

Town of Concord
Meeting Concord Finance Committee
AGENDA

August 19, 2024, at 7:00 PM

Concord Town House, 22 Monument Sq., 2nd Fl. Hearing 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/83353910896?pwd=r1u5nMykbCWZJfVfXQwizwyFMrSbgd.1>

Meeting ID: 833 5391 0896 Passcode: 327516 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. Public Comment Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
7:20 PM	3. Debrief on 8/19 Joint Meeting with Select Board <ul style="list-style-type: none"> FY26 Capital Budget Process Disposition of Peabody School, 1231 Old Marlboro Rd
7:30 PM	4. Discuss Finance Committee's FY26 Budget Process <ul style="list-style-type: none"> Review and vote to approve informational request letters to Town, CPS, CCRSD and Minuteman Tech Review and vote to approve FY26 Guideline metrics
8:00 PM	5. Chair and Liaison Reports <ul style="list-style-type: none"> Reminder on Open Meeting Law / Conflict of Interest obligations Discuss and review Liaison Report
8:15 PM	6. Minutes <ul style="list-style-type: none"> Approve the minutes of July 18, 2024 (as available)
8:20 PM	7. Correspondence <ul style="list-style-type: none"> Review and discussion as applicable
8:25 PM	8. Recap action items/Adjournment

UPCOMING MEETINGS

Next Meeting: **Thursday, August 22, 2024 @ 6:00 PM (site visit of Public Works and Public Safety Bldgs.)**



Concord Finance Committee
AGENDA ACTION REQUEST

August 19, 2024

1

Call to Order

Requested by: FC Chair

Action Sought: Open Meeting

Proposed Motion(s)

None anticipated.

Additional Information

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

August 19, 2024

3

Debrief on 8/19 Joint Meeting with Select Board

FY26 Capital Budget Process & Disposition of Peabody School,
1231 Old Marlboro Rd

Requested by: FC Chair

Action Sought: Discussion

Proposed Motion(s)

None anticipated.

Additional Information

The Finance Committee will discuss the FY26 Capital Budget Process and the disposition of Peabody School, 1231 Old Marlboro Rd.

Board Action

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



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Capital Budget Planning Process

Joint Meeting of the
Select Board, Finance Committee and Joint School Committee
Monday, August 19, 2024



THE TOWN OF
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Staff Involvement

- Kerry Lafleur, Town Manager
- Anthony Ansaldi, Chief Financial Officer
- Dr. Laurie Hunter, Superintendent of Schools
- Robert Conry, Assistant Superintendent of Finance and Operations



THE TOWN OF
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MASSACHUSETTS

Capital Planning Task Force Recommendations

- ✓ Capital Planning Process for 10-year Capital Plan
- ✓ A commitment to integrated decision making
- ✓ Evaluating and Prioritizing Projects
- ✓ Sequencing Debt
- ✓ Annual Timeline
- ✓ Project Criteria – Considering Climate Impacts
- ✓ A more visible and formally defined process
- ✓ Putting recommendations into Action



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CIP Tiers

Current

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

Proposed

Tier	Range Min (Annual)	Range Max (Annual)	Funded
A	\$0	\$10,000	Operating Budget
I	>\$10,000	\$250,000	Cash
II	>\$250,000	\$2,500,000	Debt, within levy
III	>\$2,500,000		Debt, excluded

NOTE: The Town modified that in the first year to adjust Tier II to be \$100,000 – 2,500,000 and Tier III to be anything over \$2,500,000. And in the second year modified it again to adjust Tier I to be \$10,000 - \$250,000 and Tier II to be \$250,000 – 2,500,000. The School continued to follow the year one modification table.



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Current Funding for the CIP and Debt Plan

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

Proposed Funding for the CIP and Debt Plan

- Proposed Capital Investment Policy
 - 7-8% of total budget, net of excluded debt, is allocated as follows:
 - ✓ 3% for Tier I (cash)
 - ✓ 4% (but no more than) 5% for Tier II (debt, within levy)



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Future Consideration for Funding

Develop a Free Cash Policy to align with the DOR best practices, which recommends that as much as practicable, communities limit their use of free cash to funding one-time expenditures (e.g., capital projects, snow and ice deficits, or emergencies), or use it to fund other reserves (Capital and Debt Stabilization Funds). Further, the recommend defining a target balance for free cash certification as a percentage of the general fund budget, such as five to seven percent, and striving to keep a targeted year-end unappropriated free cash balance to fund the next certification.



Funding of Prior Capital Plans

Town Capital Projects

- Tier I – Within guidelines
- Tier II – Outside guidelines
- Tier III – Debt Exclusion

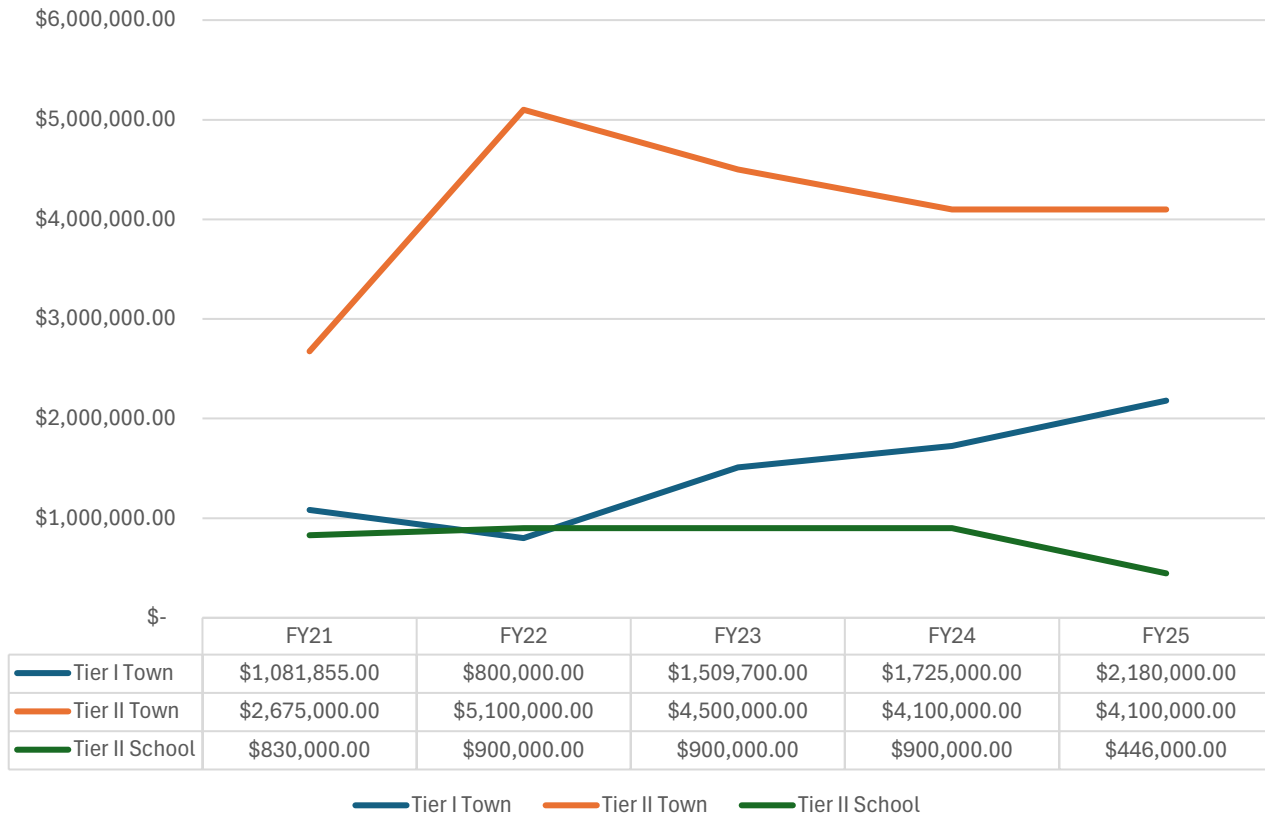
School Capital Projects

- Tier I – Outside guidelines
- Tier II – Outside Guidelines
- Tier III - Debt Exclusion



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Funding of Prior Capital Plans





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Timeline

November 18, 2024 – 1st draft of the CIP Presentation
December 16, 2024 – Final CIP Presentation

These will be joint meetings of the Select Board, Finance Committee and School Committee



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Thank you!

Questions?



THE TOWN OF
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**Disposition of the
Peabody Middle School**
1231 Old Marlboro Road

Joint Meeting of the
Select Board, Finance Committee and Joint School Committee
Monday, August 19, 2024



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Discussion Items

- Transfer of property
- Mothballing the building
- Request for Letters of Interest (RLI)





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Transfer of Property

- The proposed transfer must be discussed in public meetings by both the school committee and the select board.
- For municipalities, significant changes like transferring control of a building require approval by a town meeting (in a town) or city council (in a city). A warrant article or ordinance may need to be presented and voted on during these meetings.



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Mothballing

- Unoccupied Building Risk
- Safeguard the building
- Ventilation
- Space and Water Heating
- Energy Supply: fire safety & Contingent Services
- Sanitary Appliances & Drainage
- Lifts & Automatic Doors
- Cold Water Storage & Distribution



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Request for Letters of Interest

When a municipality wants to dispose of a building, a Request for Letters of Interest (RLI) is a formal document used to gauge the interest of potential buyers or parties interested in acquiring the property.

