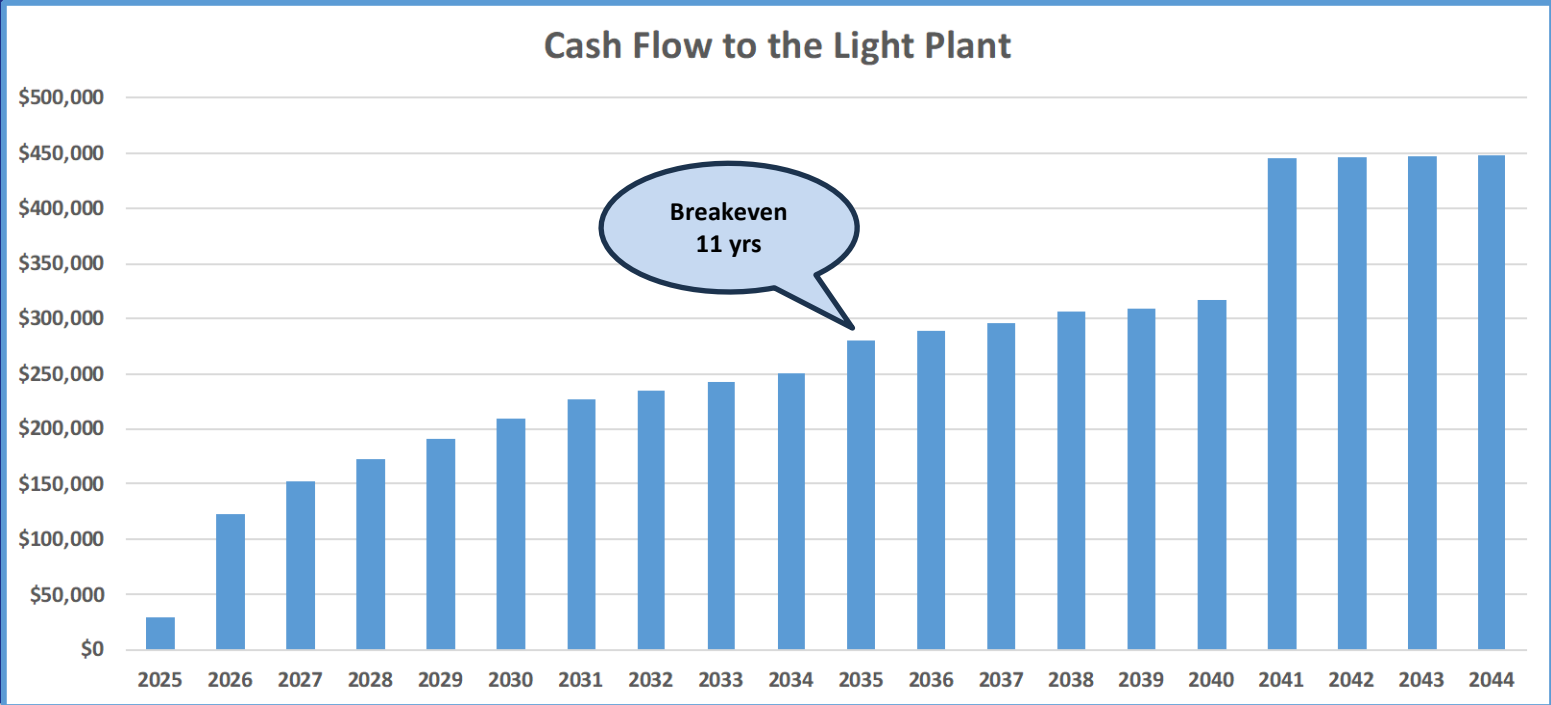
# Funding Model

- Bonding Authority
  - BAN for full acquisition/construction costs
  - IRA rebate (25.5%) issued by DOE/IRS, followed by bond issuance for the balance
  - Term 15yr, Interest rate 4.0%
- Bond payments carried in CMLP budget
- Budget Approval by the Light Board

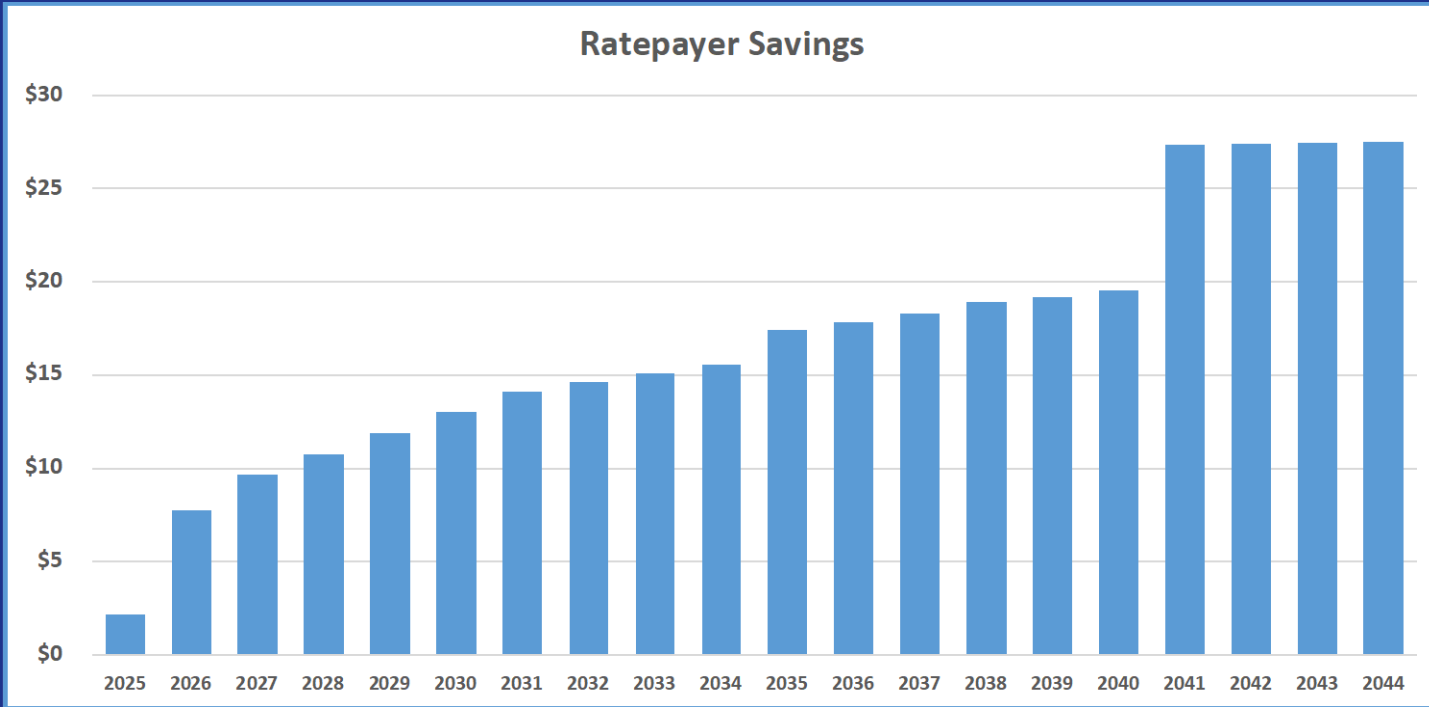
# Industrial Battery



# Budget Financials



# Ratepayer Impact



# Funding Model

- Light Plant budget elements
  - Debt service budgeted as an annual expense
  - Savings applied to operating budgets
- No impact on Town Budget process or levy
- Ratepayer impacts anticipated positive throughout life of equipment

# Article Text

To determine whether the Town will authorize the Town Treasurer with the approval of the Select Board, to borrow by the issuance of general obligation bonds or notes under the provisions of Mass. Gen. Laws c. 44 or any other authority, a sum not to exceed \$3,000,000 for the design and construction of battery storage at 755 Walden St (Former Landfill) or 500 Walden St (Concord Carlisle Regional School District Campus), the funds so borrowed to be expended for engineering design and legal services; hearings; permits and other approvals; material, construction, and installation specifications; bid preparation; materials purchase; construction and installation services; control systems; and distribution and expansions, upgrades and improvements, and to be repaid in the first instance from revenues of the Concord Municipal Light Plant, or take any other action relative thereto.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**2D**

## 2024 Annual Town Meeting Article Presentation

### Article 16 – Create Stormwater Enterprise Fund

**Requested by: Finance Committee**

**Action Sought: to hear update**

#### Proposed Motion(s)

Discussion Dependent

#### Additional Information

This article authorizes the Town to create a fund to account for the revenues and expenditures of all infrastructure, operations, and activities for Stormwater Management. Since 2003, the Town has been required to comply with the requirements of the General Permit for Small Municipal Separate Storm Sewer Systems (MS4 General Permit). This is a federal permit with no current dedicated funding source. Establishment of a Stormwater Fund would allow for a consistent and stable revenue stream to fund permit compliance, which focuses on improving water quality within the Town's receiving waters. This fund would also allow the Town to dedicate resources to flood mitigation and overall stormwater management, and to prepare for extreme storm events which are occurring with greater frequency. The text of the proposed bylaw creating the Stormwater Management Fund will be presented at the Enterprise Fund hearing before the Finance Committee. If the town adopts the proposed bylaw, the Public Works Commission will develop for presentation to 2025 Annual Town Meeting a budget and a program of user fees to be paid by all properties with impervious surfaces to cover stormwater management. The 2026 Annual Town Meeting will be asked to appropriate the necessary funding from the Stormwater Fund to cover Fiscal Year 2026 stormwater expenses.

#### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

133 Keyes Road  
Concord, MA 01742



**DATE: March 14, 2024**

## **MEMORANDUM**

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**To:** Finance Committee  
**Via:** Alan H. Cathcart, Director of Public Works  
**From:** Stephen Dookran, PE, Town Engineer  
**Prepared by:** Salomon Ybarra, EI, Environmental Engineer - Stormwater  
**SUBJECT:** Summary on Proposed Stormwater Enterprise Fund

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### **Stormwater Needs**

The Town of Concord is facing urgent stormwater management challenges, heightened with every heavy rain event. The occurrences of hazardous street puddles, roadside erosion and street runoff damaging public and private properties are numerous (e.g. Potter St, Turning Mill Rd, Beharrell St) and are increasingly compromising aging culverts and bridges (e.g. Monument St, Spencer Brook Rd). The lack of stormwater funding hampers the ability to proactively identify needs and address replacements of failing catch basins and drainage pipes like those recently identified along Minot Rd, Arrowhead Rd, and Ministerial Dr. Existing resources are also insufficient to allow for routine maintenance of the stormwater infrastructure. With limited funds and increasingly stringent regulations like the MS4 permit aimed at reducing pollutants in water bodies, resources are strained. An assessment by an engineering consultant estimates annual stormwater costs of \$1.5 to \$2 million over the next decade. The current budget allocation of \$50,000 is not only insufficient for town interests but will also lead to non-compliance with the MS4 permit, risking EPA fines of \$5,000 to \$50,000 per day.

### **A Stormwater Utility Enterprise Fund**

A stormwater utility enterprise is a dedicated and consistent municipal funding mechanism capable of funding responsible stormwater management within a community. A stormwater enterprise is typically established to address the needs and challenges effectively. It operates by ensuring compliance with environmental regulations, maintaining and improving stormwater infrastructure, constructing climate resilient infrastructure, and public education on stormwater issues. The enterprise plays a crucial role in preventing water pollution, reducing flood risks, and maintaining the overall health of our local water bodies.

### **Fee Structure**

Stormwater Enterprise fees are formulated based on impervious surface area since stormwater runoff is generated when rainwater or snowmelt flows over impervious surfaces (e.g., driveways, rooftops, parking areas) and cannot be naturally absorbed into the ground. The fees in other communities for single-family residences typically range from \$150 to \$250 per year and we expect rates in Concord to fall within this range. Approximately 24 other municipalities in Massachusetts currently have stormwater utilities. A stormwater fee credit, which is a financial incentive to reward property owners for implementing eco-friendly stormwater management practices, may also be adopted. Property owners, typically non-residential, with large impervious areas, can earn fee credits by adopting measures like rain gardens, permeable pavement, and infiltration systems which reduce stormwater runoff and improve water quality. The stormwater enterprise fund fee ensures fairness by requiring



all properties, including tax-exempt ones like state and federal facilities, to contribute to stormwater management. Larger facilities pay fees proportional to their impervious area, aligning costs with their runoff impact. This approach promotes fairness, enhancing the equity and effectiveness of stormwater management funding.

