

Town of Concord
Concord Finance Committee
AGENDA

September 26, 2024, at 6:30 PM

Town House, 22 Monument Sq., 2nd 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/81225027544?pwd=1qpKcP6GRkLi0lI2ByO5PVSkkxQvvi.1>

Meeting ID: 812 2502 7544 Passcode: 317446 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.**

6:30 PM	1. Call to Order
6:35 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.
6:45 PM	3. Finance Committee's FY26 Budget Process <ul style="list-style-type: none"> Discuss clarifying questions from Town, Schools, and Minuteman Tech regarding FY26 Guideline Information Request Letters
7:00 PM	4. Finance Committee Site Visits <ul style="list-style-type: none"> Debrief on Public Works, Public Safety, and 2229 Main Street site visits
7:10 PM	5 Advanced Life Support (ALS) Presentation <ul style="list-style-type: none"> Presenters will be Chief Judge and Asst. Chief Whitney, Concord Fire Department
8:10 PM	6 Progress check on Finance Committee schedule and goals
8:15 PM	7. Liaison Reports
8:20 PM	8. Correspondence <ul style="list-style-type: none"> Review and discussion as applicable
8:25 PM	9. Minutes <ul style="list-style-type: none"> Approve the minutes of July 8th, August 19th (w/SB), August 20th, August 22nd (DPW/Police/Fire visit), and September 4th (2229 Main visit) (as available)
8:30 PM	10. Recap of Action Items/ Adjournment

UPCOMING MEETINGS

Next Meeting: **Thursday, October 24, 2024 @ 6:30 PM**



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 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

September 26, 2024

3

Finance Committee's FY26 Budget Process

Discuss clarifying questions from Town, Schools, and Minuteman Tech regarding FY26 Guideline Information Request Letters

Requested by: FC Chair

Action Sought: Discussion

Proposed Motion(s)

None anticipated

Additional Information

The Finance Committee will discuss clarifying questions from Town, Schools, and Minuteman Tech regarding FY26 Guideline Information Request Letters.

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	Key performance indicators	Please provide metrics that you use to measure success and actual performance on those metrics for the last five years.
8	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 Catachio, 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). Additionally, please provide actual spending on a per student basis for the last five years.
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, 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	Key performance indicators	Please provide metrics that you use to measure success and actual performance on those metrics for the last five years.
10	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. Additionally, please provide actual spending on a per student basis for the last five years.
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	Key performance indicators	Please provide metrics that you use to measure success and actual performance on those metrics for the last five years.
10	Additional information	Please let us know anything else which may inform our process for FY26.



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

4

Finance Committee's Site Visits

Debrief on Public Works, Public Safety, and 2229 Main Street site visits

Requested by: FC Chair

Action Sought: Discussion

Proposed Motion(s)

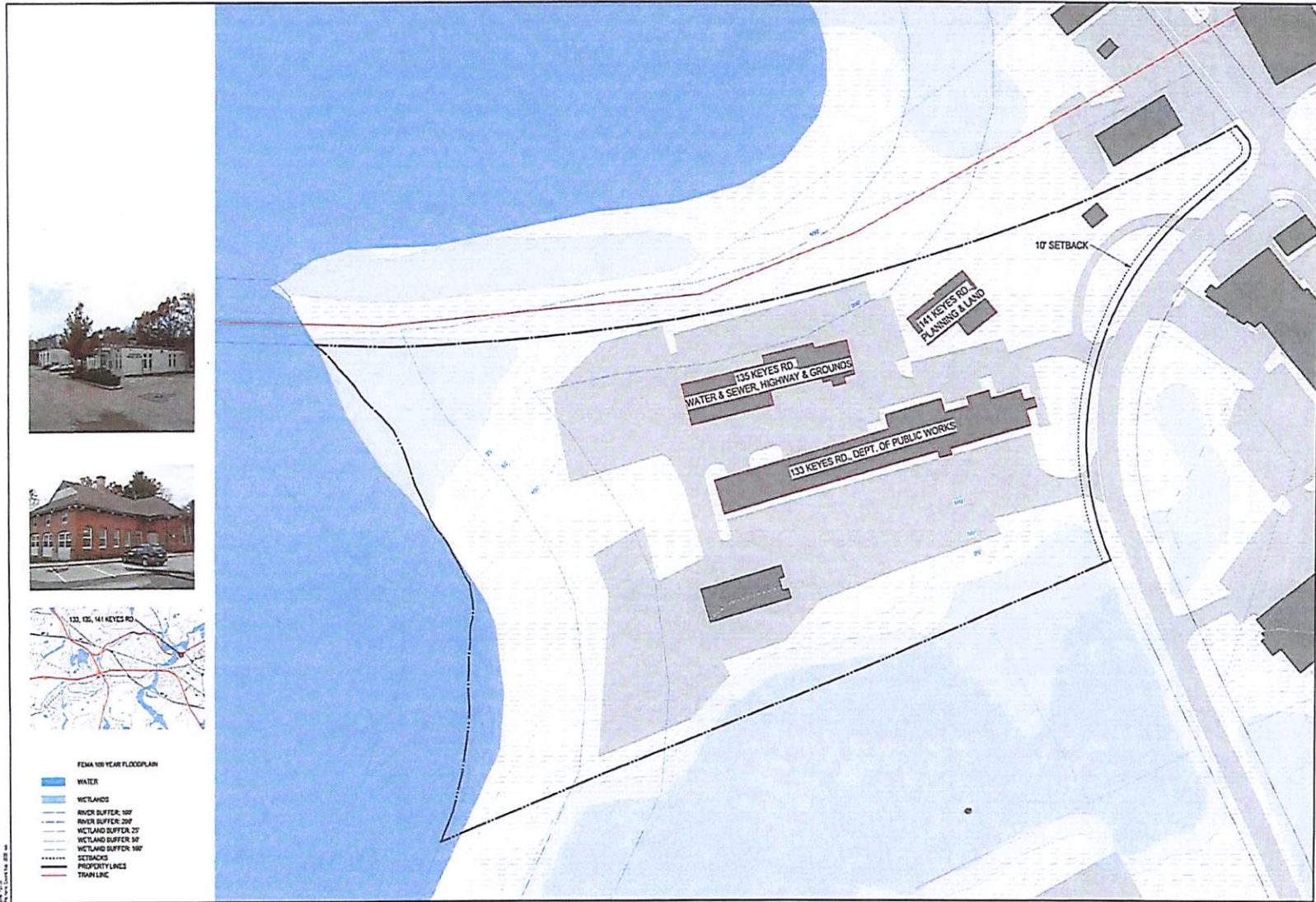
None anticipated

Additional Information

The Finance Committee went on site visits of the Public Works and Public Safety facilities on August 22, 2024, and 2229 Main Street on September 4, 2024. The Chair asked to put this on the agenda for any follow-up questions/comments that Finance Committee members may have.

Board Action

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



- FEMA 100 YEAR FLOODPLAIN
- WATER
 - WETLANDS
 - RIVER BUFFER: 100'
 - RIVER BUFFER: 200'
 - WETLAND BUFFER: 25'
 - WETLAND BUFFER: 50'
 - WETLAND BUFFER: 100'
 - SETBACKS
 - PROPERTY LINES
 - TRAIN LINE



CONCORD FACILITIES STUDY
CONCORD, MA

CLIENT:
TOWN OF CONCORD, MA

DESIGNED BY: JAMES M. COFFIN
ADMIN: JAM 2018

DATE OF DRAW:
20 JULY 2020

SCALE:
1" = 50'-0"

133, 135, & 141
KEYES RD.

TITLE BLOCK # 1322.1

A-1.2

CPWA
EXISTING SITE

CPW
EXISTING SITE
SUMMARY

SUMMARY

In Option 4, a new DPW Central Facility is considered on its current site on Keyes Rd. In this option, the DPW buildings at 133 and 135 Keyes Road would be razed and a newly constructed DPW building meeting the needs of its five divisions would be constructed. 141 Keyes, on the same site, is not considered in this option.

NEW DPW ON KEYES RD SITE	
Building Area	86,729 sf
Minimum Footprint Area	78,054 sf
Minimum Site Area	N/A

DISCUSSION

The Keyes Road site is a complex site with environmental constraints on three sides and a prominent street location with recognizable buildings. Two of the three buildings at the Keyes Rd site are inefficient single story garage and two story office buildings that have severe constraints on expansion and renovation. Even if space is found it does not achieve the needs of better public service and more efficient organization. Parking for the public and for employees is also constrained. Space cannot be created to house all of the vehicles documented in this study. Because of its central location offering ease of access to and from the site for both employees and public, a strong desire was expressed to have the DPW complex remain on this site. We offer an option for replacement of two of the three buildings on the site with a new multi-building facility containing a three story building for the DPW divisions in close proximity to the street to improve visibility and approachability by the public; and garage buildings of varying construction and size to allow space for active, seasonal large and small vehicle and equipment storage. The third building, 141 Keyes Road can be renovated to better serve as the planning, natural resources and health departments which have more regular interaction with the public. New, efficient buildings will improve sustainability, simplify maintenance, and allow more space in the same or less building footprint. While not every piece of equipment can be housed with direct in and out access, space can be found to house most if not all pieces. Complete redevelopment allows all of the needs to be addressed more directly and completely than any renovation and addition scenario. It also allows for the synergies between the departments currently at the site to remain. Less of the site is available for development than reuse of the existing buildings, but would also allow for the creation of public river access and restoration of permeable area in the flood plane and riparian zones.

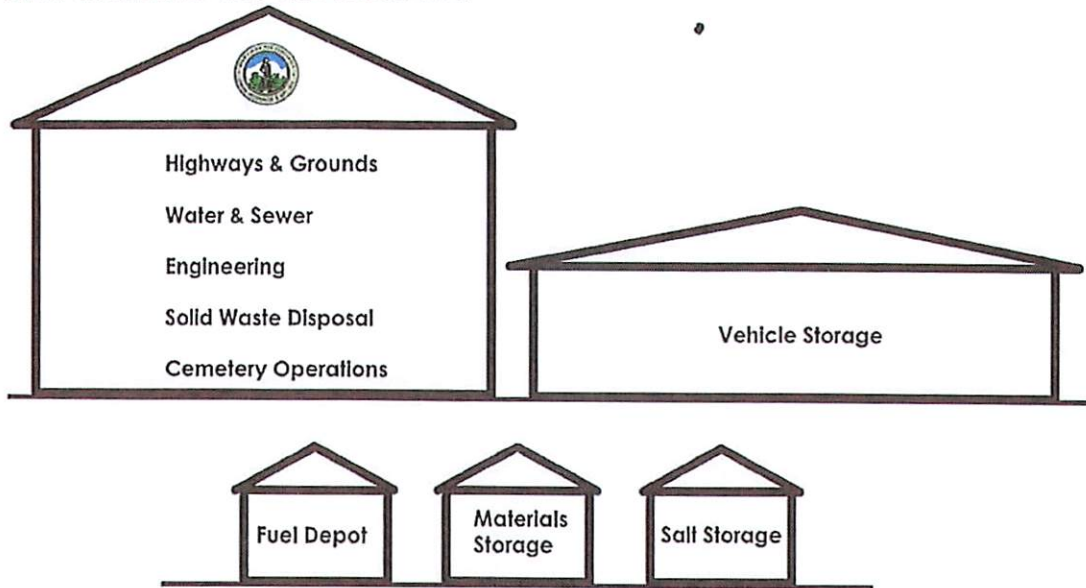
COST SUMMARY

A detailed cost summary of the Scenario C - Option 4 can be found in Appendix IX, This cost estimate was prepared in 2019 dollars and should be adjusted according to inflation after this date. The recommended project budget for all work proposed in Option 4 is \$29,985,000. The recommended construction budget for Option 4 is \$25,176,000.

SCENARIO C - OPTION 4

NEW DPW CENTRAL FACILITY AT CURRENT LOCATION

NEW BUILDING ON THE SAME SITE



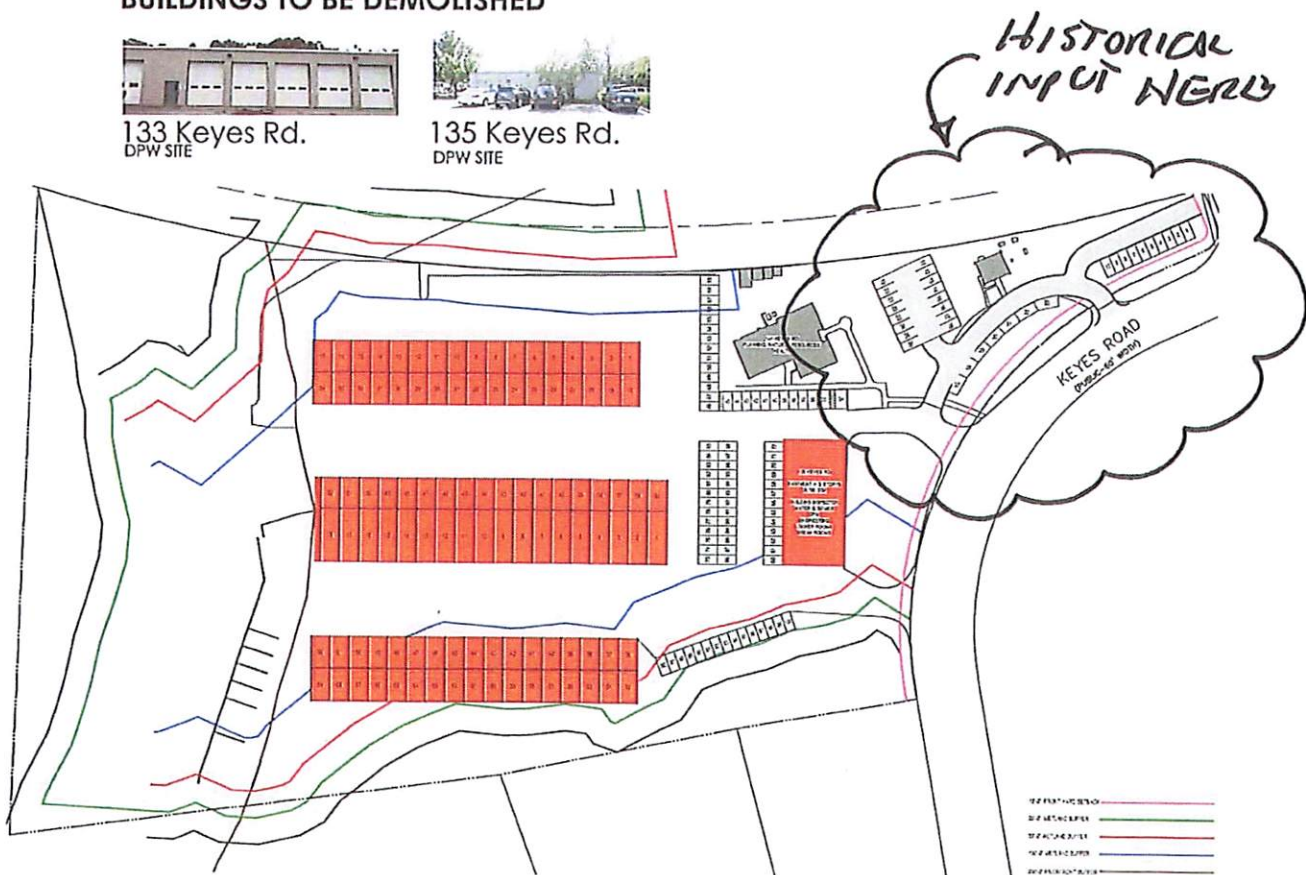
BUILDINGS TO BE DEMOLISHED



133 Keyes Rd.
DPW SITE



135 Keyes Rd.
DPW SITE



CPW
NEW SITE
SUMMARY

SUMMARY

Option 3 addresses only the Department of Public Works. This option proposes the creation of a new DPW Central Facility on a new site, where all the building and site programmatic needs can be met in full. In this option, the divisions of the DPW housed at 133 and 135 Keyes Road would move to a new site. The departments housed in 141 Keyes, while not part of the DPW, would not be moving to the new site and so, the Keyes Rd site might still be occupied.