Note: Receipt of Letters of Interest does not commit the Town of Concord to the transfer of property.



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Purpose of the RLI

1. **Express Interest**: It allows prospective buyers or interested parties to express their interest in acquiring the building before the municipality goes through the formal sale or disposal process.
2. **Preliminary Information**: It helps the municipality understand the level of interest in the property and get a sense of who might be serious about pursuing the acquisition.
3. **Evaluate Options**: The LOI can help the municipality assess potential buyers and determine which ones might be best suited for the property, based on their intentions and capabilities.



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Thank you!

Questions?



Concord Finance Committee
AGENDA ACTION REQUEST

August 19, 2024

4

Discuss Finance Committee's FY26 Budget Process

Review and vote to approve informational request letters to Town, CPS, CCRSD and Minuteman Tech

Review and vote to approve FY26 Guideline metrics

Requested by: FC Chair

Action Sought: Approval

Proposed Motion(s)

MOVE to approve the informational request letters to the Town, CPS, CCRSD and Minuteman Tech.

Move to approve the FY26 Guideline metrics

Additional Information

The Finance Committee will review and approve the informational request letters to the Town, CPS, CCRSD and Minuteman Tech

Board Action

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



Town of Concord

Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

To: Kerry Lafleur, Town Manager

From: Lyndsey Lis, Chair, Guidelines Subcommittee, Concord Finance Committee

Cc: Mary Hartman, Chair, Concord Select Board
Eric Dahlberg, Chair, Concord Finance Committee
Anthony Ansaldi, Concord Finance Director

Date: Tuesday, August 20, 2024

Re: Annual Budget Data Request – FY2026 Guidelines

Following up on our email communication of July 23rd, this memorandum serves as our formal information request for the fiscal year 2026 (FY26) budget cycle. As in previous years, your timely response to this request will provide us with critical inputs for our work to set budget guidelines and establish a five-year tax projection.

We request your response at least one week before our first November meeting (tentatively scheduled for Thursday, November 7th) and invite you to attend that meeting to discuss the information you have provided.

We welcome your clarifying questions and will set aside time at our September and/or October meetings (tentatively scheduled for Thursday, September 26th and Thursday, October 24th respectively) if you would like to discuss and clarify our request.

Please provide the following inputs:

#	Input	Description and notes
1	Overall spending	Please provide five-year projections of spending under current service levels. Please also include spending projections specifically for human capital as well as for any noteworthy, “one-off” items.
2	Spending levels	Please highlight any programs and services for which you are planning to change service levels in the next five years.
3	FY24 and FY25 budget updates	Please identify major variations ($\pm 10\%$) in actual spend versus planned for the previous and current fiscal years. Please include a status report on Free Cash.
4	Capital program	Please provide information on your 5-year capital plan and highlight any items that might require excluded debt.
5	OPEB	Please provide the funding status of the pension liability.
6	Land acquisition	Please provide information on the status of reserves accumulating for the acquisition, development, and/or maintenance of land.
7	Any additional information	Please provide other information that you believe may be helpful to the deliberation of this year’s guideline recommendation.



Town of Concord

Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

To: Carrie Rankin, Chair, Concord School Committee
Julie Viola, Chair, Concord-Carlisle Regional School District Committee

From: Lyndsey Lis, Chair, Guidelines Subcommittee, Concord Finance Committee

Cc: Dr. Laurie Hunter, Superintendent, Concord Public Schools
Robert Conry, Assistant Superintendent of Finance & Operations, Concord Public Schools
Mary Hartman, Chair, Concord Select Board
Eric Dahlberg, Chair, Concord Finance Committee
James Catacchio, Chair, Carlisle Finance Committee
Anthony Ansaldi, Concord Finance Director

Date: Tuesday, August 20, 2024

Re: Annual Budget Data Request – FY2026 Guidelines

Following up on our email of July 23rd, this communication serves as our formal information request for the fiscal year 2026 (FY26) budget cycle. As in previous years, your timely response to this request will provide us with critical inputs for our work to set budget guidelines and establish a five-year tax projection.

We request your response at least one week before our October meeting (tentatively scheduled for Thursday, October 24th) and invite you to attend that meeting to discuss the information you have provided.

We have heard your feedback regarding the challenges you may face in obtaining and sharing certain data. We pledge to work collaboratively with you to identify alternative data where possible, so long as they provide us with the inputs we need. We welcome your clarifying questions and will set aside time at our September meeting (tentatively scheduled for Thursday, September 26th) if you would like to discuss and clarify our request.

Please provide the following inputs for both districts (unless otherwise noted):

#	Input	Details
1	Overall spending	Please provide five-year projections of spending under current service levels. Please provide overall spending both in total dollars and on a per student basis. Please also include spending projections for each of the following categories: human capital, special education, transportation, and other noteworthy items (e.g., savings from the new middle school).
2	Spending levels	Please highlight any programs and services for which you are planning to change service levels in the next five years.
3	FY24 and FY25 budget updates	Please identify major variations (±10%) in actual spend versus planned, as well as the status of carry forward fund balances (e.g., E&D, circuit breaker, revolving accounts, etc.) for the previous and current fiscal years.
4	Top issues	Please identify your top 3-5 strategic issues, challenges, and/or opportunities and your plan for addressing/managing them in FY26 and future years.
5	Capital program	Please provide information on your 5-year capital plan and highlight any items that might require excluded debt.
6	Student enrollment	Please provide information on the impact of enrollment changes over the next five years and the impact on spending. This includes overall student enrollment and, for CCRSD, Concord and Carlisle’s share of enrollment.
7	Education reform and mandates	Please provide information on anticipated reforms or mandates and their impact on spending.
8	OPEB (for CCRSD)	Please provide the funding status of the pension liability.
9	Any additional information	Please provide other information that you believe may be helpful to the deliberation of this year’s guideline recommendation.



Town of Concord

Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

To: Heidi Driscoll, Superintendent, Minuteman Regional Vocational Technical High School

From: Lyndsey Lis, Chair, Guidelines Subcommittee, Concord Finance Committee

Cc: Jeffrey Stulin, Chair, Minuteman District School Committee
Steven Ledoux, Concord Member, Minuteman District School Committee
Eric Dahlberg, Chair, Concord Finance Committee
Anthony Ansaldi, Concord Finance Director

Date: Tuesday, August 20, 2024

Re: Annual Budget Data Request – FY2026 Guidelines


Following up on our email communication of July 23rd, this memorandum serves as our formal information request for the fiscal year 2026 (FY26) budget cycle. As in previous years, your timely response to this request will provide us with critical inputs for our work to set budget guidelines and establish a five-year tax projection.

We request your response at least one week before our October meeting (tentatively scheduled for Thursday, October 24th) and invite you to attend that meeting to discuss the information you have provided.

We welcome your clarifying questions and will set aside time at our September (tentatively scheduled for Thursday, September 26th) if you would like to discuss and clarify our request.

Please provide the following inputs:

#	Input	Details
1	Overall spending	Please provide five-year projections of spending under current service levels. Please provide overall spending both in total dollars and on a per student basis. Please also include spending projections specifically for human capital as well as for any noteworthy, “one-off” items.
1	Concord’s assessment	Please provide projections for Concord’s total assessment for the next five years – both in total dollars and on a per student basis.
2	District membership and enrollment projections	Please describe any anticipated changes in district membership and provide projections for total student enrollment and enrollment by town. Please provide information on the impact of enrollment changes on spending over the next five years.
3	Top issues	Please identify your top strategic issues, challenges and/or opportunities and how you plan to address/manage them in FY25, FY26, and future years.
4	FY24 and FY25 budget updates	Please identify major variations ($\pm 10\%$) in actual versus planned spending for the previous and current fiscal years.
5	Spending levels	Please highlight any programs and services for which you are planning to change service levels in the next five years.
6	Capital program	Please provide information on your capital plan and highlight any items that might require excluded debt.
7	Education reform and mandates	Please provide information on anticipated reforms or mandates and their impact on spending.
8	OPEB	Please provide the funding status of the pension liability.
9	Additional information	Please let us know anything else which may inform our process for FY26.

A photograph of a wooden bridge with a stone abutment over a stream. The bridge has a wooden railing and a stone wall on the right side. In the background, there are trees and a few people walking on the bridge. A green overlay is on the left side of the image, containing text.

Finance Committee: Metrics to inform Guidelines

Concord, Massachusetts

August 19, 2024

The guideline process, the output of which are **recommendations for budget increases for the next fiscal year**, is central to **the Finance Committee's** duties.

Guidelines overview

- **Established annually** by the Finance Committee in close collaboration with the Town and Schools.
- Defined as the **Finance Committee's recommended increase over the prior year for "spending subject to guidelines."**¹
 - Published for each of the town's primary budgeting entities: Town Government, Concord Public Schools, and Concord's portion of the Concord Carlisle Regional School District.
 - For State Fiscal Year 2025 (SFY25), 75% of planned operating spending was subject to guidelines, as follows:

	Total spending plan for SFY25	Subject to Guidelines	Non-guidelines ¹
Town	\$64,467,947	54%	46%
Schools	\$74,389,428	94%	6%
Total	\$138,857,375	75%	25%

Guidelines goals

- 1** Consider Town and School **cost growth**.
- 2** Reflect taxpayers' **ability to pay** for services.
- 3** Strive for a **balanced approach**.
- 4** Along the way, **identify potential cost-savings measures, efficiencies**, as well as areas **where additional funding may be necessary** to meet community needs.