### **Current Efforts in Adopting a Stormwater Enterprise**

The Town has collaborated with an engineering consulting firm to establish a comprehensive framework, assess the existing infrastructure, and engage residents and businesses through a series of informative sessions. Our consultant has delivered a Stormwater Enterprise Fund - Preliminary Evaluation report and a Stormwater Enterprise FAQ, which includes high-level estimated budget for stormwater management and suggests funding options. The Town intends to propose the Stormwater Enterprise Fund Article at the 2024 Town meeting to adopt the provisions outlined in M.G.L. Chapter 44, Section 53 1/2. This article will establish the fund but won't allocate revenue for its initiation. The associated bylaw outlines a framework for administering the Stormwater Enterprise Fund. If approved, the Public Works Commission will develop a budget and rate program, subject to approval at a subsequent Town Meeting.

# CONCORD STORMWATER ENTERPRISE FUND

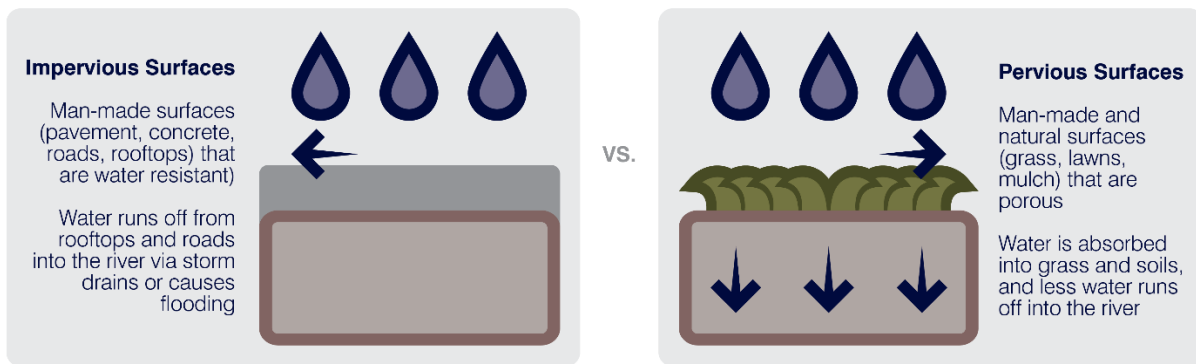
## KEY TERMS AND FREQUENTLY ASKED QUESTIONS

Concord Public Works is exploring the feasibility of implementing a Stormwater Enterprise Fund. Below are some key terms and frequently asked questions to ensure our community is informed about stormwater financing in Concord.

### KEY TERMS



**Impervious Surface:** Materials or compact surfaces that do not allow stormwater to infiltrate or seep into the ground.



**Stormwater:** Runoff from precipitation or other sources that drains into the Town's drainage systems (such as catch basins, pipes, and culverts) and ultimately ends up in groundwater, ponds, streams and/or wetland resource areas. Areas with large amounts of impervious surface lead to greater amounts of stormwater runoff conveyed into the drainage system rather than seeping into the ground.



**Stormwater Pollution:** Pollutants (such as oils, fertilizer, sand, and trash) in stormwater runoff, which can contaminate drinking water supplies, fish and wildlife habitat.



**Stormwater Flooding:** Flooding of streets and sidewalks from overwhelmed stormwater drainage systems. Note, the total average annual precipitation has increased by approximately 10 percent in the last fifty years across the Northeast. In addition, greater amounts of total impervious surface across towns and cities have led to higher amounts of stormwater runoff. In areas where stormwater infrastructure has not been updated to accommodate greater runoff rates, minor but disruptive flooding events can occur more frequently.

Total average annual precipitation has increased by approximately

**10%**

in the last fifty years across the Northeast

## FREQUENTLY ASKED QUESTIONS



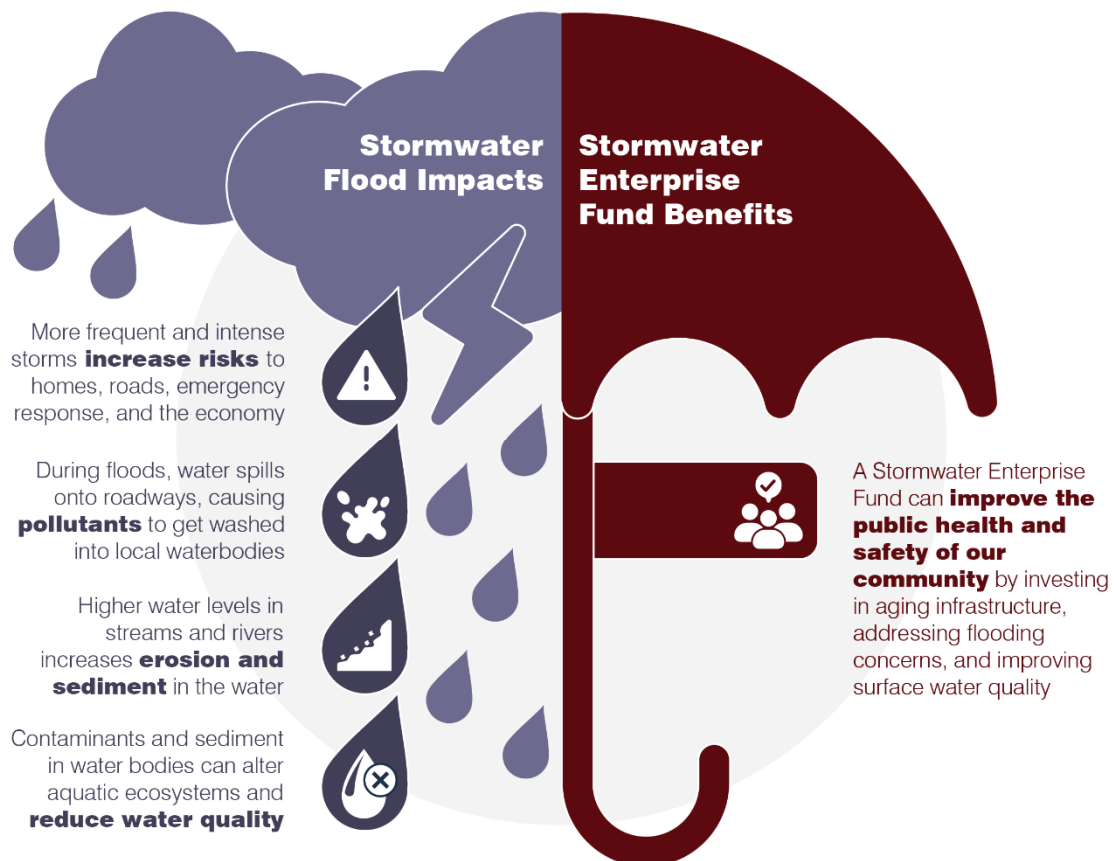
### What is a stormwater fee and enterprise fund?

A stormwater fee is a payment for stormwater management, operation, and maintenance (including regulatory compliance), which is provided by the town. Stormwater fees are collected from property owners based on a property's impact to the storm drain system in addition to assumed usage of roadways and sidewalks providing a more equitable framework for funding stormwater needs. Generally, the impact to the storm drain is assessed based upon a property's amount of impervious surface. An enterprise fund is an account with a specific purpose. A stormwater enterprise fund would receive all revenue from a stormwater fee and would only be used for the purposes of stormwater management.



### What are the benefits?

Adopting a stormwater enterprise fund benefits all municipal departments. By creating a stormwater enterprise and assigning user fees, additional funding will be made available for other priorities, such as roadway paving and reconstruction, sidewalks, and schools. It also reduces reactionary spending by allowing the Town to better plan and budget for future stormwater needs.





### **How does Concord manage stormwater?**

Concord Public Works oversees the Town's stormwater management program, which consists of operation and maintenance activities such as street sweeping and catch basin cleaning, public education around stormwater, drainage system mapping, water quality testing, performing condition assessments and upgrading aging infrastructure, and installing new infrastructure.



### **How do properties in Concord contribute to stormwater?**

Areas with widespread impervious surfaces can channel large amounts of stormwater to the drainage system, which can become overwhelmed during intense periods of rainfall. Parcels with greater impervious area, and without stormwater controls onsite, discharge greater amounts of stormwater. Even properties that do not discharge into the municipal storm drain system benefit from the Town's stormwater infrastructure when commuting to and from their property using Town roads.



### **How has Concord funded its stormwater management program in the past?**

The Town's existing stormwater program is currently funded through the General Fund, which is financed through property taxes. Approved budgets through the General Fund have historically been variable and insufficient. Certain stormwater system improvements have been financed through other external funding mechanisms such as grants; however, these are not guaranteed long-term funding sources.



### **How is Concord's stormwater regulated?**

Concord's Stormwater Regulations were adopted in 2011 to protect Concord's surface water, groundwater, and wetlands resources by managing stormwater during construction and post-construction activities, as well as regulating discharges to the storm drain system. Additionally, the Concord Public Works Design and Construction Standards and Details, adopted by the Public Works Commission in 2016, provide construction standards for the physical aspects of infrastructure system improvements within Concord. Concord Public Works is continuously working to reduce stormwater pollution, improve surface water quality, and to fulfill the requirements of the EPA's NPDES (National Pollutant Discharge Elimination System) Municipal Separate Storm Sewer System (MS4) Permit. In 2016, a new MS4 Permit was issued with more extensive requirements to foster improvement of surface water quality. Complying with this permit has substantially increased the Town's stormwater costs, and will continue to do so going forward. **Complying with this permit will be a significant ongoing level of effort for the Town for the foreseeable future. EPA expects to release a new MS4 Permit for public comment in the summer of 2024.**



### **How will Concord fund compliance with the new requirements under the updated MS4 Permit?**

Compliance with the MS4 permit requires additional funding, which would limit funding for other departments, like schools and transportation (streets and sidewalks). The Town has considered multiple options including higher property taxes, grant opportunities, or setting up a stormwater enterprise fund.



### **How is the stormwater enterprise fund being assessed and developed for the Town of Concord?**

The Town of Concord has researched other Massachusetts communities with stormwater enterprise funds for best practices. The steps of setting up a stormwater enterprise fund include:

1. Project future stormwater budget needs.
2. Assess impervious surface amounts by land use type.
3. Assess rate structures in relation to average impervious surfaces, land use types, and projected stormwater budget.
4. Meet with municipal departments, boards, commissions, and the general public to review findings, assess feasibility, and determine best way to move forward.
5. Pass enabling legislation at Town Meeting for the establishment of a stormwater enterprise fund.



### **What are the proposed stormwater fees and how will they be assessed?**

The proposed stormwater fees were chosen from several options based on other Massachusetts communities, fairness, cost of implementation and ability to meet the Town's stormwater budgetary needs. Stormwater fees are generally structured as flat fees based on land use type or as user fees based on impervious area.

- **A flat fee** refers to a universal rate or charge (e.g., \$100 per user) and in Massachusetts is most often applied to smaller residential parcels.
- **A user fee** is generally calculated based on the amount of impervious surface area on a parcel.

A rate is assigned to the "equivalent residential unit", usually the average impervious area on a single-family parcel. To calculate the user fee, each property would be assigned an ERU based on the amount of impervious surface on the parcel. The Equivalent Residential Unit in Concord is 5,570 square feet, which is the average amount of impervious area on a single-family residential property. A tiered user fee involves a stepped rate assigned to groups with specific impervious area amounts.



### **What happens if a stormwater enterprise fund is not implemented?**

The funds needed to comply with the MS4 Permit and meet necessary costs will be drawn from the General Fund, taking away from other needs such as public safety and education. If the Town chooses not to act at all, the USEPA will impose fines.



### **What are other communities doing to fund and comply with the 2016 MS4 Permit?**

There are 25 other communities in the Commonwealth of Massachusetts who have implemented stormwater enterprise funds and many more have started the evaluation process. Some of the communities that have implemented stormwater enterprise funds include Chelmsford, Dedham, Newton, Reading, Wellesley, and Westford. Other communities are funding the MS4 Permit requirements through the General Tax Fund, or through other revenue sources.



### **What are Concord's next steps toward implementing a stormwater enterprise fund?**

The Town has introduced the concept of a stormwater enterprise and has sought public feedback at recent public meetings. The Town will be seeking additional feedback from community stakeholders through additional forums in the coming months to be held in conjunction with various boards and committees. A Stormwater Fund Article will be included in a Town Meeting. This Article sets up the framework to move forward with the implementation of a stormwater enterprise by asking the public to adopt the state's enabling legislation. If the Article is approved, the Public Works Commission will engage with the public to select a stormwater fee structure, set the rates, and establish a stormwater budget for funding by the enterprise that will inform the rates. The stormwater budget would then be put forth at Town Meeting for the public's acceptance.

# STORMWATER ENTERPRISE FUND – PRELIMINARY EVALUATION

Town of Concord, Massachusetts | January 2024

The Town of Concord is developing a strategy to fund the Town’s stormwater management needs, which include complying with federal permitting requirements focused on water quality; reducing stormwater flooding; ensuring resiliency planning for future flood mitigation; and investing in aging infrastructure, while at the same time adopting a methodology for assigning fees that is fair and equitable to all users. After reviewing available funding mechanisms and examples of other municipalities in Massachusetts leading the way on stormwater management, the Town decided to explore the feasibility of implementing a stormwater enterprise fund. A stormwater enterprise fund collects fees to support the operation, maintenance, rehabilitation, and expansion of the existing stormwater system.