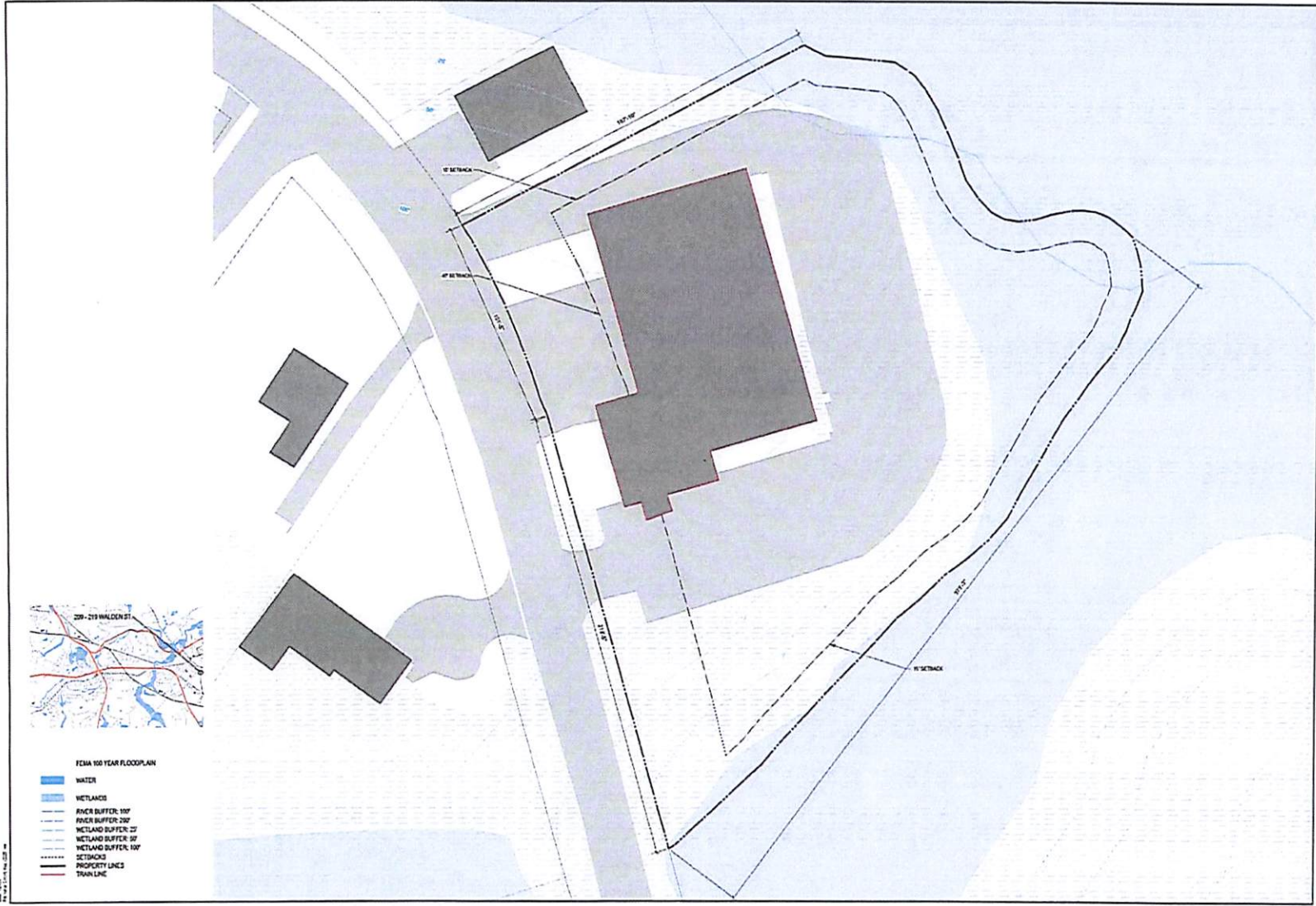
NEW DPW ON NEW SITE	
Building Area	86,729 sf
Minimum Footprint Area	78,054 sf
Minimum Site Area	13.72 acres

DISCUSSION

A new DPW site to house the five divisions of the Department of Public Works and shelter all of its associated vehicles and equipment would provide office space to grow each of the departments. Additionally, having enough space on site to shelter the vehicles would prevent the vehicles from degrading prematurely, thereby prolonging their useful lives. Furthermore, moving the DPW site away from the Sudbury river prevents further environmental damage to the wetlands and river. This site is then open to the Town and its citizens to use in a way that enables the site to be used for recreational use without a competing use.

COST SUMMARY

A detailed cost summary of the Scenario C - Option 3 can be found in Appendix IX, this cost estimate was prepared in 2019 dollars and should be adjusted according to inflation after this date. The recommended project budget for all work proposed in Option 3 is \$46,164,000. The recommended construction budget for Option 3 is \$38,279,000.



- FEMA 100 YEAR FLOODPLAIN
- WATER
 - WETLANDS
 - RIVER BUFFER: 100'
 - RIVER BUFFER: 200'
 - WETLAND BUFFER: 25'
 - WETLAND BUFFER: 50'
 - WETLAND BUFFER: 100'
 - SETBACKS
 - PROPERTY LINES
 - TRAINLINE



CONCORD
FACILITIES
STUDY
CONCORD, MA

CLIENT:
TOWN OF CONCORD, MA

DESIGNED BY	REVIEWED BY	DATE
ADMIN	JAN	2016

DATE OF ISSUE:
20 JULY 2020

SCALE:
1" = 20'-0"

209-219 WALDEN ST.

MAP SHEET # 1327.6

A-1.7

PUBLIC SAFETY
EXISTING SITE

PUBLIC
SAFETY EXISTING
SUMMARY

DISCUSSION

The entire building is outdated and undersized. The deficiencies of the building fall under three categories: size, function and construction and infrastructure.

Based on the programming conversations with both departments and sizing the required program with industry standards the building is about 33% too small, or almost 10,000 nsquare feet. The fire department is 5,000 nsquare feet short of its needs, much of it in the apparatus bay and gear rooms. Missing about 4,500 nsquare feet, the police department is almost 50% too small and missing many spaces needed for proper functioning. Shared spaces should be separated as they are overprogrammed.

Because the programs are spread over three floors with inflexible floor plans the zoning of the two departments is compromised and their function is inefficient. It is only through the notable and successsquare feetul collaboration and cooperation between the two departments that this building is made to work. The fire department does not have clear and approachable public service areas; the gear rooms are overcrowded and in spaces not designed for ease of travel to and from the apparatus; and, the apparatus bay is overcrowded with multiple vehicles parked in tandem requiring careful logistics to parking. On the police station side, the secure perimeter is unclear and requires escort throughout with public passing by sensitive areas such as the armory; the staff are sharing multiple spaces that prevent the ability to have private conversations and prepare paperwork; passage to the female lock-up and fitness room are through the single bay sallyport; and the partner organizations are within the secure perimeter of the building. The shared training room at the third floor, which is used by all Town departments and the public, has ready access from both departments which means that visitors from one side can access the other potentially unescorted.

Although the building has been updated several times, accessibility and other code required elements are not fully addressed. Moving through the building requires navigating winding corridors, getting on and off elevators, and being redirected by staff. The loadbearing walls that have remained and been added to through previous expansions make getting real efficiency in the plan difficult and expensive. The insulated envelope is discontinuous and mechanical systems are done piecemeal and difficult to control. Egress from the upper floors is provided by a sequence of disconnected stairways and an exterior wrought iron stair.

Expansion of the building is complicated by a site that is too small for the parking and equipment needs of a shared facility. The riverfront limits the ability to expand paving and to build additional space.

PUBLIC SAFETY NEW CONSTRUCTION Summary

DISCUSSION

A new public safety building is needed as the current headquarters on Walden Street is outdated and not able to support the needs of a modern police and fire department with its staff and equipment. A new site should be located to provide the appropriate response times for the area of town that that its staff will cover. A new building on a new site would enable the Police and Fire Departments to have more office space for the expanding staff and dedicated private areas for confidential discussion. It should include a public area with a meeting room, individual restrooms and access to staff who can easily retrieve records from the records room. For the fire fighters and police officers it should have a dedicated indoor and outdoor training areas and appropriate dormitory space to house the overnight staff. Adequate storage space for vehicle equipment, turnout gear, medical supplies, hose and fire equipment, and records storage should also be part of a new building. Last, the headquarters should employ increased security measures in all areas, a dedicated and off-grid communication connection between the headquarters and the substation and a generator to ensure that its systems are always functioning.

NEW PUBLIC SAFETY	
Building Area	38,570 sf
Minimum Footprint Area	23,142 sf
Minimum Site Area	8.42 acres

COST SUMMARY

A detailed cost summary of the Scenario C - Option 5 can be found in Appendix IX, this cost estimate was prepared in 2019 dollars and should be adjusted according to inflation after this date. The recommended project budget for all work proposed in Option 5 is \$25,048,000. The recommended construction budget for Option 5 is \$20,431,000.

SCENARIO "C" OPTIONS AND COSTS DUE TO INFLATION

	2020		2021		2022		2023		2024	
	base year		inflation	1.012	inflation	1.047	inflation	1.08	inflation (EST)	1.041
New Municipal Center and New Fire Substation	\$50,895,000	\$62,397,000	\$51,505,740	\$63,145,764	\$53,926,510	\$66,113,615	\$58,240,631	\$71,402,704	\$60,628,496	\$74,330,215
Mew Municiple Center and Walden St Substation	\$48,587,000	\$59,568,000	\$49,170,044	\$60,282,816	\$51,481,036	\$63,116,108	\$55,599,519	\$68,165,397	\$57,879,099	\$70,960,178
CPW Central Facility @ New Location	\$38,279,000	\$46,164,000	\$38,738,348	\$46,717,968	\$40,559,050	\$48,913,712	\$43,803,774	\$52,826,809	\$45,599,729	\$54,992,709
CPW Facility @ Existing Location	\$255,176,000	\$29,985,000	\$258,238,112	\$30,344,820	\$270,375,303	\$31,771,027	\$292,005,328	\$34,312,709	\$303,977,546	\$35,719,530
New Police, Fire, Dispatch	\$20,431,000	\$25,048,000	\$20,676,172	\$25,348,576	\$21,647,952	\$26,539,959	\$23,379,788	\$28,663,156	\$24,338,360	\$29,838,345
New Administrative Center	\$12,176,000	\$14,928,000	\$12,322,112	\$15,107,136	\$12,901,251	\$15,817,171	\$13,933,351	\$17,082,545	\$14,504,619	\$17,782,929

**MAINTENANCE COST TO MAINTAIN WITHOUT ANY INTERVENTION IN EXISTING
BUILDINGS OVER 10 YEARS FROM BASE**

LOCATION	2020 base year	2024 inflated over 4 years 1.19% compiled inflation
CMLP repair	\$452,077	\$537,972
DPW repair @ 133	\$1,170,876	\$1,393,342
DPW repair @ 135	\$693,939	\$825,787
DPW repair @ 141	\$419,593	\$499,316
VC repair	\$21,545	\$25,639
TH repair	\$638,093	\$759,331
Assesors repair	\$28,569	\$33,997
Hunt Gym repair	\$306,755	\$365,038
Public Safety Building repair	\$2,162,707	\$2,573,621
Everett Street repair	\$173,000	\$205,870
Beede repair	\$455,218	\$541,709
WC Fire Station repair	\$280,526	\$333,826
Know Trail repair	\$197,040	\$234,478
Harvey Wheeler repair	\$372,711	\$443,526
Church Street repair	\$221,789	\$263,929
TOTAL		\$9,037,381
CPW & PS Bldg total cost		\$5,292,067

Maintenance Cost by Building Table - **EXISTING IN 2020 DOLLARS**

Maintenance Cost by Building				
Project	Title	Projected 10-Year Maintenance Cost		
		Building Systems Costs	Mechanical/ Electrical/Plumbing Systems Costs	
			Total	
A-1	CMLP Repair	\$89,000	\$363,077	\$452,077
A-2a	DPW Repair/133 Keyes	\$583,000	\$587,876	\$1,170,876
A-2b	DPW Repair/135 Keyes	\$415,000	\$278,939	\$693,939
A-2c	DPW Repair/141 Keyes	\$354,000	\$65,593	\$419,593
A-3	Visitors' Center Repair	\$2,000	\$19,545	\$21,545
A-4	Town House Repair	\$273,000	\$365,093	\$638,093
A-5	Assessor's Building Repair	\$15,000	\$13,569	\$28,569
A-6	Hunt Gym Repair	\$38,000	\$268,755	\$306,755
A-7	Public Safety Building Repair	\$1,346,000	\$816,707	\$2,162,707
A-8	Everett Street Repair	\$173,000	not assessed	\$173,000
A-9	Beede Repair	\$99,000	\$356,218	\$455,218
A-10	West Concord Fire Substation Repair	\$68,000	\$212,526	\$280,526
A-11	Knox Trail Repair	\$132,000	\$65,040	\$197,040
A-12	Harvey Wheeler Repair	\$115,000	\$257,711	\$372,711
A-13	Church Street Repair	\$58,000	\$163,789	\$221,789
A-14	Ripley School Repair	n/a	n/a	n/a
TOTAL		\$3,760,000	\$3,834,438	\$7,594,438

Renovation Cost by Building Table - **OPTION "A"**

Scenario A Renovation Cost by Building				
Project	Title	Projected Renovation Cost		
		Recommended Construction Budget	Soft Costs	
			Project Cost	
A-1	CMLP Renovation	\$291,000	\$94,866	\$385,866
A-2a	DPW Renovation/133 Keyes	\$55,000	\$10,505	\$65,505
A-2b	DPW Renovation/135 Keyes	\$283,000	\$54,053	\$337,053
A-2c	DPW Renovation/141 Keyes	\$1,027,000	\$196,157	\$1,223,157
A-3	Visitors' Center Renovation	\$0	\$0	\$0
A-4	Town House Renovation	\$888,000	\$200,688	\$1,088,688
A-5	Assessor's Building Renovation	\$0	\$0	\$0
A-6	Hunt Gym Renovation	\$1,729,000	\$390,754	\$2,119,754
A-7	Public Safety Building Renovation	\$524,000	\$118,424	\$642,424
A-8	Everett Street Renovation	\$0	\$0	\$0
A-9	Beede Renovation	\$0	\$0	\$0
A-10	West Concord Fire Substation Renovation	\$603,000	\$136,278	\$739,278
A-11	Knox Trail Renovation	\$0	\$0	\$0
A-12	Harvey Wheeler Renovation	\$0	\$0	\$0
A-13	Church Street Renovation	\$0	\$0	\$0
A-14	Ripley School Renovation	n/a	n/a	n/a
TOTAL		\$5,400,000	\$1,201,725	\$6,601,725



Adriano Nunes

(774) 244-8248
318 Grant Street, Framingham MA 01702

Licensed & Insured

March 13, 2024

Prepared by: Adriano Nunes
Adriano@amn-masonry.com

PROPOSAL FOR BRICK RESTORATION

LOCATION.

219 Walden St, Concord MA.

SCOPE OF WORK:

- Cut and pointing 100% of masonry brick joints (on north side of the building as show on pictures). Cut uniformed depth of 3/4 inches and point with type N mortar.
- Apply restoration cleaner to remove stains and dirt from limestone cap and bricks.
- Wash and waterproofing.
- Remove all debris.

TOTAL COST OF PROJECT: \$47,800

Completion Date: 3 week's after starting the project.

Warranty:

AMN MASONRY PROVIDE one year warranty after completion of the project.

We propose hereby to furnish permit, material, equipment and labor complete in accordance with the above terms specifications, for the sum of \$47,800

Signature of Owner:

Date:



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

5

Advanced Life Support (ALS) Presentation

Chief Judge and Asst. Chief Whitney, Concord Fire Department

Requested by: FC Chair

Action Sought: To hear update

Proposed Motion(s)

None anticipated

Additional Information

The Finance Committee requested that Chief Judge, Concord Fire Department, appear before them to discuss the transition plan from Basic Life Support (BLS) to Advanced Life Support (ALS), and their recent FEMA grant award to support training for staff.

Board Action

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



**Concord
Fire / EMS**

PRESENTATION AGENDA

- Why this ALS change - Benefits to Concord
- A brief history of EMS delivery in Concord
- Difference between BLS and ALS
- What happens when someone calls 9-1-1 for a medical emergency?
- Analysis of ALS proposal
- Answers to previously submitted questions regarding the transition to ALS –
 - Area ALS delivery
 - Expense and revenue
 - Response metrics
- Summary

SHOULD CFD PROVIDE ALS?