(1) Spending for items such as debt service, Town and CPS non-teacher employee benefits and retirement, Minuteman Tech Regional HS appropriation, and liability insurance are not included in the guideline process. The guideline specifies the amount of the increase over the prior year's "spending subject to guidelines" available to each unit for the next fiscal year.

In FY24 and FY25, the Finance Committee used metrics derived from Congressional Budget Office data to inform guidelines; the Guidelines Subcommittee proposes taking the same approach in FY26

Metrics to inform guidelines, FY24-25 actual, FY26 proposed

All metrics data is sourced from Congressional Budget Office Budget and Economic Outlook projections, using the most recent data available. Quarterly data is converted to state/town fiscal year. Metrics are as follows:

- **Projected real personal income growth per capita:** Projected growth in personal income growth per capita net of projected inflation.
- **Projected nominal personal income growth per capita:** Projected growth in personal income growth per capita unadjusted for projected inflation.
- **Projected inflation relevant to Concord's town and school expenses:** Blended rate (to reflect Concord's projected cost breakdown) of Employment cost index (ECI), private wages and salaries (80%) and chained weighted consumer price index urban (CPI-U) for goods and services (20%).

Metrics detail

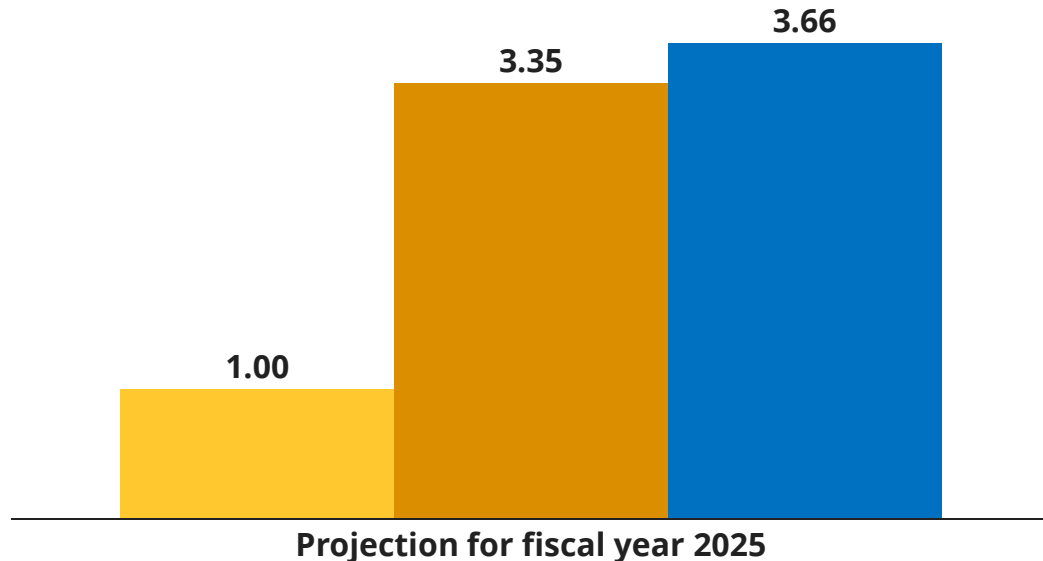
- **Metrics aim to reflect residents' ability to pay as well as inflation for Concord's expenses, as follows:**
 - **Ability to pay recognizes projected growth in residents' personal income.**
 - **Inflation for Concord's expenses recognizes projected cost growth of School and Town budgets.**
- **Metrics are not guidelines.** Metrics and guidelines are separate, but the metrics are objective measures that should inform the final overall guidelines. Metrics are a tool to inform the establishment of a guidelines number(s).

Metrics to inform guidelines that the Guidelines Subcommittee proposes using for **FY2026** are **1.37%**, **3.36%**, and **3.22%** for projected real income growth, projected nominal income growth, and projected inflation, respectively

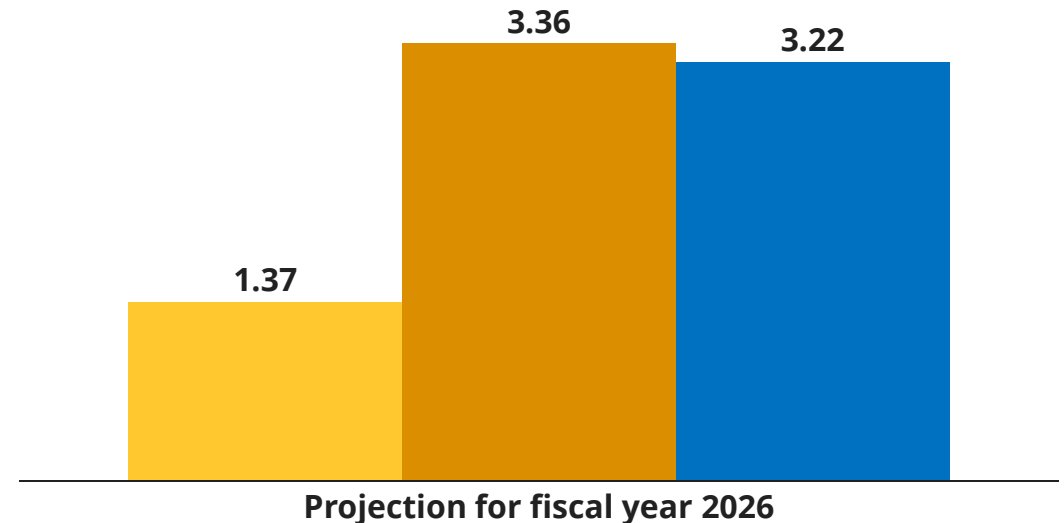
Metrics to inform guidelines, Fiscal Year 2025 actual and Fiscal Year 2026 proposed, %

- Projected real personal income growth per capita
- Projected nominal personal income growth per capita
- Projected inflation relevant to Concord's school and town expenses

Fiscal Year 2025



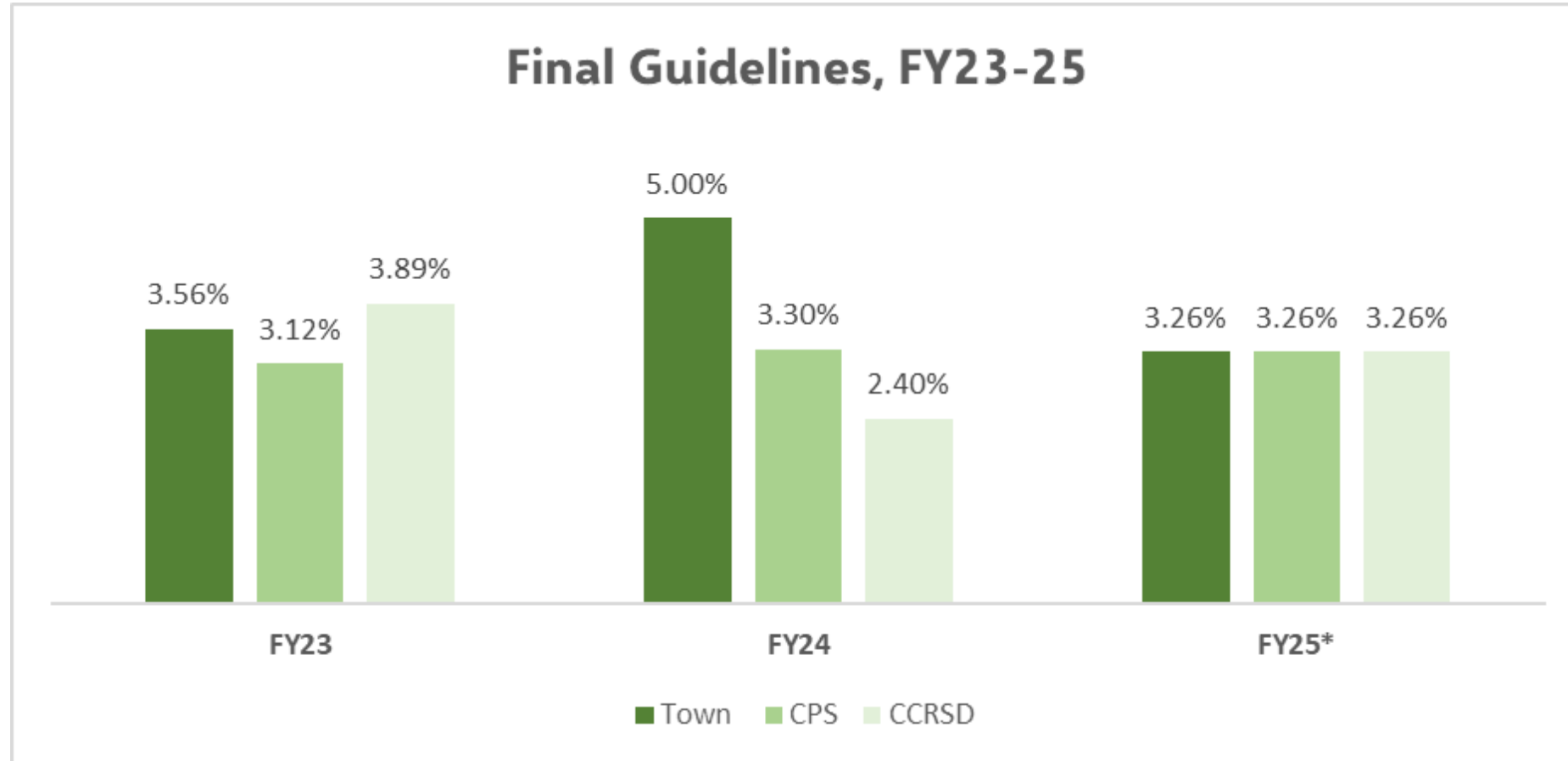
Fiscal Year 2026



Sources and notes: All data sourced from Congressional Budget Office Budget and Economic Outlook projections as of July 2024 (most recent available). Quarterly data converted to state/town fiscal year.