The Town of Concord has considered the possibility of implementing a stormwater enterprise fund for several years to achieve goals relating to preparedness for climate change, hazard mitigation, and the preservation of natural resources. The Town’s 2020 Climate Action and Resilience Plan outlines Concord’s vision of preparedness for future impacts associated with climate change, including extreme storms and flooding. The plan emphasizes that while Concord’s natural resources help minimize how these impacts affect the Town, it is necessary to ensure Concord’s stormwater systems are resilient and can continue to provide valuable services to the community into the future. One of the preparedness goals highlighted in this plan is to ensure that Concord’s critical infrastructure is prepared for climate change impacts through the creation of a stormwater enterprise fund. Adoption of a stormwater enterprise fund or a stormwater user fee is also highlighted in the Town’s 2023 Hazard Mitigation Plan Update. This plan details how extreme weather events are expected to become more intense and more frequent as a result of climate change. The Town highlights that the planning, construction, operation, and maintenance of drainage systems are integral to flood hazard mitigation and includes the adoption of a stormwater enterprise fee as a potential hazard mitigation measure “to provide a dedicated, predictable revenue stream to finance upgrades to the Town’s stormwater infrastructure.” The approach outlined here mirrors that of other Massachusetts communities, driven by regulatory compliance for water quality. It also considers drainage infrastructure maintenance and expansion with a climate resilience focus while ensuring fairness and equity in the stormwater fee system.

Over the last few decades, Concord’s investments in stormwater infrastructure have not matched the Town’s needs. If the Town continues to fall short in funding these needs, the Town will be forced to reactively spend more money over the long-term. The Town requires a dedicated funding source, and the hope is that the priorities outlined herein that are funded as part of a potential stormwater enterprise fund align with Concord’s goals and interests. The environmental benefits are substantial. If the Town chooses to forgo the adoption of a stormwater enterprise, the funding still needs to come from another source and that burden would fall back on non-tax-exempt property owners under the general fund pulling money away from other town interests.

The approach of proactively preparing and funding stormwater management needs through an enterprise fund aligns with the careful planning and predictably that is a hallmark of how Concord

has successfully managed and funded other town utilities and infrastructure needs. This planning and upfront investment in stormwater will translate to less money being spent by the Town for stormwater reactively over the long-term and allow the Town to re-direct those funds to other municipal needs.

## STORMWATER MANAGEMENT GOALS



### INVEST IN THE FUTURE

The Concord community will need to invest more in stormwater infrastructure to ensure an adequate level of service and regulatory compliance than what has been invested historically. By creating a stormwater enterprise fund, the Town can invest in the future without burdening other departments financed through the General Fund, like schools and highway.



### REDUCE STORMWATER FLOODING

Urban stormwater runoff is directly correlated to the amount of impervious area. Impervious area keeps stormwater from seeping into the soil and recharging groundwater. In heavy downpours, the current storm drainage system can become overwhelmed. Funds generated through a stormwater enterprise fund can be used to upgrade existing stormwater conveyance systems and construct green infrastructure, which uses natural properties to filter pollutants and allow water to soak into the soil rather than flood our streets.



### MEET REGULATORY REQUIREMENTS

The Town must comply with the extensive requirements of the Environmental Protection Agency's Municipal Separate Storm Sewer Systems (MS4) Permit. The Town will incur significant costs to continue to meet the requirements of this federal permit. A reliable funding source will be necessary for the foreseeable future.



### CONTROL WATER POLLUTION

Stormwater flowing from impervious surfaces, like roadways and parking lots, carries pollutants into rivers and streams. Water contamination is harmful to drinking water sources, wildlife and recreation. Water pollution results in both indirect and direct costs.

## PROJECTED STORMWATER BUDGET

The projected stormwater budget for FY2025 to FY2034 covers compliance with the 2016 MA MS4 Permit, culvert and drainage improvements, operation and maintenance, as well as staffing and equipment needs. The total target revenue goal to be raised under a stormwater enterprise fund is approximately \$1.5 to \$2 million annually. The proposed enterprise fee would only cover a portion of the projected stormwater budgetary need.



## STORMWATER ENTERPRISE FUND FEASIBILITY


A stormwater enterprise fund offers a reliable and equitable funding mechanism to meet the Town's stormwater management needs compared to other funding sources. At present, there are as many as twenty-five (25) communities in Massachusetts with stormwater fee systems in place. There are several other communities actively working to develop stormwater funding mechanisms or that have passed enabling legislation.

Funding	Pros	Cons
<b>General Fund</b>	<ul style="list-style-type: none"> <li>➤ Historical source of funding where protocol is already in place</li> </ul>	<ul style="list-style-type: none"> <li>➤ Cost burdens from continued compliance with the MS4 Permit would increase the amount of funding going towards stormwater from the General Fund, which could limit funding for other departments.</li> <li>➤ Not all properties are taxed, therefore not all property owners would contribute to the cost of stormwater management. Taxes paid by individual property owners also do not correlate to a property's impact on the stormwater system and the Town's water resources.</li> <li>➤ Stormwater has not historically been recognized as a necessary investment and is often underfunded as part of the annual review process.</li> <li>➤ Approved budgets have been variable. If stormwater needs appropriated from the General Fund are insufficient, bonds may be needed, which comes at a higher cost.</li> </ul>
<b>Grants</b>	<ul style="list-style-type: none"> <li>➤ Brings in funding from outside of the Town.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Grants only fund specific types of projects, are not a reliable funding source and often require a cash match.</li> <li>➤ Grants are typically awarded to communities with greater documented need.</li> </ul>
<b>Stormwater Fund</b>	<ul style="list-style-type: none"> <li>➤ Guaranteed source of funding.</li> <li>➤ A more equitable fee based on impact to stormwater system with all property owners contributing.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Initial time and effort involved in implementation and oversight going forward.</li> </ul>

## HOW WOULD A STORMWATER ENTERPRISE WORK?

One of the fairest ways to create a stormwater enterprise fund is to calculate the fee based on a parcel's impact upon the drainage system and/or the Town's surface water and groundwater resources. Parcels with greater impervious area, and without stormwater controls onsite, discharge greater amounts of stormwater runoff off-site. Even for those parcels that manage stormwater on-site, the property owners utilize the Town's roadways, which drain to the public stormwater system, and therefore they should share in the cost of operating and maintaining the Town's storm drain system. Therefore, the first step in calculating a stormwater enterprise fee is to measure the impervious area on parcels with different types of development. The second step is to analyze various ways to calculate stormwater user fees and corresponding billing rates. Some towns use an Equivalent Residential Unit (ERU) to compare impact to the stormwater system across different land use types and it's typically based on the average impervious area of the dominant land use type. In Concord, the ERU equals the average impervious surface on a single-family residential parcel or 5,570 square feet. The Town reviewed four (4) fee structure scenarios that examined assignment of fees based on a flat rate and/or based on the amount of impervious surface area on a particular parcel. Under some scenarios, a tiered billing system was developed, which correlates to the impervious surface area on a parcel.

	 Residential	 Commercial	
Option 1	Flat Fee	Impervious Area using ERU	<b>5,570</b> average sq. ft. of impervious area per residential sample
Options 2,3,4	Based on Impervious Area Tiers	Based on Impervious Area Tiers	

 1 ERU

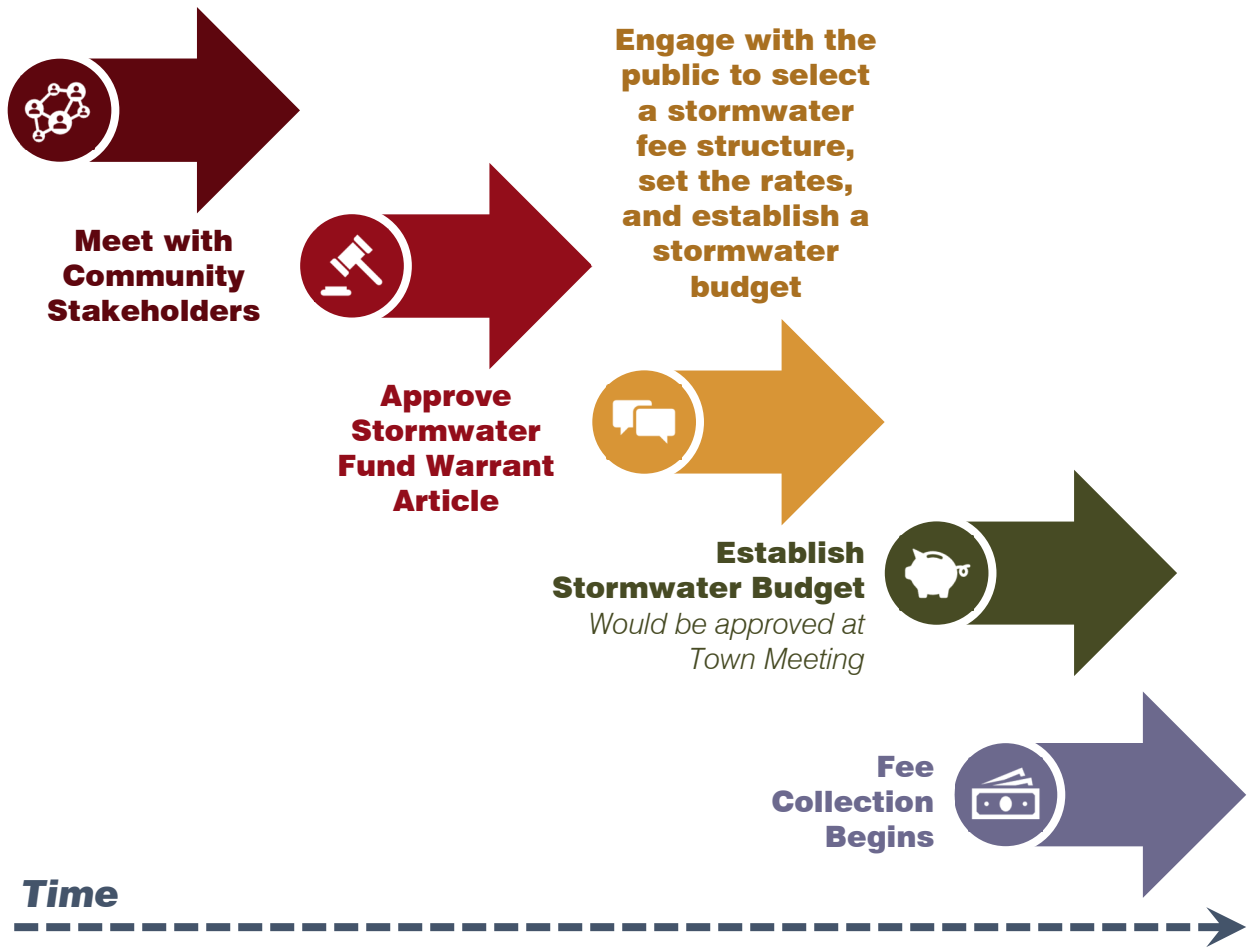
For example, Option 1 would issue a flat fee for small residential customers (households with three units or less). Non-residential properties and larger residential properties would be charged a fee based on their impervious area and its correlation to the ERU. For example, based on an ERU rate of \$100, a property with 11,140 square feet of impervious surface area would pay \$200 per year (see calculation below). Fees would be administered through Concord's existing utility billing system. Abatements would be offered, and a simple credit or incentive program system could be explored.

### Commercial Property A

Amount of Impervious Area	11,140 sq. ft.
Equivalent Residential Unit (ERU)	$\div 5,570 \text{ sq. ft.}$
	2 ERUs
Rate per ERU	\$100 per ERU per year
Commercial Property A	$\times 2 \text{ ERU}$
Stormwater Enterprise Fee	\$200 per year

## PUBLIC PROCESS

The Town will be seeking additional input and feedback from the community. A phased approach will be used as the Town moves forward with the idea of implementing a stormwater fee and actively engages the public to seek their feedback and support during the adoption process. This approach will provide ample time for the public to understand the proposal and for the Town to collect public input. The Town has introduced the concept of a stormwater enterprise and has sought public feedback at recent public meetings including a [Water Symposium](#) held on December 5, 2023, and a [Public Works Commission Meeting](#) held on December 13, 2023. The recordings from these proceedings are available on the Town's website. The Town will be seeking additional feedback from community stakeholders through additional forums in the coming months to be held in conjunction with various boards and committees. A Stormwater Fund Article will be included in a future Town Meeting establishing the framework for advancing the implementation of a stormwater enterprise by seeking public adoption of the state's enabling legislation. If the Article is approved, the Public Works Commission will engage with the public to select a stormwater fee structure, set the rates, and establish a stormwater budget for funding by the enterprise fund that will inform any future rates. The stormwater budget would then be put forth at a future Town Meeting for the public's acceptance.