WHAT ARE THE BENEFITS OVER CONTRACTING WITH A THIRD-PARTY?

1. Will improve ALS availability and arrival time.
 - *Reduces ALS response time for arrival at patient.*
 - *Will increase the availability of ALS.*
 - *Better able to meet national medical response benchmarks.*
2. Enhance the stability of ALS available in Concord.

Exeter Hospital to end paramedic intercept service: Here's why and what it means



Aqeel Hisham

Portsmouth Herald

Published 7:23 p.m. ET Sept. 10, 2024 | Updated 3:02 p.m. ET Sept. 11, 2024

[Exeter Hospital to end paramedic intercept service: Here's why \(seacoastonline.com\)](https://www.seacoastonline.com/news/exeter-hospital-to-end-paramedic-intercept-service)

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- The Concord Fire Department has been the EMS provider for the town since 1951 when it was transferred from the Police Department.
- Ambulance staffing in both cases required very limited medical training.
- In the 1970s, Massachusetts began requiring Emergency Medical Technician (EMT) certification to staff an ambulance. Concord Fire saw its first EMTs at that time. Early days of the modern EMS systems.
- Early 1980s – Emerson Hospital introduced an Advanced Life Support (ALS) service to the region staffed by EMT-paramedics. That service responded with local fire departments as a 3rd party service to provide ALS-level care.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- Initially a Monday through Friday service, Emerson's ALS service grew quickly to a 24/7 asset that made a positive impact on patients and their outcomes.
- In 2009, Emerson Hospital stopped providing paramedic services. The local communities, in partnership with Emerson Hospital, formed the Central Middlesex Emergency Response Agency (CMERA) to keep paramedic service in the region.
- Professional Ambulance Service (PRO EMS) was selected as a 3rd party provider and contracted with CMERA to provide paramedic coverage to the region.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

- For several years, PRO EMS provided ample resources to serve the region because the EMS call volume supported the assets that they deployed.
- Beginning in the early 2000s, other fire departments in the area began increasing their certification levels from BLS to ALS.
- Over time, the Wayland, Acton, Sudbury, Littleton, Westford, Lexington*, and Bedford* Fire Departments transitioned to the ALS level.

* not CMERA communities, but occasionally used the service and their departure had some impact on revenue.

EVOLUTION OF EMS IN CONCORD AND SURROUNDING TOWNS

The impact of those communities leaving the CMERA group has created a service gap for our community. The reduced call volume for the CMERA group has meant less revenue to maintain the level of resources available in the area.

The two most significant departures were Acton and Sudbury. Before those towns' ALS transition, PRO EMS staffed two ALS units in the area, each with two paramedics capable of “splitting.” Meaning they could handle up to four responses in the region at once. Losing Sudbury and Acton has resulted in two units assigned to the area, often with only one paramedic each, reducing availability.

Difference Between BLS and ALS

BLS (EMT-BASIC)

Mostly non-invasive life saving procedures with primary focus of stabilization until intercepting with a paramedic unit or arrival at a hospital.

- Spinal Immobilization
- Bandaging / Splinting
- Obstetrics
- Blood Glucose Monitoring
- Vital Signs
- CPR
- Automatic Defibrillation
- Basic Airway Management
- Limited Medications

ALS (EMT-PARAMEDIC)

Advanced pre-hospital care procedures conventionally used in the hospital setting, in addition to all BLS skills.

- Cardiac Monitoring
- EKG Interpretation
- Synchronized Cardioversion
- Manual Defibrillation
- Transcutaneous Pacing
- Advanced Airway Management
- IV / Fluid Therapy
- Pain Management
- Administration of Critical Care Medications.

EXAMPLES OF BLS AND ALS PROTOCOL EMERGENCY RESPONSES

BLS (EMT-BASIC)

- Non-urgent illness or injury with stable vital signs.
- Broken bone / fracture (non-compound).
- General complaint of not feeling well with no other medical symptoms.
- Psychiatric evaluations.
- Lift assist / other assistance request.

ALS (EMT-PARAMEDIC)

- Altered LOC.
- Allergic Reaction.
- Burns.
- Cardiac Emergencies, including CPR.
- Diabetic.
- Hyperthermia / Hypothermia.
- Obstetrics.
- Overdose / Poisoning.
- Respiratory Distress / Arrest.
- Seizures.
- Stroke / CVA.
- Syncope (Fainting).
- Severe Pain.
- Trauma, including MVC Entrapment.

MEDICATIONS CARRIED BY AMBULANCES AS REQUIRED BY MASSACHUSETTS OEMS PROTOCOL

BLS

EMT ADVANCED– IN ADDITION TO BLS MEDS

BASIC LIFE SUPPORT (BLS) MEDICATION LIST		
VERSION 2023.1		
ALL of the following medications are required. These medications are to be carried by ALS vehicles at the Advanced EMT and Paramedic levels as well.		
REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration/ Formulation	Minimum quantity per vehicle
Epinephrine Auto-Injector OR Epinephrine Check and Inject	Adult and Pedi; 1mg/ml	2 Adult, 2 Pedi 2 kits
Aspirin (chewable)	81mg Tablets	648mg
Naloxone (prefilled syringe with nasal atomizer)	2mg	20mg
Oral glucose or equivalent	25g	2
Diphenhydramine PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	50mg	At least 100mg of medication in a multi-patient liquid form.
Ibuprofen PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	200mg	At least 1200mg of medication in a multi-patient liquid form.
Acetaminophen PO liquid (In addition, a service may carry tablets) with measuring cup for liquid administration	1000mg	At least 2000mg of medication in a multi-patient liquid form.

ADVANCED LIFE SUPPORT (ADVANCED EMT LEVEL) MEDICATION LIST		
VERSION 2023.1		
ALL of the following medications are required (in addition to those required for BLS vehicles):		
REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration/ Formulation	Minimum quantity per vehicle
Albuterol - may carry metered dose inhaler (MDI) single use	2.5mg for Nebulizer	10mg MDI-2
Dextrose	25g of D10, additional Medication as D10, D25 or D50	50g
Glucagon	1mg	2mg
Ipratropium Bromide (Atrovent)	0.5mg	2000mcg/ 4 doses
Lidocaine HCL 2%	Pre-Filled syringes. 20mg/ml	200mg
0.9% Normal Saline (in sterile packaging)	1000mL 500mL	2 2
3% hypertonic Normal Saline in sterile packaging (packaged separate and distinct from 0.9% Normal Saline)	500mL	1
Nitroglycerin Tabs	1 Bottle or 6 prepackaged units	1 /6 Units
Nitroglycerin Spray	1 Bottle of 400mcg per spray dose	
Odansetron (Zofran)	4mg ODT prepackaged tablet or 2mg/ml vial for IV	8mg
Diphenhydramine for IV administration	50mg	100mg

* Charts are excerpts from the [Massachusetts OEMS Administrative Requirements](#)

MEDICATIONS CARRIED BY AMBULANCES AS REQUIRED BY MASSACHUSETTS OEMS PROTOCOL

ALS – IN ADDITION TO BLS AND ADVANCED MEDS

ADVANCED LIFE SUPPORT (ALS-PARAMEDIC LEVEL) MEDICATION LIST

VERSION 2023.1

ALL of the following medications are required (in addition to those required for ALS-Advanced and Basic Life Support [BLS] vehicles):

REQUIRED MEDICATIONS		
Medication Name	Suggested Concentration	Minimum quantity per vehicle
Adenosine (Adenocard)	6mg/2mL	36mg
Amiodarone	150mg/3mL	450mg
Atropine Sulfate	1mg	3mg
Calcium Chloride	10% solution—100mg/mL	2 g
Dextrose 5% * Diluent packaged with norepinephrine		250mL
Diltiazem		100mg
Dopamine ** (typically comes in two options)	400mg/250mL Or 800mg/500ml	1 pre-mixed bag
Epinephrine	1:1000 for infusion	2mg

Epinephrine	1:10,000 (1 mg pre-filled syringes)	12mg
Fentanyl (Sublimaze)	50mcg/mL	450-900mcg
Furosemide (Lasix)		80mg
Haloperidol (Haldol)	5mg	10mg
Ketorolac	15mg IV or 30mg IM	60mg
Lidocaine HCL	Vials for infusion or pre-mixed bags	2gm/1 bag
Magnesium Sulfate		4g
Methylprednisolone (Solu-Medrol) OR Hydrocortisone (Solu-Cortef)	125mg OR 100mg	125mg OR 100mg
Metoprolol (Lopressor)	5mg	15mg
Midazolam (Versed)	2mg/mL	12mg
0.9% Normal Saline (in sterile packaging)	100mL	2
Nitroglycerin Paste	1 tube	2 doses

Norepinephrine * (Levophed)	4mg/4mL	4mg
Racemic Epinephrine	11.25mg/2mL	2 doses

Sodium Bicarbonate	2 pre-filled @ 50mL	100 mg
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OPTIONAL MEDICATIONS

Cyanide antidote kit - 2	Tetracaine - 1	NeoSynephrine/Phenylephrine nasal - 1
Vasopressin – 40 units	Lidocaine jelly - 1	Nerve Agent antidote kit - 2
Tranexamic Acid - 2g/vehicle	Morphine - 20mg/vehicle	Ketamine - 1000mg/vehicle
Acetaminophen IV - 2000mg/vehicle	Any other medications, as authorized by DPH	
***Nitroglycerin for IV Infusion	Hydroxocobalamin - 5-10g/vehicle	

* Charts are excerpts from the [Massachusetts OEMS Administrative Requirements](#)

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1?



- In Concord, a call to 9-1-1 is answered by one of our Public Safety Dispatchers.
- The dispatcher will obtain relevant information, including the nature of the emergency (what), address, etc., and possibly pre-arrival instructions.
- Based on EMD protocols, the dispatcher will determine whether the response will be BLS only or also ALS, depending on the nature of the emergency.
- The closest ambulance, a fire engine, and the police are dispatched. If the criteria meet the ALS level, PRO-EMS also responds.

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1? (CONTINUED)

The Concord Fire Department currently provides BLS and ALS services to all residents and visitors in a two-tiered system:

- *The BLS tier is provided by fire department ambulances staffed with EMT-Basic trained personnel.*
- *The ALS tier includes the above BLS resources, along with a paramedic response provided by a third-party vendor obtained through the CMERA consortium.*

WHAT HAPPENS TODAY WHEN SOMEONE CALLS 9-1-1? (CONTINUED)

BLS Level Call –

- Fire Department BLS Ambulance
 - *Provides BLS assessment and treatment. Transports patient to hospital.*
- Fire Department Fire Engine
 - *All are EMT-Basic. They assist with patient care, equipment, supplies, the safe movement of the patient, and frequently being the first on the scene.*
- Concord Police Officer
 - *Provide first aid until CFD arrival.*
 - *Assist with traffic and scene safety.*
 - *Provide safety in certain instances.*

ALS Level Call –

- All resources from the BLS level call plus a paramedic intercept vehicle provided by CMERA
 - *Provide ALS assessment and treatment of patient. Rides in a Concord ambulance to continue treating patient while enroute to hospital.*

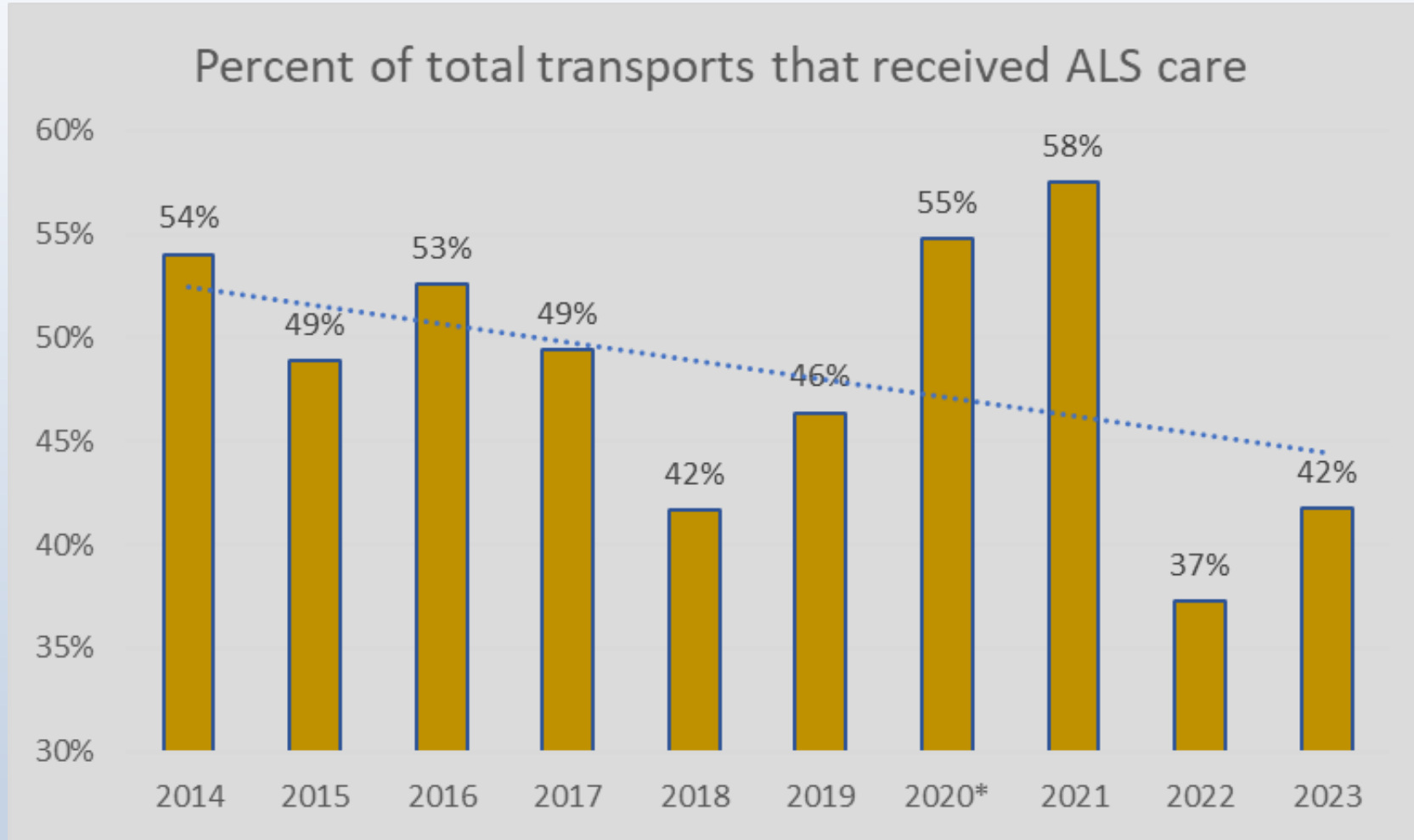
Answers to
questions received
in advance from
Finance Committee
Members



What other towns in our region provide ALS? Which are comparable to Concord? Does their transition from BLS to ALS offer any “lessons learned” for Concord?

Community	Total # of EMS transports	Percentage of transports receiving ALS care
Lexington	2606	66%
Acton	1562	65%
Sudbury	1277	62%
Wayland	955	62%
Westford	1644	61%
Littleton	1100	60%
Bedford	1300	60%
Concord	1820	42%

HISTORICAL ALS TRANSPORTS IN CONCORD



As noted, the percentage of patients transported from Concord at the ALS level is lower than all our surrounding communities that provide their own ALS. This is not due to a different patient demographic, but rather the availability of ALS.

What is the expected revenue generation from ALS for FY25? FY26? FY27? And what are the assumptions for this projection?

Ambulance revenue projections are based on various complex factors, including type of insurance (Medicare/Medicaid vs. other insurance), impact of deductibles, write-offs, charges allowed by insurers, collection rate, etc.

The estimates provided in this presentation are based on the projection formulas provided by our current EMS billing vendor (also Pro-EMS). The most recent report indicates a collection rate of approximately 80%.