- Projected real personal income growth per capita: Projected growth in personal income growth per capita net of projected inflation.
- Projected nominal personal income growth per capita: Projected growth in personal income growth per capita unadjusted for projected inflation.
- Projected inflation relevant to Concord's town and school expenses: Blended rate (to reflect Concord's projected cost breakdown) of Employment cost index (ECI), private wages and salaries (80%) and chained weighted consumer price index urban (CPI-U) for goods and services (20%).

For some context: As we look ahead to setting the FY26 guidelines themselves, below are the final guidelines we approved for the last three fiscal years.



Sources and notes:

- All data sourced from Finance Committee Annual Reports – for FY23, FY24, and FY25 respectively – available here: <https://concordma.gov/1107/Finance-Committee-Reports>
- For FY25: For Town: 3.26% was guideline for operating budget only; blended ops/Tier 1 capital guideline was 4.45% (26.38% for Tier 1 capital)



Concord Finance Committee
AGENDA ACTION REQUEST

August 19, 2024

5

Chair and Liaison Report

Reminder on Open Meeting Law / Conflict of Interest obligations

Discuss and review Liaison Report

Requested by: FC Chair

Action Sought: to provide update

Proposed Motion(s)

None anticipated.

Additional Information

The chair will review Open Meeting Law and Conflict of Interest obligations and review the liaison report.

Board Action

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

Concord Finance Committee Liaison Report

Friday, August 16th

Board/Committee	Liaison	Updates
General / Select Board	Eric	<ul style="list-style-type: none"> • Upcoming meetings/events: <ul style="list-style-type: none"> ○ Next Chair’s breakfast: Wed 8/21 8:30 AM ○ MCI Concord public forum: Thu 9/12 7:00 PM ○ Residential Tax Exemption public forum: Mon 9/30 6:00 PM
2229 Main Street Advisory Task Force	Kathy	<ul style="list-style-type: none"> • The committee met in July to discuss the progress of their report which is due to the Select Board October 25th. Discussions centered on two main issues: <ul style="list-style-type: none"> ○ One was whether the objective was for them to deliver one recommendation or a short list of possible uses. The conundrum with making one definitive recommendation is that the potential costs associated with the land parcel acquisition are unknown until such time as negotiations begin with the EPA. ○ The other issue discussed was that with the now pending review of acquiring the Concord Prison site, 2229 Main St takes on a different priority in the minds of some townspeople. Several of the potential uses of 2229 are the same as potential uses of the prison. As such need for affordable housing or a new site for the DPW.
Concord 250th Committee	Suresh	<ul style="list-style-type: none"> • The Mass Office of Travel and Tourism has awarded Concord a grant of \$27,000 for age-friendly benches that will support pedestrian movement from Thoreau Depot to Concord Center to the North Bridge in preparation for the 250th.
Concord Municipal Affordable Housing Trust	Lois	<p><i>See attached recap of 8/15 Housing Roundtable meeting (Attachment 1)</i></p>
Concord Municipal Light Plant	Karlen	<ul style="list-style-type: none"> • August 14 meeting. Link to MLB meeting documents is here. • Updates: Still interviewing for Director position and Customer Service position; hired a 2nd Network Engineer. Financial auditors are behind schedule – CMLP audit will be presented to the Town’s FAAC (Financial Audit Advisory Committee) for review. \$1.3M grant was received to install heat pumps at Everett Gardens (CHA facility). Electric Vehicle showcase is scheduled for Sept. 14, 1-4 p.m., Bradford Mill, West Concord. Middle School solar/energy storage project: conduit is 2/3 complete. Residential meters: 85% installed. Broadband: Sept. 7 network change: separate municipal data network from Town Broadband network. The Town has offered a broadband service for 10 years, and now has 1762 customers. • CMLP customer satisfaction survey and recommendations: Over 1000 surveys returned (90% were home owners); 95% overall satisfaction score. Customers want more timely updates on electricity outages. • Discussed NEPOOL’s tracking of renewable energy certificates and the software used to track them. • Paperless Billing Credit: CMLP spends over \$60K/year on printing and mailing bills. Consider a one-time credit or a monthly credit to switch to paperless billing or autopay – will continue the discussion next meeting. • Next meeting is Sept. 11, 7:30 a.m.

Financial Audit Advisory Committee	Karlen	<ul style="list-style-type: none"> • August 15 meeting – meeting packet is here. This is a five-member committee appointed by the Select Board to review with the Town’s external auditors, Marcum LLP, the annual audits and management reports on the financials for the Town/CPS, CCSRSD (regional high school), and Light Plant (CMLP). • Reviewed the FAAC charge, FY24 external audit calendar and audit status (Town/CPS, CCSRSD, CMLP). • Reviewed FY23 Town Audit management letter. Focused on Town’s statement of net position as of June 30, 2023, and Governmental Funds Balance Sheet and enterprise fund reports. Unassigned fund balance as of June 30, 2023 was \$12,985,407. Discount rate for OPEB liability is 6.5%, which is appropriate. • Auditor’s recommendations include: reconcile Town Meeting budget warrant article to the general ledger; include the Town’s \$10M+ trust funds in the general ledger; have school department provide all bills for payment by warrant; evaluate impact on new GASB statement on financial statements; track compensated absences using new MUNIS payroll system; reconcile sewer and water accounts receivables; centralize lease accounting; align unspent appropriations with specific purposes; reconcile withholding accounts to supporting documentation; reconcile cash monthly; review usage of special revenue and capital project funds; and create an Assessor’s overlay log. • Delayed discussion of FY22 Town Audit, which FAAC saw on May 9, 2023, until their next meeting. FAAC committee member requested info on Moody’s ratings of the Town. • Next meeting is Sept. 11, 9:30 a.m.
MCI Concord Advisory Board	Don	<p>The MCI Concord Advisory Committee met on August 5.</p> <p>1. Zoning:</p> <ul style="list-style-type: none"> • Site is zoned Industrial Park A. • All municipal uses are permitted. • Zoning changes won't be ready by the scheduled Town Mtg., however existing 40B projects (275 Forest Ridge and Baker Ave) will protect this site from an unfriendly 40B. • Form-based zoning will be considered <p>2. Ownership</p> <ul style="list-style-type: none"> • A Sales Partnership Agreement (State and Town) is off the table • Currently owned by Dept of Corrections • DCAMM (the agency we are coordinating with) will take possession sometime after our next Town Meeting. • DCAMM is required to hold the first public info session by Sept 12 and will seek public input. This is the best opportunity to voice our Town's priorities to the State, who will decide the future uses. <p>3. Consultant priorities</p> <ul style="list-style-type: none"> • DCAMM is hiring environmental and land use consultants and will undertake a title search. • I noted that an economic impact analysis should be performed from the Town's perspective, and noted that some scenarios ie intensive family housing, could have a net negative impact on Town finances.
PILOT Workgroup	Lois	<i>See attached draft minutes of workgroup’s first meeting (Attachment 2)</i>

Planning Board	Sri	<ul style="list-style-type: none"> • Recap of August 6th meeting: <ul style="list-style-type: none"> ○ Meeting are being rescheduled to once in 3 weeks due to peoples commitments and work load ○ Zoning by law amendments were discussed that included downtown parking changes, regularizing the height requirements, set backs etc ○ A brief discussion on Hanscom expansion was conducted as one of their liaisons attended the meeting (apparently hanscom sends 600k check annually to town of concord for some fuel surcharge ○ 61d walden street parcel construction for 2 homes was discussed ○ MBTA related low income housing plans were discussed on how many units and possible locations ○ Based on these discussions, I did not see any impact to town finance in this meeting
Public Works Commission	Karlen	<ul style="list-style-type: none"> • On Summer hiatus; no meeting in August • Road repair continues – repaving of Main Street between Sudbury Road and Thoreau Street; Westford Street Carlisle culvert repairs. • Next meeting is probably Sept. 11, 4:00 p.m.
Warner’s Pond Task Force	Karlen	<ul style="list-style-type: none"> • Heard report on dam mechanics, maintenance, components. Public Works maintains the dam with the Nat’l Resources Dept. • Received Gerow Park update from Kerry Lafleur and Steve Dookran (town engineer): No additional funding planned for Gerow Park; tree plantings are part of the mitigation plan for Gerow. Warner’s Pond was purchased in 1961 for conservation; Gerow Park was purchased for recreation. • Heard reports from subcommittees: <ul style="list-style-type: none"> ○ Dredging: Need info on the amount of dredging that can be dumped on land between Bruce Freeman Rail Trail and Route 2. ○ Dam removal: Looking at how abutters’ property lines are affected by receding pond level. May need Town Counsel to review deeds? May need to redraw FEMA flood map if dam is removed - \$200K expense? ○ No action/status quo: Looked at purposes of Pond and Gerow Park. • Next meeting: Sept. 10.