*Timeline of Stormwater Enterprise Fund Implementation*



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**2E**

## **2024 Annual Town Meeting Article Presentation**

Article 17 – NAGOG Pond Improvements and PFAS Mitigation

**Requested by: Finance Committee**

**Action Sought: to hear update**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

The \$50,000,000 debt authorization, with debt service intended to be paid from the Water Enterprise Fund, will provide funding for design, construction and construction engineering services for the following projects: 1) the completion of Nagog intake replacement/rehabilitation, the Nagog Pond water treatment facility, and installation of an associated transmission line along Route 2A; 2) design, permitting and installation of emergency and permanent PFAS (per-and poly- fluoroalkyl substances) treatment systems required for groundwater production sites. These investments will be required to maintain the Town's ability to utilize Nagog Pond, as a reliable, high-quality water supply capable of providing the Town of Concord in excess of 1 million gallons of drinking water per day and to comply with new Safe Drinking Water Act (SDWA) standards for PFAS expected to be adopted.

### **Board Action**

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



## Article 17

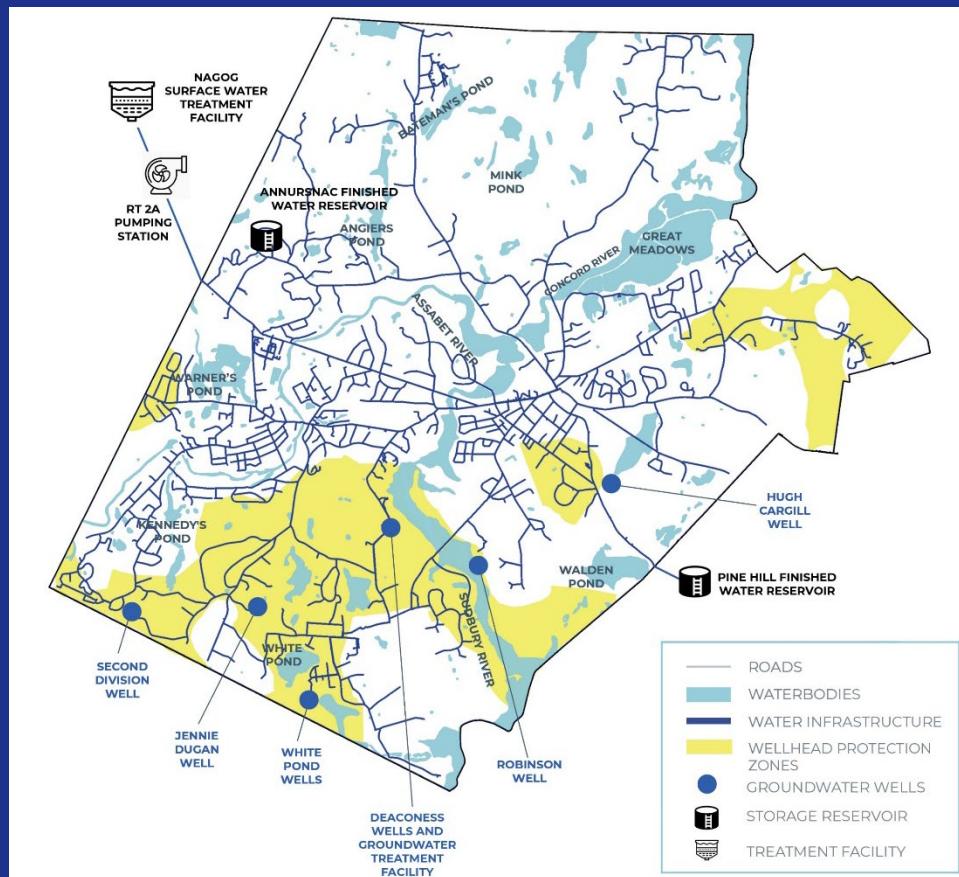
# Nagog Pond Improvements & PFAS Mitigation

To determine whether the Town will appropriate the sum of \$50,000,000, or any other sum, for the construction of water supply and water treatment facilities and improvements associated with the Nagog Pond water treatment plant, associated water main/intake improvements, and PFAS mitigation at impacted water supplies, including engineering, regulatory and other related services and costs necessary for said facilities and improvements; and that to meet this appropriation the Treasurer with approval of the Select Board be authorized to borrow the sum of \$50,000,000 under the provisions of Mass. Gen. Laws c. 44, § 8, to be expended, under the direction of the Town Manager, or take any other action relative thereto.



## Article 17

- 6 GROUNDWATER SOURCES
- 1 SURFACE WATER SUPPLY
- 134 MILES OF DISTRIBUTION MAINS
- 2 FINISHED WATER STORAGE TANKS
- 95% OF CONCORD SERVED
- 657 MG WATER ANNUALLY



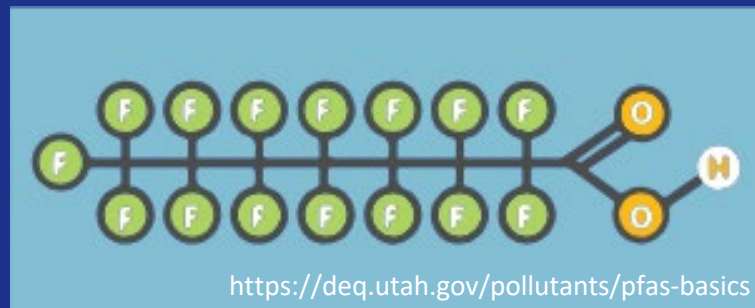


# Article 17

## Nagog Pond Improvements & PFAS Mitigation



US EPA

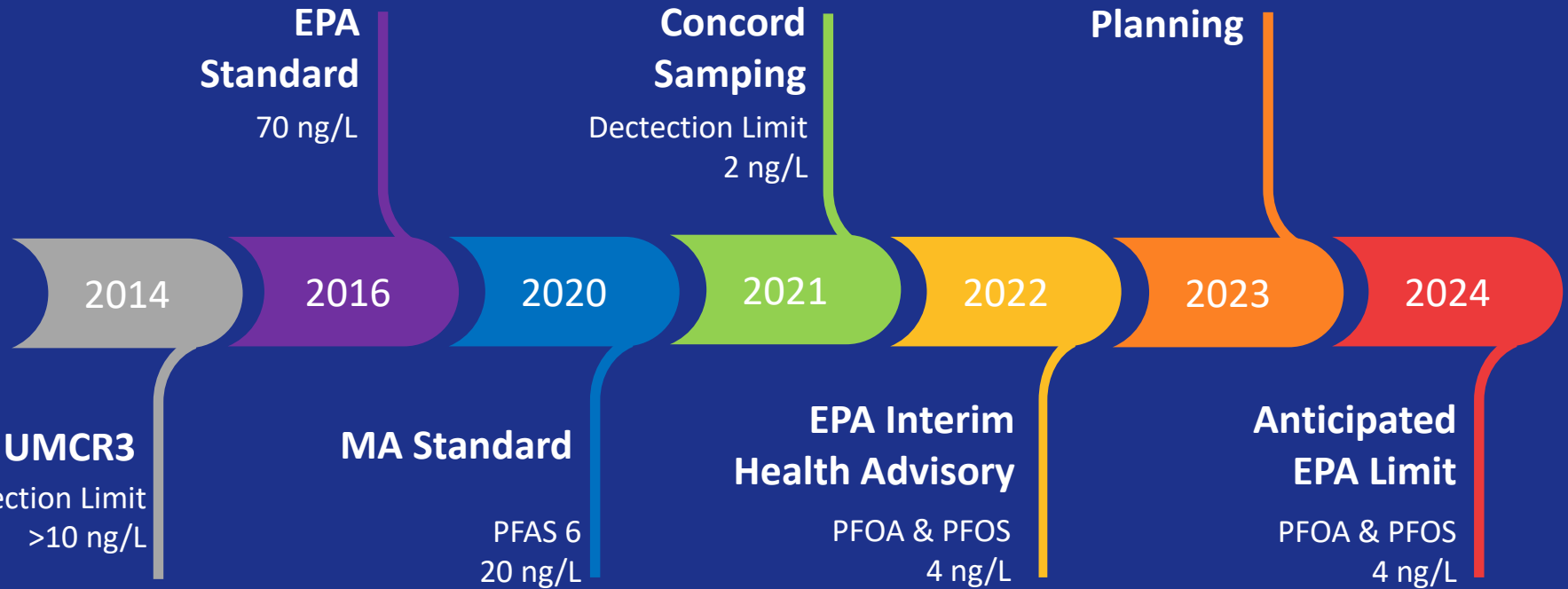


US EPA



# Article 17

## Nagog Pond Improvements & PFAS Mitigation





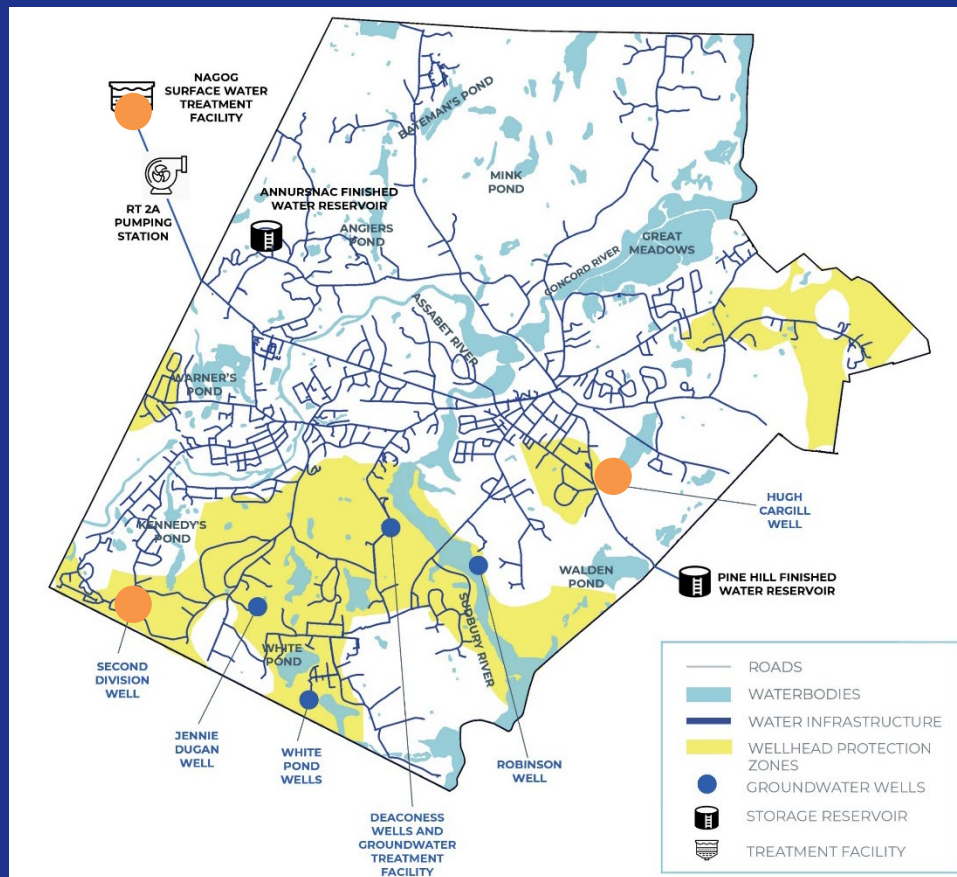
# Article 17

## PFAS TREATMENT NEEDED:

- 2 Groundwater Sources

- Second Division Well
- Hugh Cargill Wellfield

- Nagog Pond





## Article 17

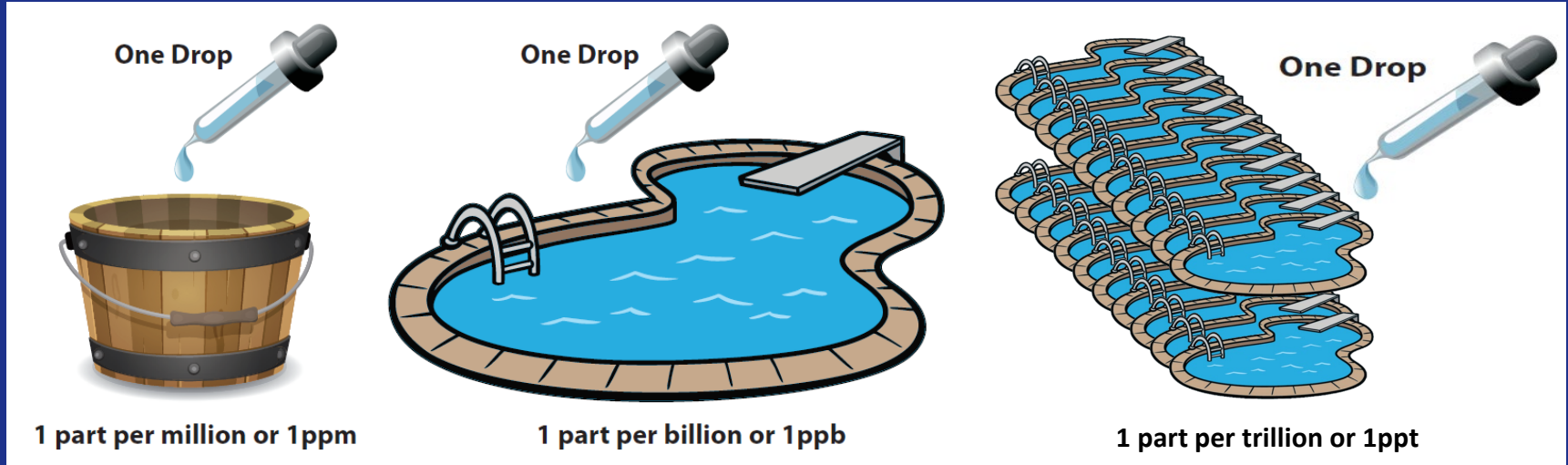
# Nagog Pond Improvements & PFAS Mitigation

To determine whether the Town will appropriate the sum of \$50,000,000, or any other sum, for the construction of water supply and water treatment facilities and improvements associated with the Nagog Pond water treatment plant, associated water main/intake improvements, and PFAS mitigation at impacted water supplies, including engineering, regulatory and other related services and costs necessary for said facilities and improvements; and that to meet this appropriation the Treasurer with approval of the Select Board be authorized to borrow the sum of \$50,000,000 under the provisions of Mass. Gen. Laws c. 44, § 8, to be expended, under the direction of the Town Manager, or take any other action relative thereto.