REVENUE PROJECTIONS

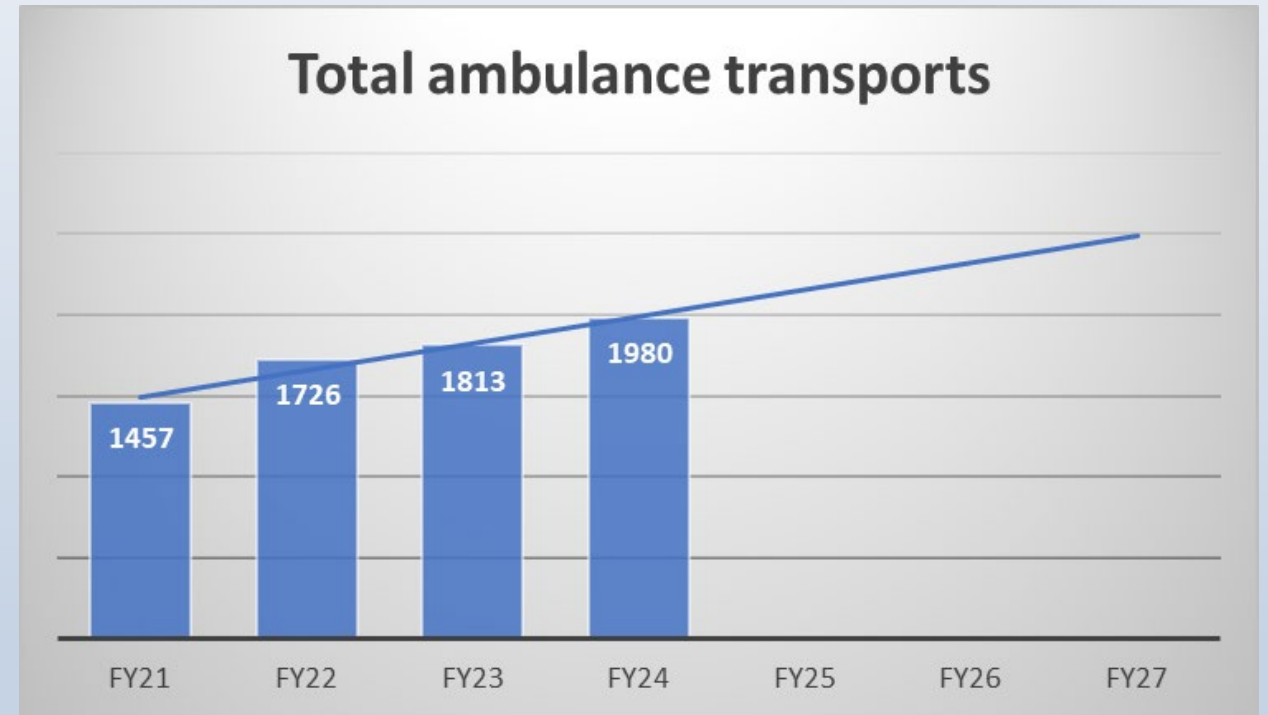
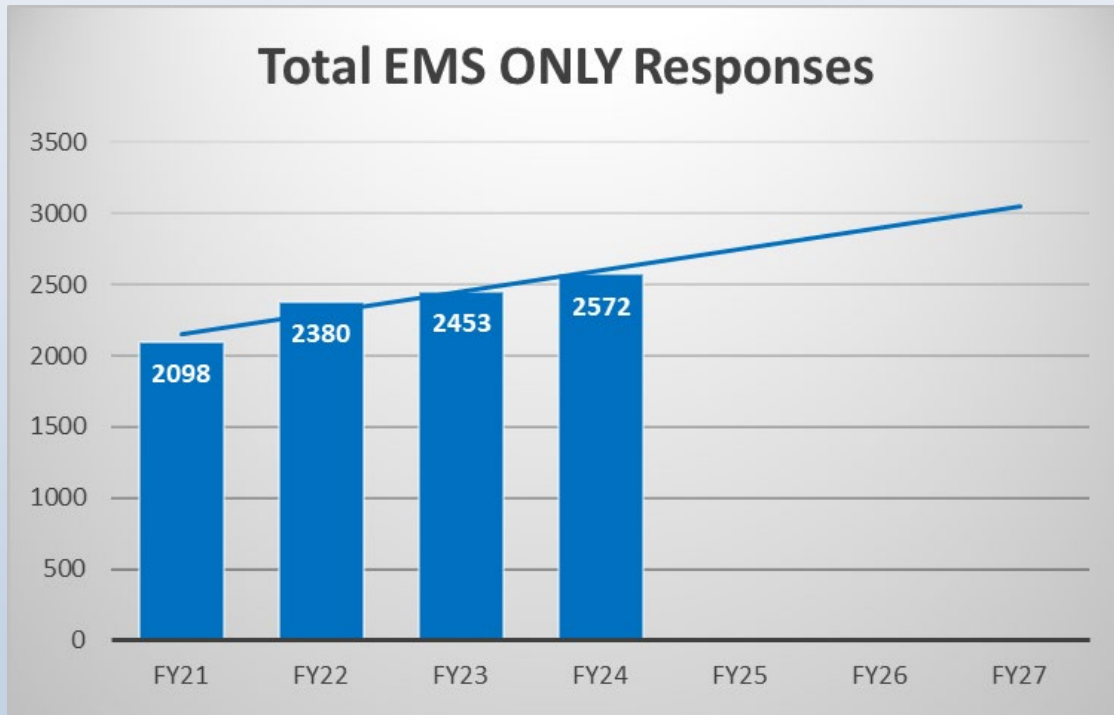
Fiscal Year	Based on FY24 Transports	Projected Transports	Projected Additional Revenue Based on Current Transport Data
FY25	1980	(2094)	\$535,000
FY26	1980	(2221)	\$550,000
FY27	1980	(2348)	\$567,000

Revenue projections are based on the current CMERA billing rate and collection history provided by our ambulance billing vendor. This is the projected *additional* revenue that would be generated if the fire department provided ALS with current staff. Projections all use the FY24 patient transport number and BLS/ALS split and are net of billing fees.

Revenue for FY25 and FY26 will be paid to our current vendor as they are still providing ALS service for these years.

PATIENT TRANSPORTS

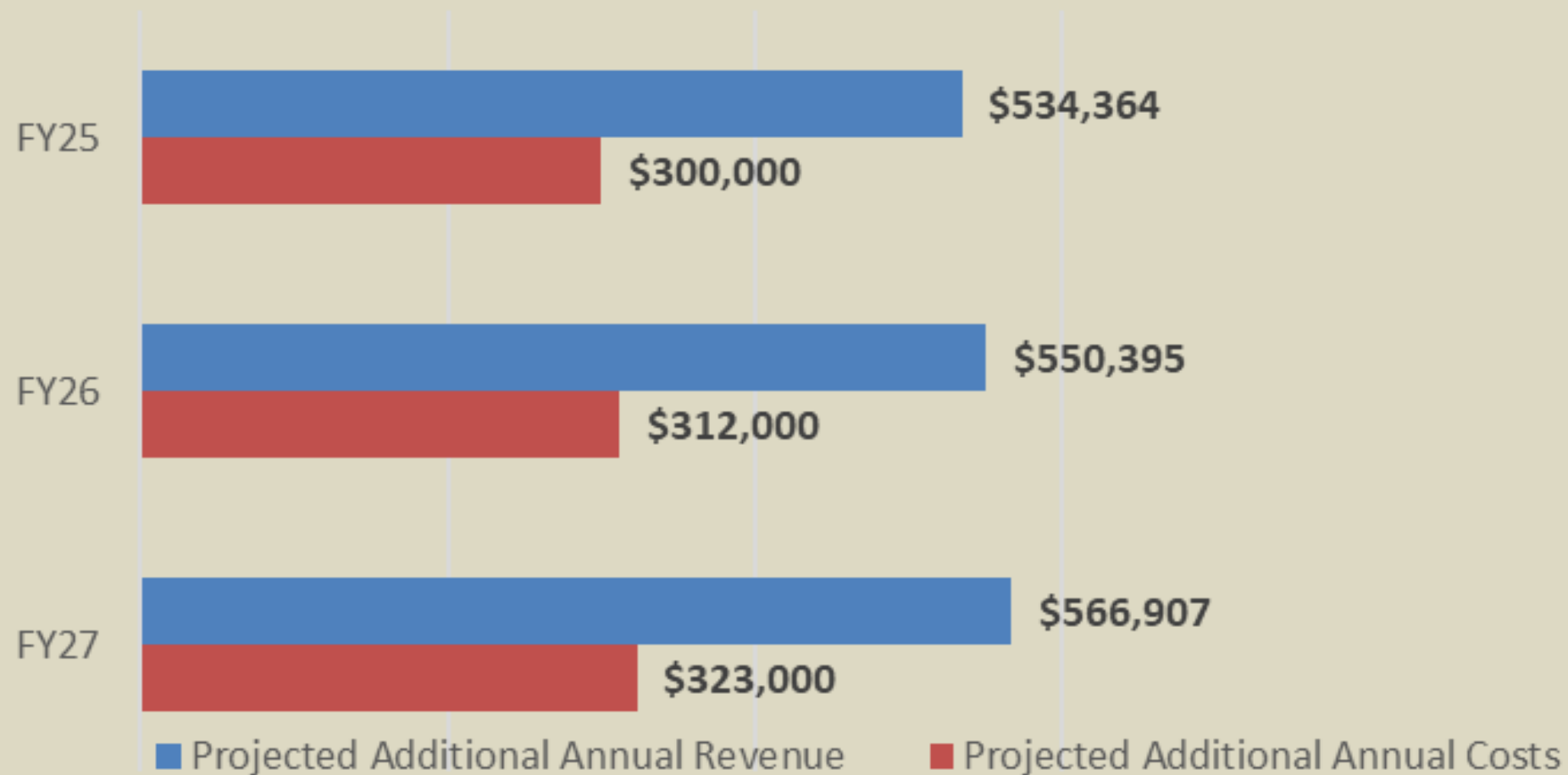
Below are the number of patient transports to a hospital from the total EMS responses.



WHAT ARE THE EXPECTED COSTS TO CONCORD OVER THE SAME TIME HORIZON? AND WHAT ARE THE ASSUMPTIONS FOR THIS PROJECTION?

	Expense	FY25	FY26	FY27	Assumption
Operational – Personnel Cost	Paramedic pay scale, annual training	\$250k	\$258k	\$266K	Based on current EMT-P salary scale
Operational – Supplies	ALS supplies	\$50k	\$54k	\$57k	Based on other fire department ALS service expenses
Capital – Equipment, facilities	Cardiac Monitors / IV Pumps/ Med Storage	\$275	\$0	\$0	Based on quotes. Replacement at 10-year intervals
Additional Vehicles	None	\$0	\$0	\$0	Responses are the same as now. Level of EMT service increases
Vehicle Maintenance cost increase	None	\$0	\$0	\$0	Responses are the same as now. Level of EMT service increases

Projected *Additional* Annual Revenue vs Projected *Additional* Annual Operating Expense



How will Concord set its ALS rates? Will Concord establish a committee to oversee the ALS service and rates?

- Currently, our rates are set by the CMERA group and increase automatically by 3% annually.
- Non-CMERA area communities typically set rates each year after surveying other towns. Most tend to stay around the average of the surveyed communities.
- Fees are an administrative function. Modeling after non-CMERA communities is our recommended approach.

What metrics do you track and report? E.g., ambulance response time, call volume, number of responses, number of patient transports to a hospital, etc.?

Yes, the department tracks all those data points and uses these metrics for various annual town reports. These metrics were also used to analyze the feasibility and benefit of having fire department personnel provide ALS service as a direct fire department service rather than contracting with a third-party vendor.

This data was also very useful and supported the department's proposal and subsequent award of the \$995,680 federal AFG Grant, which will cover most of the employee training start-up costs.

EMS RESPONSE TIMES

Fire Department response times are reported annually in town reports and are benchmarked to the NFPA 1710 response standard. The Authority Having Jurisdiction (AHJ) determines the if the department will provide BLS and/or ALS response and/or transport. Contracting EMS delivery does not waive response standards.

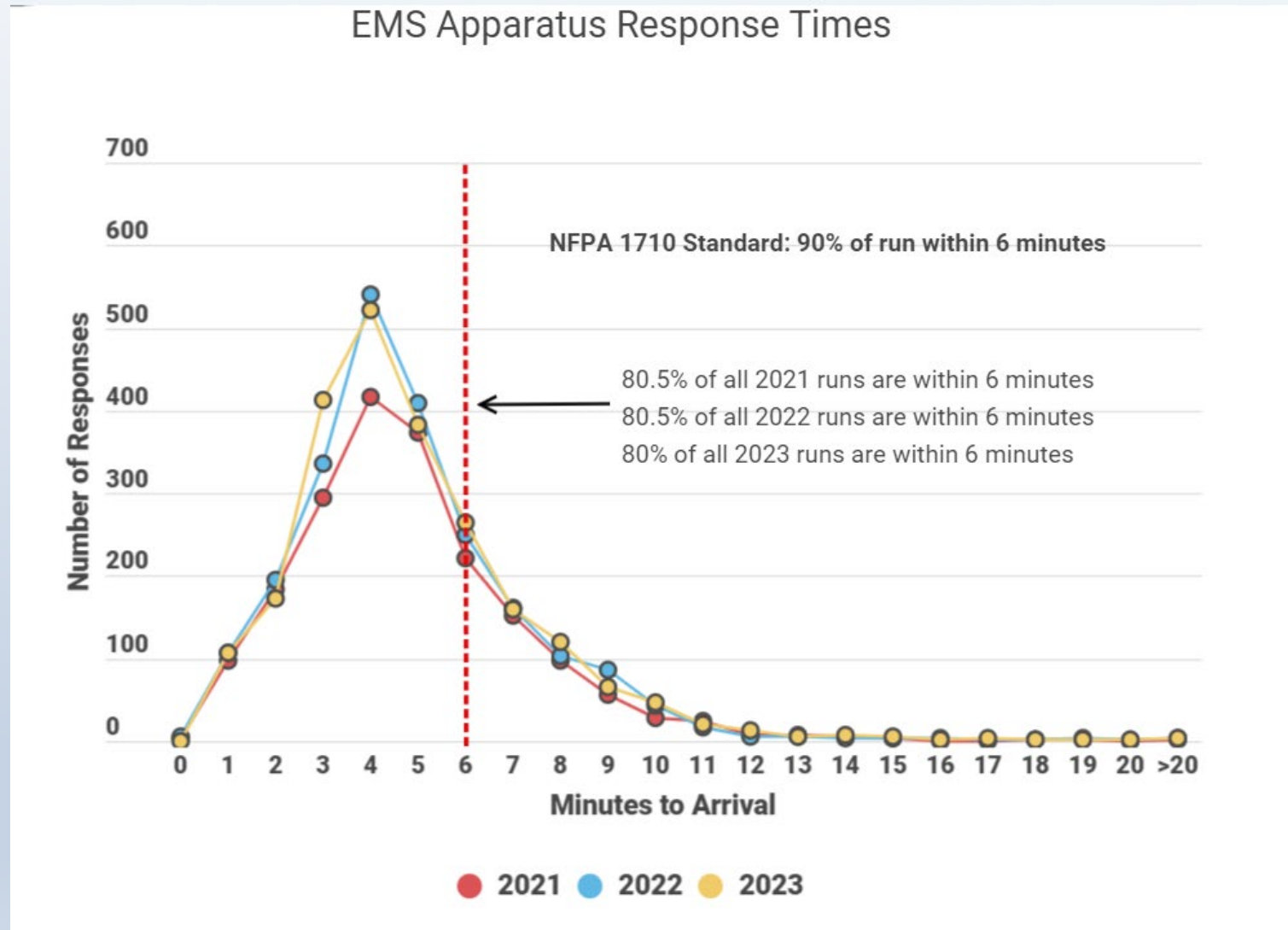
BENCHMARKS	RESPONSE OBJECTIVES
Alarm answer	15 seconds 95% of the time
Alarm processing	64 second 95% of the time
Turnout time (EMS)	60 seconds
Travel time for first arriving unit first responder with AED capability or higher (is BLS in Concord)	240 seconds 90% of the time
Travel time for first arriving until with ALS capability (provided that the first responder component is met)	480 seconds 90% of the time
Total response time benchmark from receipt of call to first arriving unit (BLS / ALS)	379 seconds / 619 seconds

EMS RESPONSE TIMES

Fire Department response times are reported annually and are benchmarked to NFPA response standards. This standard recommends arrival of a BLS capable unit within six minutes and an ALS capable unit within ten minutes from receipt of call to first arrival for 90% of responses*.