Attachment 1
Liaison Report
Concord Municipal Affordable Housing Trust (CMAHT)

On August 15, 2024, the CMAHT was one of seven groups (including the Concord Housing Authority (CHA), Concord Housing Development Corporation (CHDC), Concord Housing Foundation (CHF), the Select Board, the Planning Board and the Community Preservation Committee (CPC)) participating in the Concord Housing Roundtable. Each participating group presented an update on its recent and anticipated activities.

The representatives of the CHF and the CPC both mentioned that their committees were considering seeking changes to increase funding for housing. The suggestion has been made that the CPA rate be increased from 1.5% to 2%, and that changes be made to the CPC mandate to require that a higher percentage of CPC's revenues be allocated to housing. The CPC did not have a quorum at its last meeting, so it has not taken a formal vote on this proposal. Justifications for these changes include: the significant increase in housing costs in Concord; the failure of the state legislature to approve a home rule petition that would permit Concord to impose a real estate transfer tax, the proceeds of which could be used for affordable housing; the fact that the availability of ARPA funds is ending; and the awareness on the part of the housing committees that there will be less availability in future of Town Free Cash for this purpose. Changes to the CPA rate and to the CPC's allocation percentages would have to be made by Town Meeting, so it is unlikely they could be implemented for FY 26. It was pointed out in the discussion that this would be an increase in property taxes at a time when many citizens are already concerned about the amount of taxes they are paying. Concern was also expressed that a proposed increase in the CPA rate might encourage re-consideration of the Residential Tax Exemption (the impact of which is currently being studied by the Select Board).

Other items discussed at the roundtable were:

- Concord's Subsidized Housing Inventory (SHI) is now over the 10% statutory requirement (919 units out of 7172 housing units according to the 2020 Census) and should go up further with the approval of two pending 40B projects (NOVO Riverside and The Residences at Thoreau).
- The Assabet project, which will add 5 affordable units (3 of which are being built by Habitat of Lowell), should break ground this late fall or early winter.
- Since the Junction Village property abuts MCI Concord, the development of that project is connected to what ultimately happens there.
- The Planning Board has received comments from the state about the overlay zoning districts approved at Town Meeting to bring Concord into compliance with the MBTA Zoning Act. If certain of those comments are not resolved through discussion, there may be a need to change some aspects of the zoning map, which would require reconsideration at the next Town Meeting. The Planning Board is also looking at changes to permit more Accessory Dwelling Units (ADUs) and evaluating existing parking requirements for future developments and ADUs.
- Discussions about possible future uses of MCI Concord are continuing. The first public forum will be held at the Town House on September 12.
- The Select Board is collecting data on the Residential Tax Exemption. There will be a public forum to discuss the information collected on September 30.

Attachment 2

NOTES ON AUGUST 5, 2024 MEETING REGARDING PAYMENTS IN LIEU OF TAXES (PILOT)
Select Board Meeting Room, Town House, 11 AM – 12PM

Attending: Anthony Ansaldi, Kerry Lafleur, Mary Hartman, Lois Wasoff

Guest: Steve Cirillo, former Finance Director for the town of Brookline (on Zoom)

1. Background on development and implementation of Brookline PILOT Policy:
 - a. Massachusetts General Law section 59 provides for nonprofit, tax exempt entities to make voluntary payments in lieu of taxes
 - b. Boston developed a PILOT program, setting a target of 25% of the amount that would otherwise be due as property taxes
 - c. 25% figure was set by Boston after looking at the cost, as a percentage of property tax paid by residents and commercial properties, of the municipal services received by residents that also benefit nonprofits. Those services include: police, fire and public works (specifically road repair and snow removal). The cost of the services was calculated using “fully loaded” HR expenses (i.e. benefits, etc.).
 - d. Brookline’s research confirmed that the 25% figure was also accurate for Brookline. NOTE: For a smaller municipality like Concord, the actual percentage may be higher than 25%, but seeking more than that may be unachievable.
 - e. The Brookline Assessor maintains lists of nonprofits in Brookline (as do all local assessor’s offices). Assessor’s offices have assessed values for property owned or used by nonprofits, although the values are not necessarily updated regularly since there is no direct tax impact. Those lists and values were used in structuring the PILOT program in Brookline.
 - f. The Brookline PILOT program used a different approach from Boston in several key areas, including using written rather than oral agreements and not giving credit for “in kind” services to offset payments. Written agreements enhanced enforceability and could be drafted to apply to successors if the property was sold to another nonprofit. Where the nonprofit claimed to be providing in kind services to the town, the head of the department receiving the claimed benefit was consulted in the negotiations.
 - g. The development of the PILOT policy in Brookline took a year, due in part to concerns expressed about seeing PILOT payments from small, mostly religious nonprofits. But there was also concern that having a policy that did not apply to all nonprofits would complicate negotiations with those nonprofits included within the policy. Brookline developed a single policy that applies to all nonprofits but did not approach smaller nonprofits to negotiate PILOT agreements unless those smaller nonprofits needed other concessions from the municipality (example: if exempt property was being used for a non-exempt purpose, such as renting property to tenants).

- h. For some nonprofits, the negotiators agreed to phase in the percentage to be paid, starting at a lower percentage that would increase eventually to 25% over an agreed period.
- i. The negotiations with nonprofits were conducted primarily through the town chief financial officer.
- j. The Brookline PILOT program started small, but now generates more than \$2MM per year in revenue to the town.

2. FOLLOW UP ITEMS:

- a. Contact the Assessor's Department to review lists (by category) of Concord properties owned by nonprofits, along with their current valuations. Determine whether those valuations are up to date. It is helpful in negotiations to be able to demonstrate how the valuations have been determined.
- b. Look at the costs of providing relevant services (fire, police, road and snow removal) as a percentage of taxes to see if the 25% figure is appropriate for Concord. Even if the decision is made not to seek a higher percentage, documenting the costs could aid the negotiation. The possibility that the nonprofits and/or their employees benefit from other town services (for example, do non-resident private school employees send their children to Concord schools) should be investigated.
- c. In Brookline, it was discovered that some nonprofits were in arrears on payments for, for example, water and sewer services. Whether that is the case in Concord (particularly given the fact that Concord provides electricity through CMLP) should be investigated.
- d. Are there nonprofits that are tenants of town-owned property? Can they be encourage to participate in the PILOT program, perhaps by converting rental payments to PILOT payments.
- e. Can the town encourage participation by nonprofits by offering other incentives? As an example, in Brookline some nonprofits participating in the PILOT program were given the chance to participate in buying consortiums of which the town was a member, creating savings opportunities for the nonprofit.
- f. Get a copy of the written agreement between Boston University and Brookline, which was mentioned as a good source of information and as a possible template.
- g. Set a date for the next meeting of this working group.



Concord Finance Committee
AGENDA ACTION REQUEST

August 19, 2024

6

Minutes

Approve the minutes of July 18, 2024

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

None anticipated.

Additional Information

Attached are the Finance Committee meeting minutes from July 18, 2024.

Board Action

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

**Town of Concord
Minutes of the July 18, 2024
Finance Committee Meeting
Hybrid Meeting - Webinar**

Members Present: Suresh Bhatia, Peggy Briggs, Eric Dahlberg, John Garofalo, Pat Geyer, Don Kupka, Lyndsey Lis, Dee Ortner, Karlen Reed, Paul Rodriguez, Quazi Sadruzzaman, Sri Tupil, Lois Wasoff.

Members Absent: Kathy Cuocolo, Greg Guarriello.

Others Attending: Anthony Ansaldi, Jr. (CFO), Liz Rourke (Assistant CFO), Mary Hartman (Select Board Chair), Cynthia Rainey (School Committee member).

1: Call to Order of the Finance Committee Meeting at 6:30 p.m. by Chair Eric Dahlberg.

2: Public Comment: None.

3: Debrief on July 8 Joint Meeting with Select Board: The Committee reviewed its discussions and the next steps from the joint meeting on July 8 with the Select Board, including the Recreation Revolving Fund, Recreation Strategic Plan, revenue generation through payments in lieu of taxes (PILOTs), an update on the status of Town-owned property, and an August joint capital budget process meeting with the Select Board, Schools, and FinCom.