# Article 17

## Nagog Pond Improvements & PFAS Mitigation





## Article 17

# Nagog Pond Improvements & PFAS Mitigation

## What are the health effects of PFAS?



Increases in cholesterol levels (PFOA, PFOS, PFNA, PFDA)



Changes in liver enzymes (PFOA, PFOS, PFHxS)



Small decreases in birth weight (PFOA, PFOS)



Lower antibody response to some vaccines (PFOA, PFOS, PFHxS, PFDA)



Pregnancy-induced hypertension and preeclampsia (PFOA, PFOS)



Kidney and testicular cancer (PFOA)



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**2F**

## 2024 Annual Town Finance Committee Public Hearing #1

Discuss and Potentially Vote on Articles from March 7, 2024

**Requested by: Finance Committee**

**Action Sought: Vote Recommendations**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

The Finance Committee took no action on the follow articles:

- Article 7 – Fiscal Year 2024 Budget Line-Item Adjustments
- Article 14 – Use of Free Cash
- Article 20 – Concord-Carlisle Regional School District Budget
- Article 21 – Amenities Building at Concord-Carlisle High School
- Article 24 – Concord Public Schools Capital Budget
- Article 25 – Appropriation to Middle School Stabilization Fund

Tonight's agenda item allows for the Finance Committee the opportunity to discuss these articles, hear updates since the first public hearing, and potential provide recommendations for Town Meeting.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

**From:** [Laurie Hunter](#)  
**To:** [Anthony Ansaldo](#); [Kerry Lafleur](#); [Ryan McLane](#)  
**Subject:** Amenities Warrant Update  
**Date:** Tuesday, March 12, 2024 8:29:21 PM

---

Hi,

I know Anthony heard this but wanted to formally share that the School Committee voted not to go forward with the \$2.4 million. On the 26th they will either reduce the number to fund a design around \$150,000 or vote to withdraw the article.

Laurie

Dr. Laurie Hunter  
Superintendent of Schools  
Concord Public Schools and Concord-Carlisle Regional School District  
120 Meriam Road  
Concord, MA 01742  
978-318-1500

**From:** [Anthony Ansaldi](#)  
**To:** [concord.amrith@gmail.com](mailto:concord.amrith@gmail.com); [Eric Dahlberg](#); [FC Chris](#); [FC Dee](#); [FC Don](#); [FC Greg](#); [FC JohnG](#); [FC Kathy](#); [FC Suresh](#); [Karlen Reed](#); [Lois Wasoff](#); [Lyndsey Lis](#); [Parashar Patel \(Concord Finance Committee\)](#); [peg.briggs@gmail.com](mailto:peg.briggs@gmail.com); [sadruzzaman@hotmail.com](mailto:sadruzzaman@hotmail.com)  
**Cc:** [Terri Ackerman](#); [Kerry Lafleur](#); [Elizabeth Rourke](#)  
**Bcc:** [Mary Hartman](#)  
**Subject:** FW: Clarification to use of capital stabilization funds for Amenities bldg study/design  
**Date:** Monday, March 11, 2024 1:15:00 PM

---

Finance Committee,

Please see the email thread below regarding how CCRSD would fund the design of the amenities building (Article 21).

Please reach out with any questions.

Best,  
Anthony

Anthony M. Ansaldi, Jr.  
Chief Financial Officer  
Town of Concord  
22 Monument Square  
Concord, MA 01742  
978-318-3095

*Please be advised that the Massachusetts Attorney General has determined that email is a public record unless the content of the email falls within one of the stated exemptions under the Massachusetts Public Records Laws.*

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**From:** Laurie Hunter <[lhunter@concordps.org](mailto:lhunter@concordps.org)>  
**Sent:** Friday, March 8, 2024 6:43 PM  
**To:** Ryan McLane <[rmlane@carlislema.gov](mailto:rmlane@carlislema.gov)>; Kerry Lafleur <[klafleur@concordma.gov](mailto:klafleur@concordma.gov)>; Anthony Ansaldi <[aansaldi@concordma.gov](mailto:aansaldi@concordma.gov)>; Victor Liang <[vhkliang@gmail.com](mailto:vhkliang@gmail.com)>; Parashar Patel <[ponfincom@gmail.com](mailto:ponfincom@gmail.com)>  
**Cc:** Bob Conry-org <[rconry@concordps.org](mailto:rconry@concordps.org)>  
**Subject:** Fwd: Clarification to use of capital stabilization funds for Amenities bldg study/design

Good Evening,

Please see Bob's information below as follow-up to a question raised after we left the Concord Fin Comm hearing. Please share with Select Boards and Finance Committee members as well.

Have a good night.

Laurie

----- Forwarded message -----

From: **Robert Conry** <[rconry@concordps.org](mailto:rconry@concordps.org)>

Date: Fri, Mar 8, 2024 at 4:57 PM

Subject: Clarification to use of capital stabilization funds for Amenities bldg study/design

To: Laurie Hunter <[lhunter@concordps.org](mailto:lhunter@concordps.org)>

Hi Laurie,

Anthony mentioned to me that a question was raised after we left last night's FINCOM hearing regarding the use of funds to pay for the Study and Design work for the proposed Amenities Building. The question was whether funds left over from the capital project for the CCHS Access Road could be repurposed for the Amenities Bldg Design work. Anthony responded that if it was a municipal project that no, he would not have the authority to repurpose. He brought it up to me this morning to make me aware. I explained the details to him and told him I would respond to clarify.

When Chair Marano spoke at the meeting last night, she referenced using the savings from the CCHS Access Road Project to fund the study. That was a condensed version of what I shared at the School Committee meeting a couple of weeks ago. I will summarize below again for clarification.

If the CCHS Access Road project was funded entirely by capital project funds, the savings could not be repurposed, however, that is not the case.

The CCHS Access Road project was funded by three sources:

- Capital project funds (authorized borrowing) \$853K
- FY23 Operating budget funds \$421K
- \$200K in capital stabilization funds

Due to the project coming in under the above total budget, most of the capital stabilization funds will not be utilized, and they can be retained in capital stabilization for other uses. All capital project funds (the authorized borrowing) were spent, the project costs significantly exceeded that amount which is the reason that other funding sources were identified.

The regional school district has the authority to access stabilization funds for specific capital projects, and would require a vote approved by 2/3 of the School Committee to do so.

<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleXII/Chapter71/Section16G1~2>

Hopefully the explanation above clears up any confusion.

Thanks, Bob

Robert J. Conry  
Assistant Superintendent of Finance and Operations  
120 Meriam Road  
Concord, MA 01742  
email: [rconry@concordps.org](mailto:rconry@concordps.org)  
Phone: 978-202-1122  
Concord Public Schools / Concord- Carlisle Regional School District

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--

Dr. Laurie Hunter  
Superintendent of Schools  
Concord Public Schools and Concord-Carlisle Regional School District  
120 Meriam Road  
Concord, MA 01742  
978-318-1500

--

Dr. Laurie Hunter  
Superintendent of Schools  
Concord Public Schools and Concord-Carlisle Regional School District  
120 Meriam Road  
Concord, MA 01742  
978-318-1500

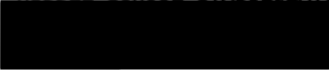


Massachusetts Municipal Depository Trust  
 PO Box 219712  
 Kansas City, MO 64121-9712

# MONTHLY STATEMENT

February 1, 2024 - February 29, 2024

TOWN OF CONCORD  
 MIDDLE SCHOOL STABILIZATION FUND



### CONTACTING MMDT

- By Phone**  
888-965-MMDT (6638)
- On the Web**  
MyMMDT.com
- In Writing**  
Massachusetts Municipal Depository Trust  
PO Box 219712  
Kansas City, MO 64121-9712  
**MMDT Account Number**

MCP-000006498

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## YOUR TOTAL PORTFOLIO AMOUNT

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as of 2/29/2024 **\$4,779,664.04**

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## MONTH-TO-DATE PORTFOLIO DISTRIBUTIONS

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**\$21,041.21**

Keep up to date with the latest market talk from our portfolio managers and strategists by visiting the Insights page of MyMMDT.com.

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## SUMMARY OF ACCOUNTS

Pool Name	Beginning Amount on 02/01/2024	Credits *	Debits *	Ending Amount on 02/29/2024
<b>MMDT CASH PORTFOLIO</b>				
MMDT Acct # / Host Acct # 	\$4,758,622.83	\$21,041.21	\$0.00	\$4,779,664.04
<b>Total Fund Accounts</b>	<b>\$4,758,622.83</b>	<b>\$21,041.21</b>	<b>\$0.00</b>	<b>\$4,779,664.04</b>

\*Credits include Purchases, Transfers from, Exchanges from & Reinvested Dividends

\*Debits include Redemptions, Transfers to, Exchanges to & Vendor Payments





Massachusetts Municipal Depository Trust  
 PO Box 219712  
 Kansas City, MO 64121-9712

# MONTHLY STATEMENT

February 1, 2024 - February 29, 2024

## MMDT CASH PORTFOLIO (470)

### Account Activity

**MMDT Acct # / Host Acct #**  
 [REDACTED]

**Account Owner**  
 TOWN OF CONCORD  
 MIDDLE SCHOOL STABILIZATION FUND

Transaction Date	Transaction Description	Price per Share	Transaction Amount	Shares This Transaction	Total Shares Owned	Total Value
	Beginning Amount on 2/01/2024	\$1.000			4,758,622.830	\$4,758,622.83
02/29/2024	Income Reinvest	\$1.000	\$21,041.21	21,041.210	4,779,664.040	\$4,779,664.04
	Ending Amount on 2/29/2024	\$1.000			4,779,664.040	\$4,779,664.04
	Month-to-Date Distributions:		\$21,041.21			



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**3**

## Correspondence

Mail, letters, emails, presentation, etc.

**Requested by: Chief Financial Officer**

**Action Sought: to provide update**

### Proposed Motion(s)

None anticipated.

### Additional Information

Since the last Finance Committee meeting, we have not received any correspondence to share with the Finance Committee.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 14, 2024**

**4**

## Minutes

Approve minutes of January 18, February 15, and March 7, 2024

**Requested by: Dee Ortner, Clerk**

**Action Sought: Seek Approval**

### Proposed Motion(s)

None anticipated.

### Additional Information

Attached are the Finance Committee meeting minutes from January 18, 2024, February 15, 2024 and March 7, 2024.

### Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

**Town of Concord**  
**Meeting of the Finance Committee**  
**Minutes of Meeting – January 18, 2024**  
**Hybrid Meeting**

**Members Present:** Margaret Briggs, Kathy Cuocolo (remote), Eric Dahlberg, Greg Guarriello, Amrith Kumar (remote), Don Kupka, Lyndsey Lis (remote), Dee Ortner, Parashar Patel, Karlen Reed, Christine Reynolds, Lois Wasoff

**Members Absent:** John Garofolo, Quazi Sadruzzaman, Suresh Bhatia

**Others Attending:** Anthony M. Ansaldi, Jr. (CFO), Kerry Lafleur (Town Manager), Elizabeth Rourke (Assistant CFO), Henry Dane (Select Board Chair, remote), Terri Ackerman (Select Board member, remote), Mary Hartman (Select Board member, remote), Mark Gailus, Beverley Bryant (remote), Janet Miller (remote), Philip Posner (remote)

**Item 1: Call to Order of the Finance Committee Meeting at 7:00 pm by Parashar Patel, Chair.**

**Item 2: Public Comment**

Mark Gailus, who serves on the Transportation Advisory Committee, noted the need for \$4.1 Million for road maintenance and \$1.3 M for traffic improvements. Janet Miller provided information for the need to eliminate artificial turf from the Doug White fields. Philip Posner urged the Committee to support Public Works projects especially focused on personal mobility as well as general transportation needs.