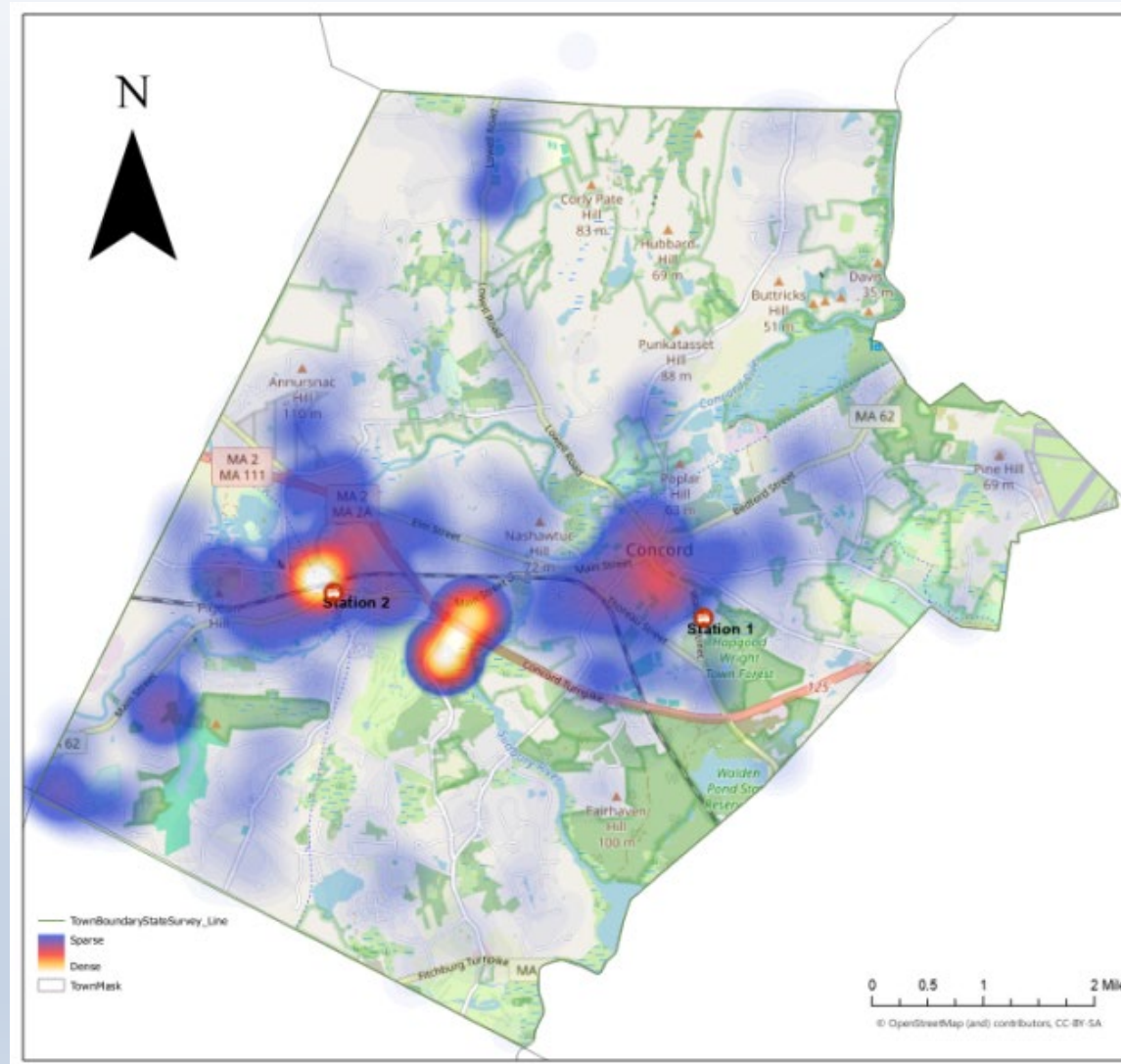
- Concord meets the BLS (first responder/AED) total response time approximately 80% of the time. A primary driver for 80% versus a higher percentage is the geographical size of the town.
- Concord meets the ALS total response time approximately 53% of the time.

EMS RESPONSE TIMES



**Above response times are BLS benchmark.*

FIRE DEPARTMENT ALL RESPONSE HEATMAP



Response Density

SUMMARY

- The Concord Fire Department delivers less ALS service than it is capable of providing.
- The community is receiving a different service level than similar communities.
- The Concord Fire Department is positioned to eliminate the service gap.
- Advanced Life Support is a service level change. No additional personnel are needed.
- The service level change will provide a higher level of service, and any added cost will be offset by additional revenue.

Questions?

Award Letter

U.S. Department of Homeland Security
Washington, D.C. 20472

Effective date: 07/08/2024



Thomas Judge
TOWN OF CONCORD
22 MONUMENT SQUARE
CONCORD, MA 01742

EMW-2023-FG-02922

Dear Thomas Judge,

Congratulations on behalf of the Department of Homeland Security. Your application submitted for the Fiscal Year (FY) 2023 Assistance to Firefighters Grant (FG) Grant funding opportunity has been approved in the amount of \$948,266.66 in Federal funding. As a condition of this grant, you are required to contribute non-Federal funds equal to or greater than 5.00% of the Federal funds awarded, or \$47,413.34 for a total approved budget of \$995,680.00. Please see the FY 2023 FG Notice of Funding Opportunity for information on how to meet this cost share requirement.

Before you request and receive any of the Federal funds awarded to you, you must establish acceptance of the award through the FEMA Grants Outcomes (FEMA GO) system. By accepting this award, you acknowledge that the terms of the following documents are incorporated into the terms of your award:

- Summary Award Memo - included in this document
- Agreement Articles - included in this document
- Obligating Document - included in this document
- 2023 FG Notice of Funding Opportunity (NOFO) - incorporated by reference

Please make sure you read, understand, and maintain a copy of these documents in your official file for this award.

Sincerely,

A handwritten signature in blue ink that reads "P. S. Williams".

PAMELA WILLIAMS
Assistant Administrator, Grant Programs

Summary Award Memo

Program: Fiscal Year 2023 Assistance to Firefighters Grant

Recipient: TOWN OF CONCORD

UEI-EFT: FQ3MLTMWJSE8

DUNS number: 079526729

Award number: EMW-2023-FG-02922

Summary description of award

The purpose of the Assistance to Firefighters Grant program is to protect the health and safety of the public and firefighting personnel against fire and fire-related hazards. After careful consideration, FEMA has determined that the recipient's project or projects submitted as part of the recipient's application and detailed in the project narrative as well as the request details section of the application - including budget information - was consistent with the Assistance to Firefighters Grant Program's purpose and was worthy of award.

Except as otherwise approved as noted in this award, the information you provided in your application for Fiscal Year (FY) 2023 Assistance to Firefighters Grant funding is incorporated into the terms and conditions of this award. This includes any documents submitted as part of the application.

Amount awarded table

The amount of the award is detailed in the attached Obligating Document for Award.

The following are the budgeted estimates for object classes for this award (including Federal share plus your cost share, if applicable):

Object Class	Total
Personnel	\$785,680.00
Fringe benefits	\$0.00
Travel	\$0.00
Equipment	\$0.00
Supplies	\$0.00
Contractual	\$210,000.00
Construction	\$0.00
Other	\$0.00
Indirect charges	\$0.00
Federal	\$948,266.66
Non-federal	\$47,413.34
Total	\$995,680.00
Program Income	\$0.00

Approved scope of work

After review of your application, FEMA has approved the below scope of work. Justifications are provided for any differences between the scope of work in the original application and the approved scope of work under this award. You must submit scope or budget revision requests for FEMA's prior approval, via an amendment request, as appropriate per 2 C.F.R. § 200.308 and the FY2023 FG NOFO.

Approved request details:

Training

Paramedic

DESCRIPTION

Overtime and backfilling of shifts to train 14 existing personnel to the paramedic level, including paramedic certification. No salaries and benefits (including fringe).

QUANTITY	UNIT PRICE	TOTAL
1	\$768,600.00	\$768,600.00

BUDGET CLASS

Personnel

CHANGE FROM APPLICATION

Description changed

JUSTIFICATION

The award reflects a change in a line-item description to clarify that personnel costs are backfill and overtime (not salaries or benefits including fringe).

Paramedic

DESCRIPTION

Overtime to cover travel time to and from work for 14 existing personnel for paramedic training. No salaries and benefits (including fringe).

QUANTITY	UNIT PRICE	TOTAL
1	\$17,080.00	\$17,080.00

BUDGET CLASS

Personnel

CHANGE FROM APPLICATION

Description changed
Budget class from **Travel** to **Personnel**

JUSTIFICATION

The award reflects a change in a line-item description to clarify that personnel costs are backfill and overtime (not salaries or benefits including fringe). Budget class was changed from Travel to Personnel.

Paramedic

DESCRIPTION

Tuition cost for paramedic training for 14 existing personnel. No salaries and benefits (including fringe).

QUANTITY	UNIT PRICE	TOTAL
1	\$210,000.00	\$210,000.00

BUDGET CLASS

Contractual

CHANGE FROM APPLICATION

Description changed

JUSTIFICATION

The award reflects a change in a line-item description to clarify that personnel costs are backfill and overtime (not salaries or benefits including fringe).

Agreement Articles

Program: Fiscal Year 2023 Assistance to Firefighters Grant

Recipient: TOWN OF CONCORD

UEI-EFT: FQ3MLTMWJSE8

DUNS number: 079526729

Award number: EMW-2023-FG-02922

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Article 1 Assurances, Administrative Requirements, Cost Principles, Representations, and Certifications

I. Recipients must complete either the Office of Management and Budget (OMB) Standard Form 424B Assurances – Non- Construction Programs, or OMB Standard Form 424D Assurances – Construction Programs, as applicable. Certain assurances in these documents may not be applicable to your program and the DHS financial assistance office (DHS FAO) may require applicants to certify additional assurances. Applicants are required to fill out the assurances as instructed by the federal awarding agency.

Article 2 General Acknowledgements and Assurances

Recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards in effect as of the federal award date and located at 2 C.F.R. Part 200 and adopted by DHS at 2 C.F.R. § 3002.10. All recipients and subrecipients must acknowledge and agree to provide DHS access to records, accounts, documents, information, facilities, and staff pursuant to 2 C.F.R. § 200.337. I. Recipients must cooperate with any DHS compliance reviews or compliance investigations. II. Recipients must give DHS access to examine and copy records, accounts, and other documents and sources of information related to the federal financial assistance award and permit access to facilities and personnel. III. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports. IV. Recipients must comply with all other special reporting, data collection, and evaluation requirements required by law, federal regulation, Notice of Funding Opportunity, federal award specific terms and conditions, and/or federal awarding agency program guidance. V. Recipients must complete the DHS Civil Rights Evaluation Tool within thirty (30) days of receiving the Notice of Award for the first award under which this term applies. Recipients of multiple federal awards from DHS should only submit one completed tool for their organization, not per federal award. After the initial submission, recipients are required to complete the tool once every two (2) years if they have an active federal award, not every time a federal award is made. Recipients must submit the completed tool, including supporting materials, to CivilRightsEvaluation@hq.dhs.gov. This tool clarifies the civil rights obligations and related reporting requirements contained in these DHS Standard Terms and Conditions. Subrecipients are not required to complete and submit this tool to DHS. The evaluation tool can be found at <https://www.dhs.gov/publication/dhs-civil-rights-evaluation-tool>. DHS Civil Rights Evaluation Tool | Homeland Security. The DHS Office for Civil Rights and Civil Liberties will consider, in its discretion, granting an extension to the 30-day deadline if the recipient identifies steps and a timeline for completing the tool. Recipients must request extensions by emailing the request to CivilRightsEvaluation@hq.dhs.gov prior to expiration of the 30-day deadline.

Article 3	Acknowledgement of Federal Funding from DHS Recipients must acknowledge their use of federal award funding when issuing statements, press releases, requests for proposal, bid invitations, and other documents describing projects or programs funded in whole or in part with federal award funds.
Article 4	Activities Conducted Abroad Recipients must coordinate with appropriate government authorities when performing project activities outside the United States obtain all appropriate licenses, permits, or approvals.
Article 5	Age Discrimination Act of 1975 Recipients must comply with the requirements of the Age Discrimination Act of 1975, Pub. L. No. 94-135 (codified as amended at 42 U.S.C. § 6101 et seq.), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.
Article 6	Americans with Disabilities Act of 1990 Recipients must comply with the requirements of Titles I, II, and III of the Americans with Disabilities Act, Pub. L. No. 101-336 (1990) (codified as amended at 42 U.S.C. §§ 12101– 12213), which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities.
Article 7	Best Practices for Collection and Use of Personally Identifiable Information Recipients who collect personally identifiable information (PII) as part of carrying out the scope of work under a federal award are required to have a publicly available privacy policy that describes standards on the usage and maintenance of the PII they collect. DHS defines PII as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. Recipients may also find the DHS Privacy Impact Assessments: Privacy Guidance and Privacy Template as useful resources respectively.
Article 8	Civil Rights Act of 1964 – Title VI Recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964, Pub. L. No. 88-352 (codified as amended at 42 U.S.C. § 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. DHS implementing regulations for the Act are found at 6 C.F.R. Part 21. Recipients of an award from the Federal Emergency Management Agency (FEMA) must also comply with FEMA’s implementing regulations at 44 C.F.R. Part 7.

Article 9**Civil Rights Act of 1968**

Recipients must comply with Title VIII of the Civil Rights Act of 1968, Pub. L. No. 90-284 (codified as amended at 42 U.S.C. § 3601 et seq.) which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex, as implemented by the U.S. Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units— i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators) —be designed and constructed with certain accessible features. (See 24 C.F.R. Part 100, Subpart D.)

Article 10**Copyright**

Recipients must affix the applicable copyright notices of 17 U.S.C. §§ 401 or 402 to any work first produced under federal awards and also include an acknowledgement that the work was produced under a federal award (including the federal award number and federal awarding agency). As detailed in 2 C.F.R. § 200.315, a federal awarding agency reserves a royalty-free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use the work for federal purposes and to authorize others to do so.

Article 11**Debarment and Suspension**

Recipients must comply with the non-procurement debarment and suspension regulations implementing Executive Orders (E.O.) 12549 and 12689 set forth at 2 C.F.R. Part 180 as implemented by DHS at 2 C.F.R. Part 3000. These regulations prohibit recipients from entering into covered transactions (such as subawards and contracts) with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.

Article 12**Drug-Free Workplace Regulations**

Recipients must comply with drug-free workplace requirements in Subpart B (or Subpart C, if the recipient is an individual) of 2 C.F.R. Part 3001, which adopts the Government-wide implementation (2 C.F.R. Part 182) of the Drug-Free Workplace Act of 1988 (41 U.S.C. §§ 8101-8106).

Article 13**Duplicative Costs**

Recipients are prohibited from charging any cost to this federal award that will be included as a cost or used to meet cost sharing or matching requirements of any other federal award in either the current or a prior budget period. (See 2 C.F.R. § 200.403(f)). However, recipients may shift costs that are allowable under two or more federal awards where otherwise permitted by federal statutes, regulations, or the federal financial assistance award terms and conditions.

<p>Article 14</p>	<p>Education Amendments of 1972 (Equal Opportunity in Education Act) – Title IX Recipients must comply with the requirements of Title IX of the Education Amendments of 1972, Pub. L. No. 92-318 (codified as amended at 20 U.S.C. § 1681 et seq.), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. DHS implementing regulations are codified at 6 C.F.R. Part 17. Recipients of an award from the Federal Emergency Management Agency (FEMA) must also comply with FEMA’s implementing regulations at 44 C.F.R. Part 19.</p>
<p>Article 15</p>	<p>E.O. 14074 – Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety Recipient State, Tribal, local, or territorial law enforcement agencies must comply with the requirements of section 12(c) of E.O. 14074. Recipient State, Tribal, local, or territorial law enforcement agencies are also encouraged to adopt and enforce policies consistent with E.O. 14074 to support safe and effective policing.</p>
<p>Article 16</p>	<p>Energy Policy and Conservation Act Recipients must comply with the requirements of the Energy Policy and Conservation Act, Pub. L. No. 94-163 (1975) (codified as amended at 42 U.S.C. § 6201 et seq.), which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.</p>
<p>Article 17</p>	<p>False Claims Act and Program Fraud Civil Remedies Recipients must comply with the requirements of the False Claims Act, 31 U.S.C. §§ 3729- 3733, which prohibit the submission of false or fraudulent claims for payment to the Federal Government. (See 31 U.S.C. §§ 3801-3812, which details the administrative remedies for false claims and statements made.)</p>
<p>Article 18</p>	<p>Federal Debt Status All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. (See OMB Circular A-129.)</p>
<p>Article 19</p>	<p>Federal Leadership on Reducing Text Messaging while Driving Recipients are encouraged to adopt and enforce policies that ban text messaging while driving recipient-owned, recipient-rented, or privately owned vehicles when on official government business or when performing any work for or on behalf of the Federal Government. Recipients are also encouraged to conduct the initiatives of the type described in Section 3(a) of E.O. 13513.</p>

Article 20 Fly America Act of 1974

Recipients must comply with Preference for U.S. Flag Air Carriers (a list of certified air carriers can be found at: [Certificated Air Carriers List | US Department of Transportation, https://www.transportation.gov/policy/aviation-policy/certificated-air-carriers-list](https://www.transportation.gov/policy/aviation-policy/certificated-air-carriers-list)) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974, 49 U.S.C. § 40118, and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

Article 21 Hotel and Motel Fire Safety Act of 1990

Recipients must ensure that all conference, meeting, convention, or training space funded entirely or in part by federal award funds complies with the fire prevention and control guidelines of Section 6 of the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. § 2225a.