Rec. Fund: Chair Dahlberg noted that the Town Manager and staff are working on a recreation strategic plan to be done by the end of summer, which may include seeking CPC funding for water access and field optimization. Ms. Reed said that the Town Manager reported, during a November 28, 2023 Recreation Commission meeting, that the Rec Fund grew from \$602K to \$1.84M from 2014 to 2023, with an \$800K jump in 2022, probably from COVID payments for daycare; the Town's auditors have expressed concern about the Rec Fund balance since FY2018; and Rec Fund revenues have exceeded expenses since FY2021. Ms. Rourke reported that the Rec Fund balance was \$2,160,766.46 as of June 30, 2024. Ms. Wasoff and Mr. Tupil asked how expenses are tracked in the Town's recreation program. Ms. Briggs observed that we need to look for the right number for the fund balance.

PILOT (Payments In Lieu of Taxes): Ms. Lis questioned whether Brookline's PILOT program applied to all non-profits at the same level, and whether the Brookline PILOT was applied to non-profits that rented Town property. Mr. Ansaldi replied that there were some negotiations of Brookline's 25% assessed levy with some non-profits. Mr. Ansaldi said that the Brookline PILOT was applied to Town-property renters. Chair Dahlberg indicated that the PILOT work group, which includes Ms. Wasoff, would complete a draft PILOT policy by November 1.

4: Discuss Finance Committee's FY26 Budget Process: Chair Dahlberg observed that the data gathered through the FinCom budget data requests to the Town and School is important for the FinCom deliverables: create the budget guidelines, set the five-year tax projection, and complete the FinCom's Annual Report to Town Meeting. Ms. Wasoff added that the information was also important for the FinCom's review of Warrant Articles.

Ms. Lis noted that timing is a challenge for the Town and schools to make complete responses by Fall. The FinCom will need some information in October to set guidelines in November and December, such as expected enrollment, enrollment shifts, percent spending on human capital (staffing), special education costs, transportation costs, and expected big changes (e.g., the opening of the new middle school, consolidation savings). Ms. Lis wanted to capture any savings that may occur and hoped to get as much information as we can. She noted that FinCom could set an overall guideline with different guidelines that could reflect the budget entities' special needs. Mr. Kupka asked about the status of labor negotiations, and Mr. Garofalo asked if the Town and Schools had the same time constraints. Mr. Ansaldi responded that the Town has negotiated three of its four labor contracts, with the fire contract due next year.

Ms. Ortner encouraged FinCom to have a continuous dialogue with the Town and the Schools. Chair Dahlberg envisioned that the Town and Schools would send what information they had, with a commitment to send the rest later. He said he and Ms. Lis would start drafting the budget data requests and that he would contact the budget leaders for Town and the Schools to let them know the data requests would be sent in August with responses due in October. Mr. Kupka and Ms. Wasoff requested that the Schools be asked for per-pupil expense for the past five years.

As public comment, Ms. Rainey indicated that this process was no big surprise. Ms. Hartman floated the idea of "budget neutrality" which would require a budgeting entity to identify the source of funds if the budget exceeds the FinCom's budget guidelines.

5: Review Finance Committee schedule: Chair Dahlberg presented an updated timeline for the FinCom's consideration, which included an August 19 joint meeting with the Select Board and School Committee to discuss capital planning. The FinCom public hearing dates are April 10 (Town, CPS, and CCRSD), April 15 (Minuteman VoTech and CPC), and May 1 (Enterprise funds). Ms. Reed requested that the Warrant Book be posted on-line as soon as possible to allow review time before the April 10 public hearing.

6: Liaison Reports: Several FinCom members submitted written reports which were included in this meeting's packet. Additionally, FinCom presented the following updates:

- MCI Concord – Mr. Kupka reported that the state agency, DCAMM, presented Concord with a timeline and appears inclined to directly issue RFPs for redevelopment rather than turn the property over to the Town, and noted that the State's priorities are housing and clean energy. The Town could have an impact on the property development through zoning. Ms. Reed noted that MCI Concord is already zoned as Industrial, which precludes housing, and to change that zoning bylaw restriction would require Town Meeting approval. Mr. Tupil and Mr. Kupka agreed that this will involve a long process. Ms. Ortner asked if we could hold a special Town Meeting to speed the process. Ms. Briggs pondered whether Concord could control the property development through its zoning regulations.
- Warner's Pond: Ms. Reed reported that the task force has decided to focus on three approaches in its recommendations – dam removal, dredging, or status quo – and to not specifically focus on a "side channel" option that would have created a new route for the Nashoba Brook.
- Concord250/Middle School Building Committee: Chair Dahlberg announced that Mr. Bhatia will be the Concord250 liaison going forward and Mr. Bhatia will move on from his Concord Middle School Building Committee assignment. Mr. Bhatia noted that the

middle school building contract is on schedule, has roughly \$3.75 million left in contingency funds, and the project is 63% complete.

7: Correspondence: The packet includes several emails sent by Chair Dahlberg regarding the June 20 meeting follow-ups, signage at the new middle school, a summary of the June 26 Chair's Breakfast, and the Recreation Strategic Plan for the July 8 meeting.

8: Minutes: The FinCom approved the minutes for the June 20, 2024 meeting as presented in the packet and as amended (Ms. Wasoff moved, Ms. Ortner seconded, 10 voted Yea, 0 voted Nay, and 3 abstained).

9: Recap of Action Items/Adjournment: Mr. Ansaldi will provide additional PILOT information about Brookline, and Ms. Rourke will identify the staff who are working on the Rec Strategic Plan to ensure that expenses are allocated in scope for the Rec Fund. Chair Dahlberg will draft the budget data letters with Ms. Lis' assistance and will bring the draft letters to the FinCom's August 19 meeting (which replaces the August 22 meeting); time to be announced later. Chair Dahlberg will have the August 19 meeting posted and will speak with the Town Moderator on issues concerning the budget neutrality concept. Chair Dahlberg adjourned the meeting at 7:33 p.m.

YouTube: Ctrl+Click to follow link: [July 18, 2024 FinCom Meeting Video](#).

Meeting Documents Link: [July 18, 2024 FinCom Packet](#).

Respectfully submitted, Don Kupka, Finance Committee Clerk, and Karlen Reed, Finance Committee Vice Clerk



Concord Finance Committee
AGENDA ACTION REQUEST

July 18, 2024

7

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 on July 18th, the Finance Committee received the following correspondence:

1. Email from FC Chair recapping the July 18th meeting, including the updated FC Schedule.
2. Email from FC Chair regarding a reminder of upcoming meeting and a recap of the Chairs breakfast on July 24, 2024, and email to the Town, CPS, CCRSD & Minuteman Tech that budget request letters are coming in August.
3. Email from FC Chair providing a reminder of tonight's meeting as well as the site visit scheduled of the Public Works and Public Safety Buildings.

Board Action

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

From: [Eric Dahlberg](#)
To: [Dee Ortner](#); [Don Kupka](#); [Greg Guarriello](#); [John Garofalo](#); [Kathy Cuocolo](#); [Suresh Bhatia](#); [Lois Wasoff](#); [Lyndsey Lis](#); [Peggy Briggs](#); [O. Sadruzzaman](#); [sri tupii](#); [Paul Rodriguez](#); [Pat Geyer](#); [Karlen Reed](#)
Cc: [Anthony Ansaldi](#); [Elizabeth Rourke](#); [Mary Hartman](#)
Subject: 7/18 FinCom meeting: Recapping our action items
Date: Friday, July 19, 2024 3:07:33 PM
Attachments: [FinCom Schedule 2024-07-19.pdf](#)

Hi everyone:

Thank you for an engaging meeting yesterday. Below is a quick recap of our action items – please note especially the first one: our next meeting will be Mon 8/19, not Thu 8/22 as previously planned. Also attached is the latest version of our big picture schedule reflecting the changes we discussed yesterday (changes highlighted in yellow).

As always, please direct any follow-ups or questions only to me to avoid any issues related to Open Meeting Law restrictions on deliberating via email.

Thank you and have a great weekend,
Eric

7/18 FinCom Meeting: Action Items

#	Item	Owner(s)	Description and notes	Response requested by
1	Next meeting: Mon 8/19 (not Thu 8/22)	All FinCom members	<ul style="list-style-type: none">• Select Board Chair Mary Hartman has requested a joint meeting with the FinCom, School Committees, and School Administration to discuss capital planning on Mon 8/19.• We will piggyback on that joint meeting to hold our next regular FinCom	ASAP

			<p>meeting (either immediately before or immediately after the joint meeting on 8/19 – timing TBD) instead of Thu 8/22 as originally planned. We will not meet on Thu 8/22.</p> <ul style="list-style-type: none"> Eric will coordinate housekeeping for new meeting date (posting, agenda, packet, etc) with staff per usual process. 	
2	Brookline PILOT experience	Finance staff	<ul style="list-style-type: none"> At Mon 7/8 joint meeting with Select Board, CFO shared some information on Brookline’s experience with PILOTs. FinCom is interested in additional information on Brookline’s PILOT experience, including how non-profits were engaged, 	Mon 8/12

			revenue generated, and overall structure of program.	
3	Planning for Recreation Revolving Fund	Finance staff	<ul style="list-style-type: none"> • At Mon 7/8 joint meeting with Select Board, Town Manager reported she is working with Rec Dept staff on a plan for Recreation Revolving Fund, aiming to deliver output by end of summer. • FinCom asks for confirmation that this effort includes review of expenses in its scope. 	Mon 8/12
4	FY26 budget information request letters: town budget considerations/constraints	Finance staff	<ul style="list-style-type: none"> • School Committee has shared that they have been challenged to provide certain projections and figures in response to previous budget information requests due to timing, availability of 	Mon 8/12