**Item 3: Update on Follow-up Items**

Mr. Patel gave an overview of topics discussed at the meeting.

**Item 4: Finance Committee Liaison Updates**

Mr. Dahlberg spoke about the stormwater utility project indicating that Public Works would like to speak with the Finance Committee regarding Town Meeting Article 16.

Ms. Reed mentioned the need for state park usage as reflected in the Recreation Department strategic plan.

Mr. Kupka mentioned that the superintendent position at Minuteman remains undecided.

Ms. Cuocolo stated that CHDC activities at Junction Village are continuing.

**Item 5: 2024 Annual Town Meeting**

Mr. Patel mentioned that there are 53 Articles on this year's Warrant and scheduled to start on Monday, April 29<sup>th</sup>. The MBTA Article would be the first article on Tuesday evening, and the meeting most probably will run three or four evenings. The Finance Committee reviewed and briefly discussed the Articles for which the Committee will take a position. In addition to the 31 Articles for which the Finance Committee will conduct hearings, Article 33 also is added to the list for further discussion. Additional Articles may be added at future meetings following the Hearings. A list of all Articles to be presented at the 2024 Town Meeting is attached.

**Item 6: FY25 Town Capital % Operating Budget**

Mr. Ansaldi presented an update on the Capital Budget stating that it met the Finance Committee guidelines on Tier 1 Capital Plan at \$2.18 million. Ms. Reynolds asked Mr. Ansaldi to briefly explain how he got from \$1,725,000 to \$2.18 Million. In response, Mr. Ansaldi stated that the CFO sits with each department and gets from them what their most important projects are to put forward. Next, he meets with the Town Manager to review and collectively decide what projects are the best use of the Town's money. If a Capital project does not get completed within the year, the dollar amount goes in the next year's budget. Ms. Reed asked if the \$100,000 dollars for the Doug White Field study has been cut and second question - will

the Recreation Fund be used to help with some Recreation items. Doug White Field has \$100,000 for a potential project. The field is a potential liability for the town as it is in poor condition as the CPW is constantly going and sewing rips and repairs. At this stage would it be preferable or considered to determine what the cost would be to replace it with turf. Currently, work continues with the recreation department and recreation commission to identify a process which would allocate capital expenditures for the different recreation facilities.

Proposed Tier 2 projects met the Town goal at \$4.1 million in spending. If approved at Town Meeting, six projects will move forward. Ms. Reynold asked for more information on traffic improvements and the truck for public works. Mr. Ansaldi stated the truck is one of the large dump trucks that have plows, which are very expensive. The Town Manager explained that we have several intersections that we are evaluating for improvement.

Tier 3 – No projects proposed.

Operating budget – Town officials are pleased to say that the Town met the Finance Committee guidelines of \$32,745,639, which is a 3.26% increase of the current operating budget. Details on the rollout are pending Town approval, while specific details remain a work in progress. The Town Manager talked about potentially forming a Building Committee to help prioritize future projects.

In considering the costs of health insurance, the Town Manager indicated that after meeting with the Advisory Committee, everyone collectively agreed to move to MIIA as of July 1, 2024, which will result in a financial savings to the Town.

**Item 7: Approve Meeting Minutes from November 14<sup>th</sup>, November 27<sup>th</sup>, and December 14, 2023**

The three sets of minutes were unanimously approved as amended.

**Item 8: Public Comment**

Beverly Bryant reviewed the financial and environmental benefits associated with the use of organic grass as compared with the use of artificial turf for the Town's sports fields. Her advocacy for reversion was noted.

**Item 9: Correspondence - None**

**Item 10: Review Follow Up Items**

For Town Meeting, Mr. Kupka proposed the use of a visual economic Thermometer to demonstrate the growth of our expenditures as each Article is approved. As Committee members favored this idea, Mr. Kupka will approach the Town Moderator with this suggestion.

**Item 12: Mr. Patel adjourned the meeting at 9:05pm.**

**YouTube: Ctrl+Click to follow link: [Concord Finance Committee January 18, 2024 \(youtube.com\)](https://www.youtube.com/watch?v=...)**

Respectfully submitted,

Dee Ortner, Finance Committee Clerk

## 2024 ANNUAL TOWN MEETING

Article #	Article Name	Sponsor	Public Hearing	Page #
1	Choose Town Officers	Select Board	<i>NIA</i>	1
2	Hear Reports	Select Board	<i>NIA</i>	1
3	Meeting Procedure	Finance Committee	Finance Committee	1
4	Ratify Personnel Board Classification Actions	Personnel Board	Select Board	1
5	Ratify Personnel Board Classification & Compensation Plan	Personnel Board	Select Board	2
6	Personnel Bylaw Amendments	Personnel Board	Select Board	8
7	Fiscal Year 2024 Budget Line Item Adjustments	Chief Financial Officer	Finance Committee	11
8	Fiscal Year 2025 Town Budget	Town Manager	Finance Committee	11
9	Capital Improvement & Debt Plan	Town Manager	Finance Committee	16
10	OPEB Trust Fund Appropriation	Chief Financial Officer	Finance Committee	19
11	OPEB Trust Fund Expense	Chief Financial Officer	Finance Committee	19
12	Appropriation to the Opioid Prevention Programs Fund	Chief Financial Officer	Finance Committee	19
13	Funding Public Safety during the Concord250 Celebrations in 2025 Commemorating the Beginning of the American Revolution, April 19, 1775	Concord 2025 Executive Committee	Finance Committee	19
14	Use of Free Cash	Finance Committee	Finance Committee	20
15	Establish a Permanent Senior Means Tested Property Tax Exemption	Board of Assessors	Finance Committee	20
16	Create Stormwater Enterprise Fund	Public Works Commission	Finance Committee	21
17	Nagog Pond Improvements and PFAS Mitigation	Public Works Commission	Finance Committee	21
18	Select Board to Accept Easements	Public Works Commission	Select Board	21
19	Minuteman Regional Technical High School District Budget	Minuteman Regional School Committee	Finance Committee	22
20	Concord-Carlisle Regional School District Budget	Concord-Carlisle Regional School Committee	Finance Committee	23
21	Amenities Building at Concord-Carlisle High School	Concord-Carlisle Regional School Committee	Finance Committee	23

<b>22</b>	Authorize New Middle School Naming - Name the New Concord Middle School Ellen Garrison Middle School	DEI Commission	Select Board	<b>23</b>
<b>23</b>	Concord Public Schools Operating Budget	Concord Public School Committee	Finance Committee	<b>24</b>
<b>24</b>	Concord Public Schools Capital Budget	Concord Public School Committee	Finance Committee	<b>24</b>
<b>25</b>	Appropriation to Middle School Stabilization Fund	Finance Committee	Finance Committee	<b>25</b>
<b>26</b>	Town Meeting Study Committee	Town Moderator	Select Board	<b>25</b>
<b>27</b>	Citizen Petition: Town Meeting Voting Reform	Dinos Gonatas	Select Board	<b>27</b>
<b>28</b>	Citizen Petition: Remote Participation at Annual and Special Town Meetings	Scott Gillis, Mark Martines, David Allen, & David Karr	Select Board	<b>27</b>
<b>29</b>	Citizen Petition: Use of Hand-Held Electronic Voting at Town Meetings	Scott Gillis & Mark Martines	Select Board	<b>28</b>
<b>30</b>	Authorize Select Board to Petition for Changes to Previously Approved Home Rule Petition regarding a Check Out Bag Charge	Agriculture Committee	Select Board	<b>29</b>
31	Update Town Goals to Meet the Climate Challenge	Climate Action Committee	Select Board	30
<b>32</b>	Fossil Fuel-Free Demonstration: Bylaw Amendments for Program Participation	Select Board	Select Board	30
33	In-Town Solar Expansion	Solar Implementation Task Force	Finance Committee	<b>34</b>
<b>34</b>	Zoning Bylaw Amendment: Zoning Map & MBTA Communities Multi-Family Overlay District	Planning Board	Planning Board	<b>34</b>
<b>35</b>	Zoning Bylaw Amendment: Two-Family Dwelling Unit in Residence B Zoning District	Planning Board	Planning Board	<b>39</b>
36	Zoning Bylaw Amendment: Floodplain Conservancy District	Planning Board	Planning Board	<b>40</b>
<b>37</b>	Zoning Bylaw Amendment: General Housekeeping - Multiple Sections	Planning Board	Planning Board	<b>41</b>

38	Citizen Petition: Citizen Support for a New Cell Tower Located at the Landfill at 755 Walden Street	Alisha Boyajian	Select Board	52
39	Citizen Petition: Citizen Support for a New Cell Tower Located at the Public Works Parcel on Keyes Road	Alisha Boyajian	Select Board	52
40	Community Preservation Appropriation Recommendations	Community Preservation Committee	Finance Committee	53
41	Authorize a Task Force to Review and Update the Charges, Policies, and Protocols of the Historic Districts Commission and the Historical Commission	DEI Commission	Select Board	54
42	Tourist Bylaw Amendments	Select Board	Select Board	55
43	Amend Departmental Revolving Funds Bylaw	Town Manager	Finance Committee	56
44	Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2	Town Manager	Finance Committee	56
45	Light Plant Expenditures and Payment in Lieu of Taxes	Town Manager	Finance Committee	57
46	Solid Waste Disposal Fund Expenditures	Town Manager	Finance Committee	57
47	Sewer System Expenditures	Town Manager	Finance Committee	57
48	Sewer Improvement Fund Expenditures	Town Manager	Finance Committee	58
49	Water System Expenditures	Town Manager	Finance Committee	58
50	Authorize Expenditure from PEG Access & Cable-Related Fund	Town Manager	Finance Committee	58
51	Beede Swim and Fitness Center Enterprise Fund Expenditures	Town Manager	Finance Committee	59
52	Unpaid Bills	Chief Financial Officer	Finance Committee	59
53	Debt Rescission	Chief Financial Officer	Finance Committee	59

**Town of Concord**  
**Meeting of the Finance Committee**  
**Minutes of Meeting – February 15, 2024**

**Hybrid Meeting**

**Members Present:** Suresh Bhatia, Margaret Briggs, Kathy Cuocolo (7:08pm), Eric Dahlberg (Remote), Jon Garofalo, Amrith Kumar, Don Kupka, Lyndsey Lis, Dee Ortner, Parashar Patel (Chair), Karlen Reed, Christine Reynolds, Lois Wasoff

**Members Absent:** Greg Guarriello, Quazi Sadruzzaman

**Carlisle Finance Committee Members:** Lynne Lipinsky (Chair), Marc Bernstein, James Catacchio, Aaron Delia, Victor Liang, Heidi Sjoberg

**Others Attending:** Anthony M. Ansaldi, Jr. (CFO), Kerry Lafleur (Town Manager), Elizabeth Rourke (Assistant CFO), Mary Hartman (Select Board member), Tracey Marano (CCRSD Chair), Alexa Anderson (CPS Chair), Dr. Hunter (School Superintendent), Robert Conry (School CFO), Cynthia Rainey (SC Member)

**Item 1: Call to Order of the Regional (Concord-Carlisle) Finance Committee Meeting at 7:00 pm by Parashar Patel, Concord Chair and Lynne Lipinsky, Carlisle Chair**

**Item 2: FY25 Budget Update- Concord Carlisle Regional School District (CCRSD)**

A. FY25 CCRSD Operating Budget

Mr. Patel gave an overview of topics to be discussed at the meeting. He mentioned as a reminder that the Concord Finance Committee is responsible for advising the Town of financial matters among other responsibilities. The Finance Committee establishes budget guidelines for the town and schools and encourages them to achieve an appropriate balance between maintaining services and controlling spending. Furthermore, Mr. Patel stated that the Finance Committee started developing a five-year projection of revenue and cost several years ago and he urged that the Committee continue doing that this year. The Committee did not have Town and school projections this year for a variety of reasons, which impeded setting guidelines. Mr. Patel further noted that a key area of improvement would be to develop a strategic plan that could be used to prioritize spending.

Dr. Hunter and Mr. Conry approached the table to discuss school matters. Highlights addressed the following key deliverables: teachers continue to have a strategic plan in place for addressing health needs of students and faculty; the response for the Best Western children indicates that the Mental Health needs are being actively addressed and are robust; more children with SPED needs are being brought into the district; and, the five-year cost projections have been addressed.

The Finance Committee identified areas for improvement including: an inadequate Capital Plan and process for the outdoor restroom building project near the stadium; a lack of a specific plan for the outdoor restroom building; a remedy, other than hiring new staff, for the one-time grants used to fund positions during the pandemic that are now built into the school's budget; and finally, a lack of budget books, which stopped being published without any notice.