Article 22 John S. McCain National Defense Authorization Act of Fiscal Year 2019

Recipients, subrecipients, and their contractors and subcontractors are subject to the prohibitions described in section 889 of the John S. McCain National Defense Authorization Act for Fiscal Year 2019, Pub. L. No. 115-232 (2018) and 2 C.F.R. §§ 200.216, 200.327, 200.471, and Appendix II to 2 C.F.R. Part 200. The statute – as it applies to DHS recipients, subrecipients, and their contractors and subcontractors – prohibits obligating or expending federal award funds on certain telecommunications and video surveillance products and contracting with certain entities for national security reasons.

Article 23 Limited English Proficiency (Civil Rights Act of 1964, Title VI)

Recipients must comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq.) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance: <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-access-people-limited> and additional resources on <http://www.lep.gov>.

Article 24 Lobbying Prohibitions

Recipients must comply with 31 U.S.C. § 1352 and 6 C.F.R. Part 9, which provide that none of the funds provided under a federal award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any federal action related to a federal award or contract, including any extension, continuation, renewal, amendment, or modification. Per 6 C.F.R. Part 9, recipients must file a lobbying certification form as described in Appendix A to 6 C.F.R. Part 9 or available on Grants.gov as the Grants.gov Lobbying Form and file a lobbying disclosure form as described in Appendix B to 6 C.F.R. Part 9 or available on Grants.gov as the Disclosure of Lobbying Activities (SF-LLL).

Article 25 National Environmental Policy Act

Recipients must comply with the requirements of the National Environmental Policy Act of 1969, Pub. L. No. 91-190 (1970) (codified as amended at 42 U.S.C. § 4321 et seq.) (NEPA) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which require recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

Article 26 Nondiscrimination in Matters Pertaining to Faith-Based Organizations

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. Recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

Article 27 Non-Supplanting Requirement

Recipients of federal awards under programs that prohibit supplanting by law must ensure that federal funds supplement but do not supplant non-federal funds that, in the absence of such federal funds, would otherwise have been made available for the same purpose.

Article 28**Notice of Funding Opportunity Requirements**

All the instructions, guidance, limitations, scope of work, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this federal award are incorporated by reference. All recipients must comply with any such requirements set forth in the NOFO. If a condition of the NOFO is inconsistent with these terms and conditions and any such terms of the Award, the condition in the NOFO shall be invalid to the extent of the inconsistency. The remainder of that condition and all other conditions set forth in the NOFO shall remain in effect.

Article 29**Patents and Intellectual Property Rights**

Recipients are subject to the Bayh-Dole Act, 35 U.S.C. § 200 et seq. and applicable regulations governing inventions and patents, including the regulations issued by the Department of Commerce at 37 C.F.R. Part 401 (Rights to Inventions Made by Nonprofit Organizations and Small Business Firms under Government Awards, Contracts, and Cooperative Agreements) and the standard patent rights clause set forth at 37 C.F.R. § 401.14.

Article 30**Procurement of Recovered Materials**

States, political subdivisions of states, and their contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962) and 2 C.F.R. § 200.323. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.

Article 31**Rehabilitation Act of 1973**

Recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, Pub. L. No. 93-112 (codified as amended at 29 U.S.C. § 794), which provides that no otherwise qualified handicapped individuals in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

Article 32**Reporting of Matters Related to Recipient Integrity and Performance**

If the total value of any currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of the federal award, then the recipient must comply with the requirements set forth in the government-wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R. Part 200, Appendix XII, the full text of which is incorporated by reference.

Article 33 Reporting Subawards and Executive Compensation

For federal awards that equal or exceed \$30,000, recipients are required to comply with the requirements set forth in the government-wide award term on Reporting Subawards and Executive Compensation set forth at 2 C.F.R. Part 170, Appendix A, the full text of which is incorporated by reference.

Article 34 Required Use of American Iron, Steel, Manufactured Products, and Construction Materials

Recipients of an award of Federal financial assistance from a program for infrastructure are hereby notified that none of the funds provided under this award may be used for a project for infrastructure unless: (1) all iron and steel used in the project are produced in the United States—this means all manufacturing processes, from the initial melting stage through the application of coatings, occurred in the United States; (2) all manufactured products used in the project are produced in the United States—this means the manufactured product was manufactured in the United States; and the cost of the components of the manufactured product that are mined, produced, or manufactured in the United States is greater than 55 percent of the total cost of all components of the manufactured product, unless another standard for determining the minimum amount of domestic content of the manufactured product has been established under applicable law or regulation; and (3) all construction materials are manufactured in the United States—this means that all manufacturing processes for the construction material occurred in the United States. The Buy America preference only applies to articles, materials, and supplies that are consumed in, incorporated into, or affixed to an infrastructure project. As such, it does not apply to tools, equipment, and supplies, such as temporary scaffolding, brought to the construction site and removed at or before the completion of the infrastructure project. Nor does a Buy America preference apply to equipment and furnishings, such as movable chairs, desks, and portable computer equipment, that are used at or within the finished infrastructure project but are not an integral part of the structure or permanently affixed to the infrastructure project. Waivers When necessary, recipients may apply for, and the agency may grant, a waiver from these requirements. The agency should notify the recipient for information on the process for requesting a waiver from these requirements. (a) When the Federal agency has determined that one of the following exceptions applies, the awarding official may waive the application of the domestic content procurement preference in any case in which the agency determines that: (1) applying the domestic content procurement preference would be inconsistent with the public interest; (2) the types of iron, steel, manufactured products, or construction materials are not produced in the United States in sufficient and reasonably available quantities or of a satisfactory quality; or (3) the inclusion of iron, steel, manufactured products, or construction materials produced in the United States will increase the cost of the overall project by more than 25 percent. A request to waive the application of the domestic content procurement preference must be in writing. The agency will provide instructions on the format, contents, and supporting materials required for any waiver request. Waiver requests are subject to public comment periods of no less than 15 days and must be reviewed by the Made in America Office. There may be instances where an award qualifies, in whole or in part, for an existing waiver described at “Buy America” Preference in FEMA Financial Assistance Programs for Infrastructure | FEMA.gov. Definitions The definitions applicable to this term are set forth at 2 C.F.R. § 184.3, the full text of which is incorporated by reference.

Article 35	SAFECOM Recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications. The SAFECOM Guidance is updated annually and can be found at Funding and Sustainment CISA.
Article 36	Terrorist Financing Recipients must comply with E.O. 13224 and applicable statutory prohibitions on transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. Recipients are legally responsible for ensuring compliance with the E.O. and laws.
Article 37	Trafficking Victims Protection Act of 2000 (TVPA) Recipients must comply with the requirements of the government-wide financial assistance award term which implements Trafficking Victims Protection Act of 2000, Pub. L. No. 106-386, § 106 (codified as amended at 22 U.S.C. § 7104). The award term is located at 2 C.F.R. § 175.15, the full text of which is incorporated by reference.
Article 38	Universal Identifier and System of Award Management Recipients are required to comply with the requirements set forth in the government-wide financial assistance award term regarding the System for Award Management and Universal Identifier Requirements located at 2 C.F.R. Part 25, Appendix A, the full text of which is incorporated reference.
Article 39	USA PATRIOT Act of 2001 Recipients must comply with requirements of Section 817 of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), which amends 18 U.S.C. §§ 175-175c.
Article 40	Use of DHS Seal, Logo and Flags Recipients must obtain written permission from DHS prior to using the DHS seals, logos, crests, or reproductions of flags, or likenesses of DHS agency officials. This includes use of DHS component (e.g., FEMA, CISA, etc.) seals, logos, crests, or reproductions of flags, or likenesses of component officials.
Article 41	Whistleblower Protection Act Recipients must comply with the statutory requirements for whistleblower protections at 10 U.S.C § 470141 U.S.C. § 4712.

Article 42**Environmental Planning and Historic Preservation (EHP) Review**

DHS/FEMA funded activities that may require an Environmental Planning and Historic Preservation (EHP) review are subject to the FEMA EHP review process. This review does not address all federal, state, and local requirements. Acceptance of federal funding requires the recipient to comply with all federal, state and local laws. DHS/FEMA is required to consider the potential impacts to natural and cultural resources of all projects funded by DHS/FEMA grant funds, through its EHP review process, as mandated by: the National Environmental Policy Act; National Historic Preservation Act of 1966, as amended; National Flood Insurance Program regulations; and any other applicable laws and executive orders. General guidance for FEMA's EHP process is available on the DHS/FEMA Website at:

<https://www.fema.gov/grants/guidance-tools/environmental-historic>. Specific applicant guidance on how to submit information for EHP review depends on the individual grant program and applicants should contact their grant Program Officer to be put into contact with EHP staff responsible for assisting their specific grant program. The EHP review process must be completed before funds are released to carry out the proposed project; otherwise, DHS/FEMA may not be able to fund the project due to noncompliance with EHP laws, executive orders, regulations, and policies. If ground disturbing activities occur during construction, applicant will monitor ground disturbance, and if any potential archaeological resources are discovered the applicant will immediately cease work in that area and notify the pass-through entity, if applicable, and DHS/FEMA.

Article 43**Applicability of DHS Standard Terms and Conditions to Tribes**

The DHS Standard Terms and Conditions are a restatement of general requirements imposed upon recipients and flow down to sub-recipients as a matter of law, regulation, or executive order. If the requirement does not apply to Indian tribes or there is a federal law or regulation exempting its application to Indian tribes, then the acceptance by Tribes of, or acquiescence to, DHS Standard Terms and Conditions does not change or alter its inapplicability to an Indian tribe. The execution of grant documents is not intended to change, alter, amend, or impose additional liability or responsibility upon the Tribe where it does not already exist.

Article 44**Acceptance of Post Award Changes**

In the event FEMA determines that an error in the award package has been made, or if an administrative change must be made to the award package, recipients will be notified of the change in writing. Once the notification has been made, any subsequent requests for funds will indicate recipient acceptance of the changes to the award. Please call FEMA Grant Management Operations at (866) 927-5646 or via e-mail to: ASK-GMD@fema.dhs.gov if you have any questions.

Article 45**Disposition of Equipment Acquired Under the Federal Award**

For purposes of original or replacement equipment acquired under this award by a non-state recipient or non-state sub-recipients, when that equipment is no longer needed for the original project or program or for other activities currently or previously supported by a federal awarding agency, you must request instructions from FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. section 200.313. State recipients and state sub-recipients must follow the disposition requirements in accordance with state laws and procedures.

Article 46**Prior Approval for Modification of Approved Budget**

Before making any change to the FEMA approved budget for this award, you must request prior written approval from FEMA where required by 2 C.F.R. section 200.308. For purposes of non-construction projects, FEMA is utilizing its discretion to impose an additional restriction under 2 C.F.R. section 200.308(f) regarding the transfer of funds among direct cost categories, programs, functions, or activities. Therefore, for awards with an approved budget where the federal share is greater than the simplified acquisition threshold (currently \$250,000), you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget FEMA last approved. For purposes of awards that support both construction and non-construction work, FEMA is utilizing its discretion under 2 C.F.R. section 200.308(h)(5) to require the recipient to obtain prior written approval from FEMA before making any fund or budget transfers between the two types of work. You must report any deviations from your FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

Article 47**Indirect Cost Rate**

2 C.F.R. section 200.211(b)(15) requires the terms of the award to include the indirect cost rate for the federal award. If applicable, the indirect cost rate for this award is stated in the budget documents or other materials approved by FEMA and included in the award file.

Article 48**Award Performance Goals**

FEMA will measure the recipient's performance of the grant by comparing the number of items requested in its application, the numbers acquired (ordered, paid, and received) within the period of performance. In order to measure performance, FEMA may request information throughout the period of performance. In its final performance report submitted at closeout, the recipient is required to report on the recipients compliance with the applicable industry, local, state and national standards described in the NOFO.

Obligating document

1. Agreement No. EMW-2023-FG-02922	2. Amendment No. N/A	3. Recipient No. 046001121	4. Type of Action AWARD	5. Control No. WX03513N2024T		
6. Recipient Name and Address TOWN OF CONCORD 22 MONUMENT SQ CONCORD, MA 01742		7. Issuing FEMA Office and Address Grant Programs Directorate 500 C Street, S.W. Washington DC, 20528-7000 1-866-927-5646		8. Payment Office and Address FEMA, Financial Services Branch 500 C Street, S.W., Room 723 Washington DC, 20742		
9. Name of Recipient Project Officer Thomas Judge		9a. Phone No. 978-3183450	10. Name of FEMA Project Coordinator Assistance to Firefighters Grant Program		10a. Phone No. 1-866-274-0960	
11. Effective Date of This Action 07/08/2024	12. Method of Payment OTHER - FEMA GO	13. Assistance Arrangement COST SHARING		14. Performance Period 07/15/2024 to 07/14/2026 Budget Period 07/15/2024 to 07/14/2026		
15. Description of Action a. (Indicate funding data for awards or financial changes)						
Program Name Abbreviation	Assistance Listings No.	Accounting Data(ACCS Code)	Prior Total Award	Amount Awarded This Action + or (-)	Current Total Award	Cumulative Non-Federal Commitment
FG	97.044	2024-F3-GB01 - P410-xxxx-4101-D	\$0.00	\$948,266.66	\$948,266.66	\$47,413.34
Totals			\$0.00	\$948,266.66	\$948,266.66	\$47,413.34
b. To describe changes other than funding data or financial changes, attach schedule and check here: N/A						
16. FOR NON-DISASTER PROGRAMS: RECIPIENT IS REQUIRED TO SIGN AND RETURN THREE (3) COPIES OF THIS DOCUMENT TO FEMA (See Block 7 for address) This field is not applicable for digitally signed grant agreements						

17. RECIPIENT SIGNATORY OFFICIAL (Name and Title) Thomas Judge	DATE 07/17/2024
18. FEMA SIGNATORY OFFICIAL (Name and Title) PAMELA WILLIAMS, Assistant Administrator, Grant Programs	DATE 07/08/2024

System for Award Management (SAM.gov) profile

Please identify your organization to be associated with this application.

All organization information in this section will come from the System for Award Management (SAM) profile for that organization.

CONCORD, TOWN OF

Information current from SAM.gov as of:	03/03/2024
UEI-EFT:	FQ3MLTMWJSE8
DUNS (includes DUNS+4):	079526729
Employer Identification Number (EIN):	046001121
Organization legal name:	CONCORD, TOWN OF
Organization (doing business as) name:	
Mailing address:	22 MONUMENT SQUARE CONCORD, MA 01742-1826
Physical address:	22 MONUMENT SQUARE CONCORD, MA 01742-1826
Is your organization delinquent on any federal debt?	N
SAM.gov registration status:	Active as of 04/16/2023

We have reviewed our bank account information on our SAM.gov profile to ensure it is up to date

Applicant information

Please provide the following additional information about the applicant.