			<p>data, etc.</p> <ul style="list-style-type: none"> • FinCom asks town Finance staff to share if they have similar constraints that may inform what we request or how/when we request it for FY26. 	
5	FY26 budget information request letters: notifying budget units that letters are coming	Eric	<ul style="list-style-type: none"> • Eric to notify points of contact at Town, CPS, CCRSD, and Minuteman Technical High School that FinCom expects to send budget request letters shortly after our Mon 8/19 meeting and that we will request responses in late October. 	Mon 7/22
6	FY26 budget information request letters: prepping first drafts	Eric and Lyndsey	<ul style="list-style-type: none"> • Eric and Lyndsey to prep first drafts of budget request letters, incorporating FinCom suggestions and discussion at 7/18 meeting, to be 	Mon 8/12

			<p>reviewed and finalized at regular FinCom meeting on Mon 8/19 and sent shortly thereafter.</p>	
7	<p>FY26 budget process: question of requiring "budget neutrality" for spending requested over guideline</p>	Eric	<ul style="list-style-type: none"> • Select Board Chair Mary Hartman shared the idea of establishing a requirement that any spending requests over guideline must identify cuts in other areas to fund the overage. • Eric to ask Town Moderator if/how such a requirement could be established and any considerations we should have in mind. 	Mon 8/12

FY25 Schedule and Milestones | DRAFT Version 7 (1 of 2)

May 2024

Priorities:

- Kick-off FY25
- ATM debrief
- Review mission, roles and responsibilities
- Make liaison assignment picks
- Start goals and key issues discussion

Meeting date(s):
Thu 5/23

Jun 2024

Priorities:

- Finalize liaison assignments
- Finalize goals and key issues to monitor
- Recap FY25 guidelines process and preview FY26

Meeting date(s):
Thu 6/20

Jul 2024

Priorities:

- Draft FY26 informational request letters to Town, CPS, CCRSD, and Minuteman to be sent in Sept.
- Notify Town, CPS, CCRSD, and Minuteman that FY26 requests are coming in **Aug.**

Meeting date(s):
Mon 7/8 (w/SB)
Thu 7/18

Aug 2024

Priorities:

- Review FY26 guideline inputs/metrics
- **Finalize and send FY26 request letters (request responses in Oct).**

Meeting date(s):
Mon 8/19
(w/SB)
Mon 8/19

Sep 2024

Priorities:

- Approve FY26 guideline inputs/metrics

Meeting date(s):
Thu 9/26

Oct 2024

Priorities:

- Check in on guidelines process
- Review estimated FY26 revenue
- Review five-year revenue and cost projections
- Kick-off planning for annual report

Meeting date(s):
Thu 10/24

Nov 2024

Priorities:

- Review preliminary Town, CPS, CCRSD (with Carlisle FinCom), and Minuteman FY26 budgets
- Review estimated tax impact of preliminary FY26 guidelines
- **Approve FY26 preliminary guidelines**

Meeting date(s):
Thu 11/7
Thu 11/21

Note: For planning purposes only. All dates are tentative at this time.

FY25 Schedule and Milestones | DRAFT Version 7 (2 of 2)

Dec 2024

Priorities:

- Review long-term capital plan (public forum 12/5)
- Review revised five-year revenue and cost projections
- Review tax impact of final FY26 guidelines
- **Approve final FY26 guidelines**

Meeting date(s):
Thu 12/5
Thu 12/19

Jan 2025

Priorities:

- Review revised Town, CPS, CCRSD FY26 budgets
- [FYI: Deadline for issuing guidelines: 1/15]

Meeting date(s):
Thu 1/9

Feb 2025

Priorities:

- Review FinCom-relevant warrant articles (warrant closes 2/19)
- Draft annual report
- Prepare for public hearings

Meeting date(s):
Thu 2/27

Mar 2025

Priorities:

- Continue drafting annual report

Meeting date(s):
Thu 3/20

Apr 2025

Priorities:

- **Hold public hearings:**
 - **Hearing 1 of 3 (4/10): Town, CPS, CCRSD**
 - **Hearing 2 of 3 (4/15): MM, CPC**
- **Vote on FinCom-relevant warrant articles**
- Continue drafting annual report

Meeting date(s):
Thu 4/10 (PH1)
Tue 4/15 (PH2)
Thu 4/25

May 2025

Priorities:

- **Hold public hearings:**
 - **Hearing 3 of 3 (5/1): Enterprise Funds**
- **Vote on FinCom-relevant warrant articles**
- **Finalize and mail annual report** (deadline 5/14)
- Final preparations for ATM

Meeting date(s):
Thu 5/1 (PH3)
Thu 5/8
Thu 5/22

Jun 2025

Priorities:

- Participate in ATM

Meeting date(s):
Mon 6/2 (ATM begins)

Note: For planning purposes only. All dates are tentative at this time.

From: [Eric Dahlberg](#)
To: [Dee Ortner](#); [Don Kupka](#); [Greg Guarriello](#); [John Garofalo](#); [Kathy Cuocolo](#); [Suresh Bhatia](#); [Lois Wasoff](#); [Lyndsey Lis](#); [Peggy Briggs](#); [O. Sadruzzaman](#); [sri tupili](#); [Paul Rodriguez](#); [Pat Geyer](#); [Karlen Reed](#)
Cc: [Anthony Ansaldo](#); [Elizabeth Rourke](#); [Mary Hartman](#)
Subject: FinCom: Reminder on next meeting, 7/24 Chairs' breakfast recap, and other updates
Date: Wednesday, July 24, 2024 4:57:42 PM
Attachments: [FinCom Notifications - FY26 Budget Request Letters Coming Soon 2024-07-24.pdf](#)

Hi everyone:

Below are a few updates:

1. Reminder on date/time of our next meeting (Mon 8/19)
2. 7/18 FinCom meeting follow-up: "heads-up" notifications on FY26 budget request letters sent
3. 7/24 Chairs' breakfast recap

As always, please direct any follow-up or questions only to me to avoid any issues related to Open Meeting Law restrictions on deliberating via email.

Thank you,
Eric

1. Reminder on date/time of our next meeting (Mon 8/19)

Reminder that our next meeting will be on Monday, August 19th (NOT Thursday, August 22nd as we had previously planned). That Monday, August 19th meeting will be a double-header:

- At 6:30 PM, we will join a Select Board meeting (already in progress) for a joint meeting of the Select Board, Finance Committee, School Committees, and School Administration on the topic of capital planning.
- At 7:30 PM (contingent on when the joint meeting adjourns), we will have a regular Finance Committee meeting to finalize our FY26 budget request letters and cover any other timely items as needed.

Note: there will be no FinCom meeting on Thursday, August 22nd.

2. 7/18 FinCom meeting follow-up – "heads-up" notifications on FY26 budget request letters sent

Following up on the action item I took at last week's meeting, I have sent "heads-up" notifications to Town, CPS, CCRSD, and Minuteman Tech leaders letting them know the FY26 budget request letters are under development and will be sent following our August 19th meeting. For your reference, those notifications are attached here (all in one PDF file).

3. 7/24 Chairs' breakfast recap

Below is a summary of key updates shared by Board/Committee chairs/designees at this morning's Chairs' breakfast – thanks to Karlen for helping to quickly compile these notes.

Select Board | Mary Hartman

- Select Board members and stakeholders had a tour of the prison last Friday. A few impressions:
- A lot of the facility is underground

- The state Department of Corrections (DOC) is going to take at least a year to vacate. They'll maintain the property (i.e., – continue mowing) in the interim.
- Property feels a lot smaller than you would think from the outside.
- Legislative updates related to the prison:
 - Governor's budget is on her desk awaiting signature. Two provisions related to the prison closure:
 - \$250K for state agencies involved in the closure, like Division of Capital Asset Management and Maintenance (DCAMM)
 - \$475K for Concord – these funds will be available for a year. Open question: does the Town need to spend it in that year or just commit it?
- Other legislative updates:
 - Governor has introduced "Municipal Empowerment Act" – among other things, it would allow cities and towns to increase local meals and room taxes. Still pending.
 - Budget includes \$1M for the Concord Housing Authority to make septic upgrades at the Bedford Road site
 - Budget also includes \$325K for several towns, including Concord for 250thcelebrations
- Upcoming meetings/events:
 - Aug 19: joint meeting with Finance Committee, School Committees, and School Administration to discuss capital planning process
 - Tour of 2229 Main Street site slated for September
 - Scheduling in-person ethics training for September – will be open to all committee chairs and members (will be hybrid)
 - Residential Tax Exemption and capital planning forums in Sept/Oct

Pollinator Health Advisory Committee | Isabel Bailey

- In need of new members!
- Riverfest has highlighted biodiversity needs – please participate
- Goal for the next year is to partner with town departments to understand how we can work together to increase biodiversity and combat invasive plants

Concord250 | Diane Proctor

- Asking everyone to hold the evening of August 11th, starting at 5:30 PM, for a big picnic at Concord Museum. August 11th is ~250 days away from April 2025 festivities!