Mr. Patel urged the Town to develop similar detailed data (as recommended for the schools) to enable more robust conversations around the outcomes and projections for Town services, including aspects such as roads, libraries, parks, and recreation. His reason was that discussions about both the Town and schools' projections, anticipated outcomes and values will be critical in maintaining a reasonable level of taxation.

Reference: Mr. Patel's slides are available at:

<https://concordma.gov/DocumentCenter/View/46977/2024-02-15-MeetingSchool-Data-Presentation?bidId=>

B. Ms. Marano presented the CCRSD proposed amenities building, with an estimated cost of \$2,340,000. In 2015, upgrades were completed to the existing fields and facilities associated with the fields. \$5 million dollars was attempted to be raised to complete the field including the bathroom, yet insufficient funding negated this final phase. The existing building was removed and not replaced. The temporary solution for the past nine years has been three portable restrooms. A campus advisory committee was established to determine the next steps for the campus completion. The top priorities were the paving of the Ring Road and the lighting which was completed last summer.

At this time, the stadium is not in compliance with Massachusetts Plumbing Code. Risks of inaction, cost escalation, violation of Plumbing Code and ADA Compliance, possible fines, legal fees, and injury due to lack of lighting were described and discussed. Several members of both the Carlisle and Concord Finance Committees raised concerns about the lack of options presented by the School Committee as well as the significant cost of the proposed building. In addition, members suggested the request be withdrawn and a study performed to identify other options to address the issues raised by Ms. Marano regarding the stadium.

### **Item 3: Carlisle Finance Committee Adjournment (8:12pm)**

### **Item 4: FY25 Budget Update – Concord Public Schools (CPS)**

#### **A. FY25 Operating Budget**

Ms. Anderson led the discussion with support from Dr. Hunter and Mr. Conry Dr. Hunter stating that there is a 3% operational increase in the budget. The team is still working with the Concord guidelines as more numbers become available. A question was asked about a potential Insurance increase this year. Numbers are currently in process and about a 10% increase is expected.

#### **B. FY25 Capital Budget**

Mr. Patel appreciated the drop from \$900,000 to \$446,000. Mr. Patel asked for clarification of the \$156,000 in the original budget because the comment implies that

it was the study itself. Mr. Conry clarified it is not a study, it was implementation to execute the study.

C. Public Comment – None.

#### **Item 5: FY25 Budget Update – Town Government**

A. FY25 Operating Budget

Mr. Ansaldi and Ms. Lafleur gave an overview on the Operating Budget Mr. Patel asked, “what were the biggest changes that brought you within the guidelines”. Mr. Ansaldi replied by saying that decreases were spread out amongst all departments as well as with the structural deficit that was left last year. Some decreases were made to each of the budgets to meet the guidelines, while knowing that this budget is razor thin due to the half-million-dollar deficit from last year. A considerable amount of work will be required to monitor and stay on track.

Ms. Lafleur mentioned that the Town did cut back its estimate for salary reserve. Ms. Ortnier asked if all positions were filled since last year and what the Town intends to do this year. In response, Ms. Lafleur stated that not all positions have been filled, and that that team has made very good progress. She mentioned that she is holding some FTE positions open for further analysis and that no new positions have been added.

B. FY25 Capital Budget – General discussion ensued on proposed items.

C. Public Comment – None.

#### **Item 6: Correspondence**

Email from Mary Alice Mudge who was shocked by her recent tax bill. Mr. Patel gave an overview of the conversation he had with Ms. Mudge.

#### **Item 7: Approve Meeting Minutes from November 16<sup>th</sup> and January 18, 2024**

The minutes of November 16, 2023, were unanimously approved. The minutes for January 18, 2024, were amended.

**Item 8: Public Comment - None**

**Item 9: Correspondence - None**

**Item 10: Mr. Patel adjourned the meeting at 8:58pm.**

**YouTube: Ctrl+Click to follow link: [Concord Finance Committee Meeting - February 15, 2024 \(youtube.com\)](#)**

Respectfully submitted,  
Dee Ortnier, Finance Committee Clerk

**Town of Concord  
Public Hearing #1  
Meeting of the Finance Committee  
Minutes of Meeting – March 7, 2024  
Hybrid Meeting**

**Members Present:** Suresh Bhatia (7:05pm), Peggy Briggs, Eric Dahlberg, John Garofalo, Greg Guarriello, Don Kupka, Lyndsey. Lis, Dee Ortner, Parashar Patel, Karlen. Reed, Chris Reynolds, Lois Wasoff.

**Members Absent:** Kathy Cuocolo, Amrith Kumar and Quazi Sadruzzaman.

**Others Attending:** Anthony M. Ansaldi, Jr. (CFO), Kerry Lafleur (Town Manager), Elizabeth Rourke (Assistant CFO), Carmen Reiss (Town Moderator), Terri Ackerman

**Item 1: Call to Order of the Finance Committee by Mr. Patel at 7:00PM**

**Item 2: Finance Committee Annual Town Meeting Public Hearing**

Mr. Patel gave a brief overview of the three public hearings this month. Mr. Ansaldi provided several slides (also provided in Finance Committee packets) to give some context for the public hearings.

**Article 3: Meeting Procedure** – Mr. Patel moves that the Town adopt a “Rule of the Meeting” resolution as printed in the handout applicable to this Article. The purpose of this article is to hold spending within the constraints of those rules. This is a routine article adopted since 1992, all appropriation articles will remain open and may be amended until the meeting adjourns. Appropriations – any motion to increase any spending must specify the amount of increase and the source of funding.

**Article 7: Fiscal Year 2024 Budget Line-Item Adjustments** – Town Manager stated if this article is needed it would seek town meeting approval to make certain that line-item adjustments to the fiscal 24 budget would be approved under Article 9 of the 2023 Annual Town Meeting. The motion would state that the total of the adjustment would note that this action would only transfer funding between lines, thus keeping the total bottom line at the same original appropriation.

**Article 8: Fiscal Year 2025 Town Budget** – Ms. Lafleur requested that the Town’s FY25 budget request is \$59,674,465 for the operation of town departments and joint accounts. The recommended budget meets the Finance Committee guidelines and for the first time since the covid pandemic does not anticipate carrying forward any prior funding appropriation to close the budget gap.

Select Board Member Question:

- Ms. Akerman asked about the \$500,000 thousand error? The Town Manager explained because of timing it was booked against general government and still is. The Town is working on this matter.
- Ms. Akerman asked if we will know the answer by Town Meeting? Ms. Lafleur responded that only if action is required at the Town Meeting.

**Article 9: Capital Improvement & Debt Plan** – requests that the town meeting appropriate funds and authorize debt for FY25 Capital Improvement Plan as printed in the warrant. The

Town separates its capital spending into three categories. Spending authorization sought for Tiers 1 and 2 are included in this article; no request for Tier 3 funding is anticipated. Tier 1 spending is funded through an outlay of cash, while Tier 2 funding is funded through the issuance of debt. Total request for Tier one is \$2,180,000 thousand dollars. The Proposed plan requests \$268,000 thousand dollars for capital items for divisions under the general government, and finance cost centers, all of which is earmarked for technology, including replacement of approximately 25% of our laptop computers. Additional products include security improvements to purchase a suite of cybersecurity, hardware, and software to better protect the town's assets and data. The plan also includes \$120,000 thousand dollars for DPLM, replace one vehicle and purchase additional vehicle for that fleet. Currently 4 inspection staff members share two vehicles and adding a third vehicle will assist with transportation to inspections. \$20,000 thousand dollars in Natural Resources, \$10,000 thousand dollars for conservation, land improvements and \$10,000 thousand dollars for pond and stream management. \$1,500 hundred dollars for Human Services to support the replacement of public use computers at the library and upgrade other technology. The budget also includes funding for an electric vehicle to replace our Veterans Agent 2002 vehicle as well as \$509,700 dollars for replacement vehicles and equipment for our public safety cost center. In FY25 the town intends to replace police tasers, cruiser laptops and 3 marked vehicles. \$90,500 dollars is being allocated to purchase and replace fire safety equipment and vehicles including the programmed replacement for firefighter turnout gear for \$1,129,300 dollars. Total of \$1,129,300 dollars is included in the CIP for the Public Works cost center, of this \$461,100 is being proposed for maintenance to roads and bridges another \$186,000 dollars allocated to the completion of the new tree inventory and additional tree plantings. Additional information on all the Tier One spending will be included in the FY25 budget book. Total request for Tier 2 Debt Finance projects is \$4.1 million, in compliance with the town's capital spending policy. Public Safety \$350,000 thousand dollars set aside to upgrade the records management system, the software associated with that program and \$418,200 dollars for communications systems upgrade. In FY25 a total of \$2,120,300 dollars is being sought for the annual pavement management plan. Moving forward additional funding is needed toward the end of FY25 next year. We will advance a standalone Tier Three warrant article requesting a significant financial commitment to this fund on a multi-year basis. Current year plan the Town allocated funding for the design of an improved intersection at Main Street and Baker Ave.

#### Questions from FinCom:

- Mr. Kupka asked to point him toward any capital that's going toward the buildings. The Town Manager responded did not allocate any FY25 plan for additional funding for Facilities. We have enough to get started.
- Mr. Kupka second question – in replacement of vehicles how you handle the residual value of the old vehicle that we sell. Town Manager responded we typically trade vehicles, when we trade, they don't tend to have a lot of value.
- Mr. Dahlberg on the \$2.1 million spent on the roads, can you quantify the impact that will have on the PCI score. Mr. Cathart responded – PCI is a general measure for the entire system. When we are not spending at a level to maintain it, our recommendation is to try and improve. The last couple of years degraded from 68 to 66, we're not spending the amount of money needed to recover. We're spending money but not getting back to where we need to be.
- Mr. Patel asked what point those items go onto the 10-year plan. The Town Manager responded with roads, need a large chunk of money. Would like to incorporate the work that the transportation advisory committee and town staff are doing on the

transportation plan so we can have a comprehensive request and would expect that in the capital plan beginning with FY26 the 10-year plan.

Questions from public:

- Mark Galis, Chair of the Transportation Advisor Committee, speaking on behalf of the Committee, is strongly supportive of all the entities that constitutes the town getting together to figure out how to make the necessary investments.
- Wendy Relli 42 Bow St – thought that the equipment limit for Tier One was \$100,00 thousand and in your presentation it's \$250,000 thousand what was that change and did I miss something. The Town Manager responded yes, that in the Capital Planning Task Force changing it to \$250,000 is a deliberate intentional not necessarily approved by anybody but how we have to be able to manage Tier 2 funding.  
2<sup>nd</sup> question Harvey Wheeler stairs haven't been repaired in a while what the status is.
- Mr. Cathhart responded we have a consultant who's working on the design and moving to putting out a bid soon.
- Dean Baitfield, 73 Walden Terrace – any participation from the State with the intersection Baker Route 62 project?
- Steve Dookran responded – technically not a state highway, still Town owned and maintained so the State would not be participating in this project.

**Article 10: OPEB Trust Fund Appropriation** – This article seeks town meeting appropriation of the annual contribution to the town's other post-employment benefits trust fund for FY25. The Town of Concord was one of the first communities in the Commonwealth to establish an OPEB Trust Fund. 2008 the State adopted a special act granting this fund. FY25 a total of \$1,467, 851 dollars is requested to be appropriated across all major funds.

Questions from FinCom:

- Ms. Reynolds – I thought we were supposed to be done with funding by 2030.
- Town Manager responded we did have an adjustment in the census, A notable shift between teachers that are split between CCRSD and CPS.

Questions from public:

- Wendy Relli, 42 Bow St – I guess I didn't realize that the sewer and water fund didn't contribute to the OPEB and why is that.
- Town Manager replied that their OPEB liabilities are current.

**Article 11: OPEB Trust Fund Expenses** – FY25 the request is for an appropriation of up to \$275,000 thousand dollars. \$25,000 thousand will be used for the actuarial valuation and up to \$250,000 thousand dollars which will be used for investment and banking fees. This is standard investment and banking for investment fees under mass general law.

**Article 12: Appropriation to the Opioid Prevention Programs Fund** – To seek Town Meeting approval to transfer from free cash the sum of \$76,870.49 of unspent Opioid settlement funds to the Opioid Prevention Program Special Revenue Fund. Based upon guidance from the Massachusetts Attorney General's office the town expects to receive approximately a total of \$661,463 dollars through calendar year 2038. Acceptable Municipal use of the Funds, Opioid use Disorder Treatment, Support People in Treatment and Recovery, Connections to Care, Harm Reduction, Address the needs of Criminal-Justice-Involved Persons, Support Pregnant Parenting Women and their Families, Prevent Misuse of Opioids, and Implement Prevention Education. First year Concord will start to use these funds. Two initiatives beginning next week

Narcan distribution boxes in both the Main Library and West Concord branch. Enter into agreement with six or seven surrounding communities for a regional substance abuse council position.