Applicant name	Concord Fire Department
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Main address of location impacted by this grant

Main address 1 **209 Walden**

Main address 2

City **Concord**

State/territory **MA**

Zip code **01742**

Zip extension **0361**

In what county/parish is your organization physically located? If you have more than one station, in what county/parish is your main station located? **Middlesex**

Applicant characteristics

The Assistance to Firefighters Grants Program's objective is to provide funding directly to fire departments and nonaffiliated EMS organizations or a State Fire Training Academy for the purpose of protecting the health and safety of the public and first responder personnel against fire and fire-related hazards. Please review the Notice of Funding Opportunity Announcement (NOFO) for information on available program areas and for more information on the evaluation process and conditions of award.

Please provide the following additional information about the applicant.

Applicant type: **Fire Department/Fire District**

Is this grant application a regional request? A regional request provides a direct regional and/or local benefit beyond your organization. You may apply for a regional request on behalf of your organization and any number of other participating eligible organizations within your region. **No**

What kind of organization do you represent? **All Paid/Career**

How many active firefighters does your department have who perform firefighting duties? **48**

How many of your active firefighters are trained to the level of Firefighter I or equivalent? **48**

How many of your active firefighters are trained to the level of Firefighter II or equivalent? **48**

Are you requesting training funds in this application to bring 100% of your firefighters into compliance with NFPA 1001? **No**

Which of the following standards does your organization meet regarding physicals? If physicals are not required then do not select any option. (optional)

Meets NFPA or 1582 standard

Meets NTSB or DOT standard

Meets State/Local standard

How many members in your department are trained to the level of EMR or EMT, Advanced EMT or Paramedic? **48**

Does your department have a Community Paramedic program? **No**

How many stations are operated by your department? **2**

Does your organization protect critical infrastructure of the state? **Yes**

Please describe the critical infrastructure protected below.

The Concord Fire Department provides services and protection to several critical infrastructures that includes the Minuteman National Park which is the site of the Old North Bridge and the start of the Revolutionary War, Massachusetts Department of Correction state prison with an inmate population of 600, a state District Court House that presides over several communities, Tennessee gas pipeline, Massachusetts State Police Barracks and Emerson Hospital which has 178 beds and an Emergency Room of 16 beds. Furthermore, we have the Massachusetts Bay Transit Authority (MBTA) commuter rail that has two stops in the Town of Concord. All of these critical infrastructures pay no taxes; however, they drain our resources.

Do you currently report to the National Fire Incident Reporting System (NFIRS)? You will be required to report to NFIRS for the entire period of the grant. **Yes**

Please enter your FDIN/FDID. **17067**

Do you offer live fire training? **No**

Operating budget

What is your organizations operating budget (e.g., personnel, maintenance of apparatus, equipment, facilities, utility costs, purchasing expendable items, etc.) dedicated to expenditures for day-to-day activities for the current (at time of application) fiscal year, as well as the previous two fiscal years?

Current fiscal year: **2024**

Fiscal Year	Operating budget
2024	\$6,611,011.00
2023	\$5,739,089.00
2022	\$5,507,191.00

What percentage of the declared operating budget is dedicated to personnel costs (salary, benefits, overtime costs, etc.)? **95**

Does your department have any rainy day reserves, emergency funds, or capital outlay? **No**

What percentage of the declared operating budget is derived from the following	2024	2023	2022
Taxes	100	100	100
Bond issues	0	0	0
EMS billing	0	0	0
Grants	0	0	0
Donations	0	0	0
Fund drives	0	0	0
Fee for service	0	0	0
Other	0	0	0
Totals	100 %	100 %	100 %

Describe your financial need and how consistent it is with the intent of the AFG Program. Include details describing your organization's financial distress such as summarizing budget constraints, unsuccessful attempts to secure other funding, and proving the financial distress is out of your control.

The Concord Fire Department budget is completely funded by local tax revenue. This tax revenue stream is limited by Proposition 2 1/2, a Massachusetts law that caps annual real estate tax increases to 2 1/2 percent of the previous year's tax levy. This cap does not consider the normal inflation rate or significant increases in uncontrollable costs such as employee healthcare and benefits. In addition, Concord has a flat real estate tax rate of \$13.13 per \$1000, which is moderately high. As a result, an increasingly larger share of the town's operating budget is consumed by these uncontrollable and mandated costs. The FY24 operating budget for the Town of Concord totals \$124,728,337 with \$69,657,645 appropriated for the school system and the remaining \$55,070,692 divided across all other governmental units: \$4,644,241 for General Government; \$10,992,462 for Public Safety; \$7,483,700

for Employee Benefits; \$4,627,600 for Public Works; and \$5,400,000 for Debt Service. The Concord Fire Department budget for the fiscal year 2024 is \$6,611,011, representing about 5.3% of the total town budget amount. Most of the fire department budget, \$6,285,987 (95%) is allocated to fund personnel salaries, overtime, and benefits. The remaining funds consist of \$325,024 (5%) for contractual services such as repairs to equipment, apparatus, and supplies. There are no funds budgeted or available for purchasing new apparatus or new shift staffing in our FY2024 operating budget. The Concord Fire Department's operating budget, excluding personnel services, for the last three years has been funded to maintain the same level of service as in prior years. Personnel services budget increases are to cover contractual salary increases for the firefighters through their collective bargaining unit. To maintain minimum shift staffing levels, funds for operating expenses, including capital needs, have been reduced or postponed. A financial stressor to our budget has been inflation and the cost of fuel. In addition, Massachusetts cities and towns, including Concord, have relied heavily on local aid disbursed by the Commonwealth of Massachusetts to make up the difference between the cost to operate and the limits or cap imposed by Proposition 2 1/2. Financial pressures being brought to bear on Massachusetts have reduced this critical local aid funding each year, placing even more of a burden on local taxpayers. The Education Reform Act of 1993 reduced state funding to public schools, resulting in greater dependence on local taxes. Concord has recently voted to approve a new middle school with a price tag of 107 million dollars, with a construction end date of March 2025. This project will have a net zero carbon footprint, and the town will have to purchase all the solar panels and a 4-megawatt energy storage system for 2.3 million dollars. Both projects have been financed through bonds. The Town of Concord has maintained a AAA bond rating since 1987. This is significant because the bond payments for these projects have consumed almost all available funding for any new staffing positions throughout the town. Essentially the town has maxed out its borrowing capabilities. Concord Fire has made every attempt to secure funding for additional equipment and training, but because all the available funding resources are being utilized to maintain the existing staffing, equipment, and apparatus that we already have, the only option at this time is the AFG grant. The only immediate way the department will be able to fund a paramedic program is through the FEMA AFG.

In cases of demonstrated economic hardship, and upon the request of the grant applicant, the FEMA Administrator may grant an Economic Hardship Waiver. Is it your organization's intent to apply for an Economic Hardship Waiver?

No

Other funding sources

This fiscal year, are you receiving Federal funding from any other grant program for the same purpose for which you are applying for this grant?

No

This fiscal year, are you receiving Federal funding from any other grant program regardless of purpose?

Yes

Please provide an explanation for other funding sources in the space provided below.

This fiscal year we have received \$52,624 from the Ambulance Certified Public Expenditure Program which helps recover lost revenue costs associated with BLS and ALS transports.

Applicant and community trends

Please provide the following additional information about the applicant.

Injuries and fatalities	2023	2022	2021
What is the total number of fire-related civilian fatalities in your jurisdiction over the last three calendar years?	0	0	0
What is the total number of fire-related civilian injuries in your jurisdiction over the last three calendar years?	0	0	0
What is the total number of line of duty member fatalities in your jurisdiction over the last three calendar years?	0	0	0
What is the total number of line of duty member injuries in your jurisdiction over the last three calendar years?	5	2	3

Injuries and fatalities	2023	2022	2021
What is the total number of members with self-inflicted fatalities over the last three years?	0	0	0

How many vehicles does your organization have in each of the type or class of vehicle listed below? You must include vehicles that are leased or on long-term loan as well as any vehicles that have been ordered or otherwise currently under contract for purchase or lease by your organization but not yet in your possession.



Seated riding positions

The number of seated riding positions must be equal or greater than the total number of frontline and reserve apparatus. If there are zero frontline and zero reserve apparatus, the number of seated riding positions must be zero..

Type or class of vehicles	Number of frontline apparatus	Number of reserve apparatus	Number of seated riding positions
Engines or pumpers (pumping capacity of 750 gallons per minute (GPM) or greater and water capacity of 300 gallons or more): pumper, pumper/tanker, rescue/pumper, foam pumper, CAFS pumper, type I, type II engine urban interface.	4	0	20
Ambulances for transport and/or emergency response.	3	0	6
Tankers or tenders (water capacity of 1,000 gallons or more).	0	0	0
Aerial apparatus: aerial ladder truck, telescoping, articulating, ladder towers, platform, tiller ladder truck, quint.	1	0	5
Brush/quick attack (pumping capacity of less than 750 GPM and water carrying capacity of at least 300 gallons): brush truck, patrol unit (pickup w/ skid unit), quick attack unit, mini-pumper, type III engine, type IV engine, type V engine, type VI engine, type VII engine.	1	0	6
Rescue vehicles: rescue squad, rescue (light, medium, heavy), technical rescue vehicle, hazardous materials unit.	0	0	0
Additional vehicles: EMS chase vehicle, air/light unit, rehab units, bomb unit, technical support (command, operational support/supply), hose tender, salvage truck, ARFF (aircraft rescue	3	0	12

Type or class of vehicles	Number of frontline apparatus	Number of reserve apparatus	Number of seated riding positions
firefighting), command/mobile communications vehicle.			

How many ALS Response vehicles are in your fleet? **0**

Is your department facing a new risk, expanding service to a new area, or experiencing an increased call volume? **Yes**

Please explain how your department is facing a new risk, expanding service to a new area, or experiencing an increased call volume. **The Concord fire department is facing several new risks that will impact our ability to effectively serve the people and visitors of Concord. An emergency homeless shelter has recently opened that will house over 300 young family immigrants from several countries. A 114-bed drug and alcohol facility with a 45-day inpatient has been given a certificate of occupancy. A plan has been presented to build a five-story, 201-unit building that will be for affordable housing. These facilities will undoubtedly require the fire department's assistance either through inspections or emergency response. In addition to these risks, the greatest threat we are seeing is the installation of energy storage systems with up to 80 kW batteries being placed in residential-occupied buildings. These batteries are being placed in areas like the basement of large residential structures. These will pose a serious threat to firefighter safety as we learn and adapt to the associated hazards including off-gassing at temps as low as 200 degrees, and the ability to actually extinguish a fire in this emerging technology.**

Community description

Please provide the following additional information about the community your organization serves.

Type of jurisdiction served **Town**

What type of community does your organization serve? **Suburban**

What is the square mileage of your first due response zone/jurisdiction served? **25**

What percentage of your primary response area is protected by hydrants? **90**

What percentage of your primary response area is for the following:	Percentage (must sum to 100%)
Agriculture, wildland, open space, or undeveloped properties	10
Commercial and industrial purposes	40
Residential purposes	50
Total	100

What is the permanent resident population of your first due response zone/jurisdiction served? **18600**

Do you have a seasonal increase in population? **No**

Please describe your organization and/or community that you serve. **The Town of Concord Massachusetts was incorporated in 1635, it is approximately 15 miles west of Boston, Massachusetts. It is considered to be an old New England farm town located in Middlesex County. Concord is approximately 26 square miles with a population of 18,600. The town has a robust downtown area consisting of mixed-use commercial property, along with multiple restaurants, several churches and places of assembly, and a large mill complex. The mill along with other commercial and residential property hangs over the banks of the Assabet River, approximately 13 miles of the Assabet River goes through the town. The Assabet River is one of three rivers that run through the town. The town has multiple duplexes, condominiums, public housing and multi-unit apartments as well. According to the Assessor's Office there are 4,590 single family dwellings in Concord along with 865 condominiums, an additional 337 commercial properties and another 29 industrial properties. Concord is also home to Emerson Hospital, which is a community hospital with 174 beds, Massachusetts Correctional**

Institute (MCI) state prison with over 600 inmates, state District Court house, five private schools, four residential elderly care facilities, Minuteman National Park with several historical sites such as the Old North Bridge, a commuter rail line, a limited access highway, and three rivers (Sudbury, Assabet and Concord River) that account for approximately 15 miles of water way. These are vital infrastructures to the local, state and federal government. The Concord Fire Department (CFD) operates under the command of a fire chief. The Concord Fire Department's mission statement is to provide rapid and effective fire, rescue, and emergency medical services to the community, and strive to make Concord a safer place for all to live, work and visit. To achieve this mission, forty-eight full time employees work at the fire department under the fire chief's authority. Concord Fire Department operates out of two firehouses, which are strategically located in the town. There are two assistant fire chiefs, four groups that work 24-hour shifts, and each group has a Captain, two Lieutenants and eight fire fighters. There is one Firefighter/Emergency Medical Technician (EMT) on duty for every 1,700 residents. The captain oversees the day-to-day operations as the shift commander. The duty shifts are comprised of one command vehicle, two engines, an ambulance and a cross staffed ambulance and ladder company.

Call volume

Summary	2023	2022	2021
Fire - NFIRS Series 100	49	64	25
Overpressure Rupture, Explosion, Overheat (No Fire) - NFIRS Series 200	2	1	0
Rescue & Emergency Medical Service Incident - NFIRS Series 300	2423	2375	2167
Hazardous Condition (No Fire) - NFIRS Series 400	194	167	177

Summary	2023	2022	2021
Service Call - NFIRS Series 500	327	273	355
Good Intent Call - NFIRS Series 600	244	255	256
False Alarm & Falls Call - NFIRS Series 700	949	812	871
Severe Weather & Natural Disaster - NFIRS Series 800	5	0	7
Special Incident Type - NFIRS Series 900	4	5	8
Total	4197	3952	3866

Fire

How many responses per year per category?	2023	2022	2021
"Structure Fire" (Of the NFIRS Series 100 calls, NFIRS Codes 111-120)	19	30	13
"Vehicle Fire" (Of the NFIRS Series 100 calls, NFIRS Codes 130-138)	6	2	5
"Vegetation Fire" (Of the NFIRS Series 100 calls, NFIRS Codes 140-143)	13	15	7
Total	38	47	25

Total acreage per year	2023	2022	2021
Total acreage of all vegetation fires	2	4	5

Rescue and emergency medical service incidents

How many responses per year per category?	2023	2022	2021
"Motor Vehicle Accidents" (Of the NFIRS Series 300 calls, NFIRS Codes 322-324)	182	171	186
"Extrications from Vehicles" (Of the NFIRS Series 300 calls, NFIRS Code 352)	0	1	2
"Rescues" (Of the NFIRS Series 300 calls, NFIRS Code 300, 351, 353-381)	17	0	1
EMS-BLS Response Calls	1075	1142	893
EMS-ALS Response Calls	770	678	660
EMS-BLS Scheduled Transports	0	0	0
EMS-ALS Scheduled Transports	0	0	0
Community Paramedic Response Calls	0	0	0
Total	2044	1992	1742

Mutual and automatic aid

How many responses per year per category?	2023	2022	2021
Amount of times the organization received Mutual Aid	209	175	165
Amount of times the organization received Automatic Aid	3	23	18

How many responses per year per category?	2023	2022	2021
Amount of times the organization provided Mutual Aid	221	208	160
Amount of times the organization provided Automatic Aid	0	14	15
Of the Mutual and Automatic Aid responses, amount that were structure fires	7	5	8
Total	440	425	366

Grant request details

Are you requesting a Micro Grant? A Micro Grant is limited to \$75,000 in federal resources. **No**

Grand total: \$995,680.00

Program area: Operations and safety

▶ Activity: Training	\$995,680.00
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Grant request summary

The table below summarizes the number of items and total cost within each activity you have requested funding for. This table will update as you change the items within your grant request details.

Grant request summary

Activity	Number of items	Total cost
Training	3	\$995,680.00
Total	3	\$995,680.00

Is your proposed project limited to one or more of the [following activities](#) ⓘ : Planning and development of policies or processes. Management, administrative, or personnel actions. Classroom-based training. Acquisition of mobile and portable equipment (not involving installation) on or in a building.

Yes

Budget summary

Budget summary

Object class categories	Total
Personnel	\$768,600.00
Fringe benefits	\$0.00
Travel	\$17,080.00
Equipment	\$0.00
Supplies	\$0.00
Contractual	\$210,000.00
Construction	\$0.00
Other	\$0.00

Object class categories	Total
Total direct charges	\$995,680.00
Indirect charges	\$0.00
TOTAL	\$995,680.00
Non-federal resources	
Applicant	\$47,413.33
State	\$0.00
Other sources	\$0.00
Remarks	
Total Federal and Non-federal resources	
Federal resources	\$948,266.67
Non-federal resources	\$47,413.33
TOTAL	\$995,680.00
Program income	\$0.00

Contact information

Did any individual or organization assist with the development, preparation, or review of the application to include drafting or writing the narrative and budget, whether that person, entity, or agent is compensated or not and whether the assistance took place prior to submitting the application?