Concord Carlisle Regional School District | Julie Viola

- Excited to collaborate with Finance Committee and Select Board
- Working with school administration over the summer to review and update policies
- Successfully concluded contract negotiations with union
- Preparing for budget
- Subcommittees are actively at work
- School starts in less than a month!

Concord Housing Development Corporation | Lee Smith

- Awarded project to build three new single family houses on Old Marlboro Road (Habitat for Humanity projects), and convert two existing homes at same location to "affordable"

- Junction Village Project remains on hold indefinitely
- Town is also taking a close look at wastewater treatment plant that is on site at the prison – state preparing to make it available for purchase by the town.
 - Additional input on this from Mary Hartman: state has to make offer within 30 days of Governor signing budget and we need to make a decision within 180 days after that (with some flexibility).

Middle School Building Committee | Pat Nelson

- Have been meeting throughout the summer as project comes closer and closer to completion
- Had voted to go in to contingency funding for FF&E and technology – will still use it, but not as much as initially planned (bids were \$200K less than expected).

Finance Committee | Eric Dahlberg

- In collaboration with Select Board, we've finalized the timetable for the year – harder than it looks!
- Guideline setting process is actively underway – just yesterday we sent notifications to leaders at Town and School budget units and Minuteman alerting them that our FY26 budget request letters will be coming next month
- Finance Department has contracted with the Collins Center for Public Management at UMass Boston to conduct a review of financial policies and procedures – they are interviewing stakeholders in town. Eric met with them last week – excited to see their output and recommendations.

Public Works Commission | Sven Weber

- Road work is happening, including in the center of town – understand that it is having traffic impacts but it's important work.
- DPW has hired a new stormwater management resource
- Intake at Nagog Pond is up and running again after being offline for two years

Concord Municipal Affordable Housing Trust | Keith Bergman

- Provided the Select Board with an update this week: Since Town Meeting started setting funds aside for the Trust in 2019, the Trust has received a total of \$4.6M. \$3.1M has gone to housing projects and \$1.5M remains to be used. Trust intends to use \$1M of that for Assabet River Bluffs [Old Marlboro Road, see CHDC report above].
- CHDC is exploring acquisition of 91B Main Street.
- Planning a housing roundtable, bringing together housing stakeholders from across town boards/committees, in the near future (tentatively late August)
- MAHT will seek \$740K from CPC funds (includes \$240K left over from Gerow/Commonwealth Ave project).
- Planning a housing roundtable, bringing together housing stakeholders from across town boards/committees, in the near future (tentatively late August)

Zoning Board of Appeals – Theo Kindermans

- ZBA continues to address its regular caseload
- Expecting update on Forest Ridge 40B development (the one near Thoreau Club) this week –

expecting applicant to submit changes in plans, unit number, and unit mix. Also applying for variance for their entranceway. Question remains on certain legal aspects.

Climate Action Committee | Janet Miller

- Focused on reducing townwide greenhouse gas emissions – they’ve lowered dramatically since 2017, but most of that is “low hanging fruit” from CMLP. Buildings and transportation are the other big contributors.
- Exploring “networked geothermal” – two pilot projects happening locally – Framingham and Lowell. Could we do this in Concord?
- Forest Ridge 40B applicant has requested waiver on prohibition on using fossil fuels – committee opposes.
- MassDOT has published their Route 2 Corridor Study report – suggests widening to three lanes. Committee opposes.

Economic Vitality | Tiffany Apczynski

- Working to expand membership , including representatives from Chamber of Commerce and Concord Business Partnership
- Plan to deploy survey to local businesses (primarily retail and restaurants) to inform development of a “bench” of potential candidates to fill vacant spaces as they open up
- Working on communication strategy to the business community
- On the policy front, looking at: sewer capacity, parking regulations, potential fundraising support for Concord250

Town Meeting Study Committee | Eric Moore

- Focusing on four areas: (1.) Making Town Meeting more accessible, more appealing, more efficient; (2.) Communications leading up to Town Meeting; (3.) Administration of Town Meeting (“jobs to be done”); and (4.) Citizens’ preferences on experience of participating in Town Meeting (i.e., – clickers)
- Doing a lot of analysis and designing a townwide survey, planning hearing and workshops for the fall
- Eager to engage more with Finance Committee and Select Board (Eric Dahlberg and Eric Moore connected after breakfast – planning a meeting)

Transportation Advisory Committee | Mark Gailus

- Met three times this month to finalize letter to MassDOT in response to Route 2 Corridor Study report - letter is posted online. A few highlights:
 - Any changes to Route 2 should enhance connections between two parts of Concord, rather than divide
 - Flagged major omissions in report: MCI closure, rotary, nothing about moving away from private motor vehicles
- At next meeting (Aug 1st): agenda topic: what are the best ways to communicate/collaborate with other committees?

Board of Health | Randy Kring

- Ask people to pay attention to ticks and mosquitos – West Nile and Triple E start to show up

around this time of year (nothing here in Concord as of yet)

- Community Needs Assessment survey going out in August
- Looking at tobacco regulations (example: Brookline set a “Tobacco Free Generation” birthday date – if you are born after that date, you are not allowed to purchase tobacco in the town)



Eric Dahlberg <ericrdahlberg@gmail.com>

FinCom FY26 budget request letter - coming in August

Eric Dahlberg <ericrdahlberg@gmail.com>

Tue, Jul 23, 2024 at 3:56 PM

To: Anthony Ansaldi <aansaldi@concordma.gov>

Cc: Kerry Lafleur <klafleur@concordma.gov>, Lois Wasoff <lwasoff.fincom@icloud.com>, Lyndsey Lis <lyndseylis@gmail.com>, Mary Hartman <mhartman@concordma.gov>

Hi Anthony:

Per discussion at the Concord Finance Committee's July 18th meeting:

I write to let you know that the Concord Finance Committee is preparing our FY26 budget information request letter to the Town. As in previous years, the Town's timely response to the letter will provide us with critical inputs for our work to set budget guidelines for FY26.

We anticipate finalizing the request letter at our August 19th meeting and sending it to you shortly after that. We expect that the information requested in the letter will be similar to the letter of last year. We will request a response one week before our October meeting (tentatively scheduled for Thursday, October 24th) and expect to discuss the information provided in your response at that meeting.

Happy to discuss anytime.

Thank you,
EricEric R. Dahlberg
Chair, Concord Finance Committee
cell: (617) 461-2737



Eric Dahlberg <ericrdahlberg@gmail.com>

FinCom FY26 budget request letter - coming in August

Eric Dahlberg <ericrdahlberg@gmail.com>

Tue, Jul 23, 2024 at 4:01 PM

To: Carrie Rankin <crankin@concordps.org>, Julie Viola <jviola@concordcarlisle.org>

Cc: Laurie Hunter <lhunter@concordps.org>, Kerry Lafleur <klafleur@concordma.gov>, Anthony Ansaldi <aansaldi@concordma.gov>, Lois Wasoff <lwasoff@icloud.com>, Lyndsey Lis <lyndseylis@gmail.com>, Mary Hartman <mhartman@concordma.gov>

Hi Carrie and Julie:

I write to let you know that the Concord Finance Committee is preparing our FY26 budget information request letter to the Concord Public School and Concord-Carlisle Regional School Districts. As in previous years, a timely response to the letter will provide us with critical inputs for our work to set budget guidelines for FY26.

We anticipate finalizing the letter at our August 19th meeting and sending it to you shortly after that. We will request your response one week before our October meeting (meeting tentatively scheduled for Thursday, October 24th) and will invite you to attend that meeting to discuss the information provided in your response.

We expect that the information requested in the letter will be similar to the letter of last year, though we have heard your feedback regarding the challenges you may face in obtaining or sharing certain data. We pledge to work collaboratively with you to identify alternative data where possible, so long as they provide us with the inputs we need.

Please reach out anytime to discuss.

Thank you,
Eric

Eric R. Dahlberg
Chair, Concord Finance Committee
cell: (617) 461-2737



Eric Dahlberg <ericrdahlberg@gmail.com>

Concord Finance Committee FY26 budget request letter - coming in August

Eric Dahlberg <ericrdahlberg@gmail.com>

Tue, Jul 23, 2024 at 5:04 PM

To: HDriscoll@minuteman.org

Cc: Lois Wasoff <lwasoff.fincom@icloud.com>, Lyndsey Lis <lyndseylis@gmail.com>, Anthony Ansaldi <aansaldi@concordma.gov>, Paul Rodriguez <paul@averyharpersolutions.com>, ledoux.steven@gmail.com

Dear Superintendent Driscoll:

Congratulations on your appointment! I write to let you know that the Concord Finance Committee is preparing our FY26 budget request letter to Minuteman Regional Technical Vocational High School. As in previous years, a timely response to the letter will provide us with critical inputs for our work to set budget guidelines for FY26.

We anticipate finalizing the letter at our August 19th meeting and sending it to you shortly after that. We expect that the information requested in the letter will be similar to our letter of last year. We will request a response one week before our October meeting (meeting tentatively scheduled for Thursday, October 24th) and will invite you to attend a subsequent meeting in the fall to discuss the information provided in your response.

Please reach out anytime to discuss.

Thank you,
Eric

Eric R. Dahlberg
Chair, Concord Finance Committee
cell: (617) 461-2737