Question for Fincom:

- Ms. Reed asked why you picked those two locations for the Narcan and not somewhere else.
- Ms. Smith – Library Director responded that working with public health the goal was to make it available in a place where the public would feel more comfortable walking up to that wasn't in the direct line of sight necessarily of staff.
- Ms. Reynolds – not a fan of hiring people using grant money because it goes away, what is the thinking behind getting ahead on this case.
- CFO responded – with the funds we are able to be a part of this consortium and the funds go out to 2038 so it's certainly beneficial and taking advantage of that.

**Article 14:** Use of Free Cash – To seek Town Meeting approval to transfer \$1 million from free cash for the purpose of reducing the tax rate. Free Cash is the town's undesignated fund balance. It is generally generated when actual revenue collections exceed estimates and or when actual expenditures are less than appropriated. Free cash is certified each year by the Department of Revenue.

**Article 20:** Concord-Carlisle Regional School District Budget – FY25 Budget Summary presented by Dr. Laurie Hunter, which is not a final budget yet. This is year 1 of a five-year strategic plan. Breakout of the budget indicates that salaries are 2.46% of the increase and non-Salary growth is 4.11% of the overall total operating budget increase this year of 3.08%. An unknown yet potential risk is that state revenue may be less than expected.

**Article 21:** Amenities Building at Concord-Carlisle High School – Ms. Marino provided an update from the last meeting, which was a joint meeting with the Carlisle Finance Committee. Feedback from the Select Board was also mentioned. She reiterated the article back to the regional school committee which discussed said feedback at its February 27<sup>th</sup> meeting. Three options were discussed. First option - Dr. Hunter recommended the School Committee fund a feasibility study that would also produce a recommended design that could be used to secure bids for the amenities building. The study would be funded using the \$153,000 remaining from the CCHS road paving project. These funds can only be used towards Capital expenses and cannot be allocated towards operating budget. Second option - a school committee member suggested that instead of using the \$153,000 in unspent capital funds we amend article 21 to ask only for the funds necessary to complete the feasibility study and recommended design of the amenities building we could then use the \$153,000 to offset the project. The third option - proceed as planned with the original warrant article requesting a total of \$2.3 million to be split between both towns per the original agreement which would assess \$1.8 million to Concord and \$600,000 thousand to Carlisle. In this case the \$153,000 would be used to offset the cost of the project. The first two options we would delay the project a year, which would allow us to seek grant funding to offset the cost of both towns. Other intentions included applying for CPC funding pursuing the Municipal Americans with Disabilities Act Grant Program. Another option looked at renting an upgraded option with electricity and running water for which the rental and maintenance fee would be approximately \$7,700 per month compared with the current rental fee of \$900 per month. This option is not viable as the operating budget cannot be increased by \$77,000 thousand dollars. A prefab building was another alternative, yet finding a company that

could handle a building with the number of restrooms required by Mass Building Code was not feasible.

Question from FinCom member:

- Mr. Patel asked how the risks discussed over the past several months have been addressed and mitigated. Ms. Marino responded there is no alternative to what we can do, we have what we have. We have three portable toilets that we currently rent, that is what we're doing, no alternative.
- Ms. Briggs asked if the facility would be open to the general public all day, every day. Ms. Marino responded that a process for that would have to be developed.
- Ms. Ortnier asked with regards to option 3, if brought to the town meeting and it fails what is your backup plan. Ms. Marino responded that we would proceed in the fashion that we have been for the past nine years, which is three porta potties.

**Question from Public:**

**??? Could not understand with accent did he ask a question or make statements?**

- Dean Banfield, 73 Walden Terrace – overlooked for a long time. Would like to see option 1 or 2. Suggest before you spend money go to the Plumbing Board ask for 25% see what they say.

**Article 23: Concord Public Schools Operating Budget** – Dr. Hunter started by saying they are within the guidelines. Moves that the Town appropriate \$46,515,714 dollars. Requesting an additional sum of \$76,308 be transferred from free cash. The sum representing the specific amount received by Town, on behalf of Concord Public Schools through the Commonwealth's School of Origin Transportation Pilot Program for the purpose of reimbursing additional transportation expenses. When the refund came in November/December went to the general fund for CPS kids instead of the schools, so trying to figure out how to get that back to the schools. Overall budget 3.26% increase.

Questions from FinCom:

- Mr. Patel - \$2 million dollars how many FTE did we end up hiring.
- Mr. Conry responded - two FTE.
- Mr. Patel - you mentioned that the State is not subsidizing pre-school how many students are we taking on.
- Dr. Hunter responded - 6 4yr old at Ripley, 12 at the shelter and 15 3yr not serving right now.
- Mr. Patel - any effort to try to get more money.
- Dr. Huner - yes relentless, any who wants to talk with me from the State Legislators.

Questions from public:

- ?? - are the student numbers going up or down.
- Dr. Hunter responded - seeing some decline in enrollment, we have about 2,200 students, about 100 down from last year.

**Article 24: Concord Public Schools Capital Budget** - Dr. Hunter started by saying we are in the late stages of a full facility study of the three elementaries and Ripley. Because of that we reduced our request from the \$900,000 thousand earlier in the budget season to \$446,000 with three projects targeted, Thoreau Campus Improvements, Alcott Fire Alarm System Replacement and Dump Truck Replacement.

Questions from FinCom:

Mr. Patel - for the Facility Study what is the plan for taking the recommendations there and developing a true 10-year Capital Plan that includes Tier One, Two and Three for the CPS.

Dr. Hunter responded - that will be the next conversation we have with the School Committee as we process the report and study what the recommendations are and want to do it collaboratively with the Finance Committee.

Mr. Patel - regarding the restroom facility, what's the resistance to doing a study there and incorporating it now versus waiting until the building hits 10 years of age.

Dr. Hunter responded - best practice is to wait 10 years, trying to be thoughtful, the study cost money and didn't want to do it too early.

**Article 25: Appropriation to Middle School Stabilization Fund – Town Manager - \$600,000 thousand dollars from free cash to the Middle School stabilization fund.**

In FY21 the Town established a Middle School Stabilization Fund to help smooth the debt associated with the Middle School Project. Initial deposit was \$2 million from free cash.

Deposits that were appropriated at Town meeting in the various years established as a separate fund, so we track interest. Including interest, we have about \$4.7 million dollars in the Middle School Stabilization Fund. Finance Committee recommended \$5 million, with the \$600,000 thousand would put us over the \$5 Million. The \$600,000 dollars is the interest that we earned in FY23 on the bond proceeds that we have. Even though we're not legally required to do that it makes the most sense to allocate those to the middle school stabilization fund.

Questions from FinCom:

- Mr. Patel – asked you're not required to do what?
- Town Manager responded – The interest earnings on bond proceeds are general fund revenues so there's no legal requirement, they don't belong to the stabilization fund.
- Ms. Reed – when do we start using the stabilization fund.
- Town Manager – our expectation would be in FY26.
- Mr. Patel – could we use the \$600,000 instead of leaving it there, could we not use it to reduce the borrowing we're going to do for the school.
- Town Manager – It has to be appropriated to be used for any purpose including reducing what we borrow.

**Item 3: Close the Finance Committee Annual Public Hearing** – Mr. Patel motioned to close the meeting, Ms. Ortner second @ 9:45 PM.

**YouTube: Ctrl+Click to follow link:** [March 7, 2023 Concord Finance Public Hearing and Committee Meeting - YouTube](#)

Respectfully submitted,  
Dee Ortner, Finance Committee Clerk

**Town of Concord**  
**Meeting of the Finance Committee**  
**Minutes of Meeting – March 7, 2024**  
**Hybrid Meeting**

**Members Present:** Suresh Bhatia (7:05pm), Margaret Briggs, Eric Dahlberg, John Garofolo, Greg Guarriello, Don Kupka, Lyndsey Lis, Dee Ortner, Parashar Patel, Karlen Reed, Christine Reynolds, Lois Wasoff

**Members Absent:** Kathy Cuocolo, Amrith Kumar, Quazi Sadruzzaman

**Others Attending:** Anthony M. Ansaldi, Jr. (CFO), Kerry Lafleur (Town Manager), Elizabeth Rourke (Assistant CFO), Terri Ackerman (Select Board member), Mary Hartman (Select Board member), Mark Gailus

After the Annual Public Hearing concluded at 9:45pm, Mr. Patel the Finance Committee opened a Finance Committee meeting to discuss and vote on Articles presented as listed below. After minimal discussion the Committee took the following actions.

**Item 1: Call to Order of the Finance Committee Meeting at 9:45 pm by Parashar Patel, Chair.** All twelve members present participated in the voting.

**Article 3: Meeting Procedure**

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 3.*

**Article 7: Fiscal Year 24**

Voting on Article 7, which identifies Fiscal Year 2024 Budget Line-Item Adjustments was placed on hold awaiting further information at Town Meeting.

**Article 8: Fiscal Year 2025 Town Budget**

The total Town budget of \$59,674,465 is a 4.45% increase over last year year's budget and addresses total operating expenses plus Tier 1 and Tier 2 capital expenses. Ms. Lafleur indicated that the new budget lens included recognition of factors such as equity, inclusion, resilience and sustainability. Strategies for successful implementation were identified and cost drivers were discussed. Impediments to planning and methods for improved reporting were mentioned. At this time personnel costs have the greatest potential to adversely impact the organization and its work. The Town met the Finance Committee's guidelines of \$32,745,639, which is a 3.26% increase of the current operating budget. Details on the rollout are pending Town approval, while specific details remain a work in progress. The Town Manager talked about potentially forming a Building Committee to help prioritize future projects.

In considering the costs of health insurance, the Town Manager indicated that after meeting with the Advisory Committee, everyone collectively agreed to move to MIIA as of July 1, 2024, which will result in a financial savings to the Town.

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 8.*

**Article 9: Capital Improvements and Debt Plan**

Mr. Ansaldi presented an update on the Capital Budget stating that it met the Finance Committee guidelines on Tier 1 Capital Plan at \$2.18 million. Ms. Reynolds asked Mr. Ansaldi to briefly explain how he got to that amount. In response, Mr. Ansaldi stated that the CFO sits with each department and gets from them what their most important projects are to put forward.

Next, he meets with the Town Manager to review and collectively decide what projects are the best use of the Town's money. If a Capital project does not get completed within the year, the dollar amount goes in the next year's budget.

Ms. Reed asked if the \$100,000 dollars for the Doug White Field study has been cut and secondly would the Recreation Fund be used to help with some Recreation items. In response, Mr. Ansaldi stated that the Doug White Field has \$100,000 for a project. The field is a potential liability for the town as it is in poor condition and that consideration for options to address this are being considered. Currently, work continues with the recreation department and recreation commission to identify a process which would allocate capital expenditures for the different recreation facilities.

Proposed Tier 2 projects met the Town goal at \$4.1 million in spending. If approved at Town Meeting, six projects will move forward. Ms. Reynold asked for more information on traffic improvements and the truck for public works. Mr. Ansaldi stated the truck is one of the large dump trucks that has plows, which are very expensive. The Town Manager explained that we have several intersections that are being evaluated for improvement. No Tier 3 projects were proposed.

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 9.*

#### **Article 10: OPEB Trust Fund Appropriation**

\$55 Million is the total amount of which 60% has been funded. Remaining debt is annualized.

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 10.*

#### **Article 11: OPEB Trust Fund Expenses**

Expenses with the fund have a maximum of \$275,000 with \$25,000 banking fees and \$250,000 for the accounting firm.

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 11.*

#### **Article 12: Appropriation to the Opioid Prevention Programs Fund**

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 12.*

#### **Article 14: Use of Free Cash**

This Article was deferred.

#### **Article 20: Concord-Carlisle Regional School District Budget**

This Article was deferred.

#### **Article 21: Amenities Building at Concord-Carlisle High School**

This Article was deferred.

*A preference for Option 1-feasibility study was noted by several members during the discussion.*

#### **Article 23: Concord Public Schools Operating Budget**

*The Finance Committee unanimously recommended affirmative action (Yes) on Article 23.*

#### **Article 24: Concord Public School Capital Budget**

This Article was deferred.

#### **Article 25: Appropriation to Middle School Stabilization Fund**

A request was made for the CFO to assess "cash free" to determine when the Town will accumulate \$5 Million towards this project.

**Item 2: Correspondence – None**

**Item 3: Minutes**

One correction to the amended minutes of January 18, 2024 was made. When corrected the minutes will be posted as final.

Several Committee members offered corrections to the February 15, 2024 draft minutes, which will be included in an amended version and presented at the March 14, 2024 meeting.

**YouTube: Ctrl+Click to follow link:** [March 7, 2023 Concord Finance Public Hearing and Committee Meeting \(youtube.com\)](#)

Respectfully submitted,  
Dee Ortner, Finance Committee Clerk