Yes

Application participants

Please add all individuals or organizations who assisted with the application.

Include all individuals or organizations who assisted with the development, preparation, or review of the application to include drafting or writing the narrative and budget, whether that person, entity, or agent is compensated or not and whether the assistance took place prior to submitting the application or not.

Thomas Judge tjudge@concordma.gov	Primary phone 9783183450 Work Fax	Mailing address 209 Walden Street Concord MA 01742
Walter A Latta wlatta@concordma.gov	Primary phone 9783183451 Work Fax	Mailing address 209 Walden Street Concord MA 01742

Secondary point of contact

Please provide a secondary point of contact for this grant.

The Authorized Organization Representative (AOR) who submits the application will be identified as the primary point of contact for the grant. Please provide one secondary point of contact for this grant below. The secondary contact can be members of the fire department or organizations applying for the grant that will see the grant through completion, are familiar with the grant application, and have the authority to make decisions on and to act upon this grant application. The secondary point of contact can also be an individual who assisted with the development, preparation, or review of the application.

MR Brian Whitney
Assistant Chief

bwhitney@concordma.gov

Primary phone
9783183453
Work

Fax

Additional phones
9787930733
Mobile

Assurance and certifications

OMB number: 4040-0007, Expiration date: 02/28/2025 [View burden statement](#)

SF-424B: Assurances - Non-Construction Programs

OMB Number: 4040-0007

Expiration Date: 02/28/2025

Certain of these assurances may not be applicable to your project or program. If you have any questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel

Administration (5 C.F.R. 900, Subpart F).

6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.
9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).

14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.
19. Will comply with the requirements of Section 106(g) of the Trafficking Victims Protection Act (TVPA) of 2000, as amended (22 U.S.C. 7104) which prohibits grant award recipients or a sub-recipient from (1) Engaging in severe forms of trafficking in persons during the period of time that the award is in effect (2) Procuring a commercial sex act during the period of time that the award is in effect or (3) Using forced labor in the performance of the award or subawards under the award.

Certifications regarding lobbying

OMB Number: 4040-0013

Expiration Date: 02/28/2025

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any

person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

OMB number: 4040-0013, Expiration date: 02/28/2025 [View burden statement](#)

SF-LLL: Disclosure of Lobbying Activities

OMB Number: 4040-0013

Expiration Date: 02/28/2025

Complete only if the applicant is required to do so by 44 C.F.R. part 18. Generally disclosure is required when applying for a grant of more than \$100,000 and if any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions. Further, the recipient shall file a disclosure form at the end of each calendar quarter in which there occurs any event described in 44 C.F.R. § 18.110(c) that requires disclosure or that materially affects the accuracy of the information contained in any disclosure form previously filed by the applicant.

The applicant is not currently required to submit the SF-LLL.

Notice of funding opportunity

I certify that the applicant organization has consulted the appropriate Notice of Funding Opportunity and that all requested activities are programmatically allowable, technically feasible, and can be completed within the award's Period of Performance (POP).

Accuracy of application

I certify that I represent the organization applying for this grant and have reviewed and confirmed the accuracy of all application information submitted. Regardless of intent, the submission of information that is false or misleading may result in actions by FEMA that include, but are not limited to: the submitted application not being considered for award, enforcement actions taken against an existing award pending investigation or review, or referral to the DHS Office of Inspector General.

Authorized Organizational Representative for the grant

By signing this application, I certify that I understand that inputting my password below signifies that I am the identified Authorized Organization Representative for this grant. Further, I understand that this electronic signature shall bind the organization as if the application were physically signed and filed.

Authorization to submit application on behalf of applicant organization

By signing this application, I certify that I am either an employee or official of the applicant organization and am authorized to submit this application on behalf of my organization; or, if I am not an employee or official of the applicant organization, I certify that the applicant organization is aware I am submitting this application on its behalf, that I have written authorization from the applicant organization to submit this application on their behalf, and that I have provided contact information for an employee or official of the applicant organization in addition to my contact information.



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

6

Finance Committee FY25 Goals and Milestones/Schedule

Progress check on Finance Committee schedule and goals

Requested by: FC Chair

Action Sought: to hear update

Proposed Motion(s)

None anticipated.

Additional Information

The Finance Committee Chair Eric Dahlberg has requested this agenda item. The Finance Committee will be reviewing their schedule for FY25 leading up to the 2025 Annual Town Meeting. There will also be a progress check about goals, including Operations, Capital Budget, Revenue, Financial Policies, Liaisons, Communicating with Taxpayers, and any other item(s).

Board Action

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

FY25 Schedule and Milestones | Version 9 (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 and approve 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
Thu 8/22 (visits)

Sep 2024

Priorities:

- Q&A with Town, Schools, and Minuteman on FY26 request letters
- Progress check on milestones and goals.

Meeting date(s):
Wed 9/4 (2229)
Thu 9/26

Oct 2024

Priorities:

- Review CPS, CCRSD (with Carlisle FinCom), and Minuteman FY26 budget info
- Kick-off planning for annual report

Meeting date(s):
Thu 10/24

Nov 2024

Priorities:

- Review Town FY26 budget info
- Review estimated tax impact of preliminary FY26 guidelines
- Approve FY26 preliminary guidelines

Meeting date(s):
Thu 11/7
Mon 11/18 w/SB
Thu 11/21

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

FY25 Schedule and Milestones | Version 9 (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
Mon 12/16
w/SB
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.

FY25 Goals | Progress Check

(Last updated following June meeting)

Operations

- Hit all target dates for key Finance Committee milestones detailed in big picture schedule (preliminary and final guidelines, 5-year tax projection, annual report, etc.)

Capital

- Develop unified long-term capital plan (Town and Schools)
- Treat capital similarly across budget units

Revenue

- Work with key stakeholders (Select Board, Economic Vitality, 2229 Task Force, MCI Task Force, etc) to identify and prioritize opportunities for revenue generation (outside of the property tax).

Financial Policies

- Support staff initiative to update and document financial policies

Liaisons

- Prioritize areas we flagged for additional attention in FY25 (Minuteman Tech, 2229 Main Street, CPC, etc)

Communications

- Continue focus on communications (with Dee as our liaison)
- Collaborate with Carlisle Finance Committee (especially on CCRSD)
- Make 5-year tax projection and annual report more interactive – allow taxpayers to adjust/estimate impacts

Others?

- Others?



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

7

Chair and Liaison Report

Discuss and review Liaison Report

Requested by: FC Chair

Action Sought: to provide update

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>

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 tupli](#); [Paul Rodriguez](#); [Pat Geyer](#); [Karlen Reed](#)
Cc: [Anthony Ansaldi](#); [Elizabeth Rourke](#); [Mary Hartman](#)
Subject: Meeting recap: Chairs breakfast (Wed 8/21)
Date: Wednesday, August 21, 2024 7:52:58 PM

Hi everyone:

Lots of good updates at this morning's Chairs breakfast – key points summarized below. Thanks to Karlen for helping to compile these notes.

See you tomorrow for our site visits – starting at 6 PM at the DPW at 133 Keyes Road.

Thank you,
Eric

Meeting recap: Chairs breakfast

Wednesday, August 21, 2024 | 8:30 – 9:30 AM

Select Board | Mary Hartman

- Joint meeting with the FinCom and School Committee on Monday went well
- Lots of upcoming events in September:
 - 9/4: 2229 Main St site visit
 - 9/12 MCI Concord public forum
 - 9/25: Ethics training
 - 9/30: Residential Tax Exemption forum
- Flag Policy Subcommittee is wrapping up its work
- Currently working on annual evaluation of Town Manager's performance

2229 Main Street Advisory Task Force | Paul Boehm

- Site visit for Select Board on September 4th at 3:30 PM – open to everyone, just let Paul know you are coming
- Coming down the homestretch on final report – will be discussing recommendations in early September

Housing Authority | Stephan Bader

- August meeting is this afternoon – expecting annual audit outcome
- With addition of affordable units at Forest Ridge development to subsidized housing inventory (SHI), Concord will be at the 10% threshold

Concord Municipal Light Board | Warren Leon

- Search underway for new permanent director – being led by Town Manager
- Light plant conducted extensive survey of ratepayers – got a very good response in terms of response rate overall and very positive feedback/customer satisfaction on light plant performance

- Most favorable ratings per survey results: responsiveness and communications
 - Greatest concern expressed in survey results: electricity costs
- Priority for the next year: transitioning to “time of use” rates – more efficient and bring down costs for everyone

West Concord Advisory Committee | Susan Mlodozeniec

- Meeting tonight. Priorities: reviewing items on West Concord Master Plan (2010) – what items have been accomplished and what items remain pending and/or applicable.
- Want to liaise with MCI Concord Advisory Committee.
- Also seeking closer collaboration with Planning Board (“parent body”) – would like to meet with them twice a year

Concord Housing Development Corporation | Dan Drazen

- Selected Habitat for Humanity for the new Assabet Bluff project on Old Marlboro Road
- Other focus is Junction Village – remains on hold pending MCI Concord analysis. Expecting multi-year timeline for clarity.

Board of Assessors | Mera Telley

- Meeting next week. Just got a new member.

Concord School Committee | Carrie Rankin

- Had first meeting last night – covered goals and housekeeping.
- Received FinCom’s FY26 budget request letter
- Capital improvement planning for Thoreau: exterior is in dire need of updates (parking, green space, playground, etc).
 - For playground, seeking to emulate Carlisle’s “Castle Park” community build approach.
- CMS: ton of progress on the new building. On track and under budget.
- Beginning conversations with town on when/how to turn Peabody over to town.
- Gearing up for first day of school on Wed!

CCRS | Julie Viola

- CCHS sophomore won national debate competition in Iowa (featured in the Concord Bridge)
- Lots of work over the summer reviewing/updating policies
- Working on a "portrait of a graduate" image to explain school needs to the community
- Focused on DEI, including socio-economic inclusion

Select Board staff | Andrea Fountain

- Working to keep everyone organized and in touch

Personnel Board | Bill Mrachek

- Meeting regularly over the summer
- Following implementation of July 1st salary increases
- Working to set goals for the fiscal year – at encouragement of Select Board liaison Mark Howell
- Finishing up new Personnel Board charge for presentation to Select Board

Historic District Commission | Dennis Fiori

- Approved new building behind Concord Art – a black barn
- Also looking at pop-up signage – policies may need to be reviewed/updated
- Select Board has approved two new members – one vacancy remains
- 615 Lowell Road remains pending following lawsuit - looking to Select Board for status of litigation

Concord Municipal Affordable Housing Trust | Keith Bergman

- Housing Roundtable held on August 15th – seven housing bodies were represented
- Housing groups will be submitting application for \$740,000 to CPA funding for the Trust – to continue to implement housing production strategies
- We're at 12.81% subsidized housing inventory (SHI) now; goal was 10% - on track to get to 16% later this year
- Had been planning for years for the real estate transfer tax to serve as a source of funding – but did not get signed into law. Keith believes we should try again to get passage on Beacon Hill.
- Inviting application from CHDC for pre-development at Junction Village site (\$50K)
- MBTA Communities Act Zoning – compliance review has been received by Planning Board – it appears that there are fixes to be made (map may need to be revisited by Town Meeting). Per Mark Howell: we appear to be in compliance with the law now, so it's not clear if this will need to go back to Town Meeting.
- Fossil Fuel Free bylaw amendment approved at Town Meeting has been approved by the state – now the law of the land going forward. Would like to see Thoreau Ridge 40B project voluntarily agree. NOVO 40B agreed to it voluntarily.

Economic Vitality Committee | Michael Lawson

- Working on goals, which touch on:
 - Water/sewer infrastructure and costs
 - Survey to businesses to understand their priorities and needs
 - Warrant Article is coming to Town Meeting to allow for secondary use in industrial zones (e.g., selling T-shirts at a craft brew pub)
 - Working with Planning Board on parking/zoning discussions

Historical Commission | Alan Bogosian

- Working with Select Board and Planning Board on:
 - Community preservation in certain neighborhoods (possible CPC application)
 - MCI Concord
 - Harrington Wheeler property
 - Historical preservation planning

Finance Committee | Eric Dahlberg

- Sent our FY26 budget request letters to Town, Schools, and Minuteman HS yesterday – responses will be important inputs to our guideline setting process
- Tomorrow (Thu 8/22), the FinCom and Select Board will participate in site visits of DPW and

Police/Fire facilities in the context of capital planning. Open to the public.

Agriculture Commission | Liza Bemis

- Ag Day is September 7th, 10 AM – 2 PM, in Concord Center; nine farms will participate, with some non-profits
- Stone Soup dinner will be Sunday, September 22nd

Board of Health | Randy Kring

- August 31st is Opioid Overdose Awareness Day
- Promoting community health needs survey – still open for participation

Transportation Advisory Committee | Mark Gailus

- Working with staff to align consultant study on transportation-mobility – see link on TAC web page (2-page vision document): <https://concordma.gov/DocumentCenter/View/50005/TAC-Transportation-Mobility-Vision-7-11-24>

Town Meeting Study Committee | Eric Moore

- Preparing survey to go out to town on October 1st – interested in engaging school stakeholders (ie – parents)
- One theme in committee’s work so far: interested in making Town Meeting shorter. Could better preparation/communication ahead of Town Meeting help move things along?

Natural Resources Commission | Sarah Grimwood

- NRC receives few apps in the summer months – but do have a few to review at tonight’s meeting!

Zoning Board of Appeals | Theo Kindermans

- We are a reactive board – we deal with applications as they come in.
- Big issue before ZBA now is Forest Ridge 40B – approved variance request by applicant on driveway. Applicant is now reworking the site plan – higher buildings and moving away from abutters. Next ZBA meeting is September 26th.

Pollinator Health Advisory Committee | Mark Hanson

- Meeting monthly
- Planning to have a table at Ag Day
- Working to establish “pollinator pathways” – areas with pesticide-free forage that pollinators can access and move back and forth

MCI Concord Advisory Board | Mark Howell

- September 12 public forum – representatives from state Department of Capital Asset Management and Maintenance (DCAMM) will be there. Focus will be a summary of what has transpired thus far and a review of timeline for next steps.

Concord Finance Committee Liaison Report

For meeting on Thursday, September 26, 2024 | Last updated: 9/26 7:17 AM

Board/Committee	Liaison	Updates
Select Board and General Updates	Eric	<ul style="list-style-type: none"> See 9/19 email for 9/18 Chair’s breakfast recap Upcoming events: <ul style="list-style-type: none"> Residential Tax Exemption Forum – Mon 9/30 6:00 PM Mass Association of Town Finance Committees Annual Meeting – Sat 11/2 (see my 9/6 email)
2229 Main Street Advisory Task Force	Kathy	<p>Recap of 9/19 meeting:</p> <ul style="list-style-type: none"> The Committee’s focus is on reviewing, editing and completing their recommendation for the Select Board which is due in October. At the time of the meeting they were waiting on the release of the legal section which was being reviewed by Town management for any information which may need to remain confidential. It appears that the recommendation will be to proceed with possible acquisition through engaging in discussions with the EPA. Costs of acquisition are unknown at this time, however by proceeding with discussions the town will need to set aside money for legal fees and possibly a consultant.
Board of Assessors	Pat	<ul style="list-style-type: none"> At the September meeting, Mary Hartman asked the BoA Committee to join the SB at their September 30th meeting, 6:00 PM, regarding the Residential Tax Exemption Forum. Chair Mera Tilley felt this was unnecessary as RTE was a SB issue not a BoA issue. At the 9/30 meeting our Town Assessor, Meredith Stone, is expected to show 3 scenarios of property tax increase fiscal yr 2024 to assure the public that the RTE was only one element in the tax adjustment. Pat Geyer suggested that BoA presence might appease the public who have experienced 40-50% increases. Chair Hartman continued to advocate for a BoA presence. Chair Tilley took this under advisement, and the BoA subsequently adjourned to Executive Session with no decision communicated about the BoA presence at the 9/30 meeting.
Community Preservation Committee	Kathy	<p>Recap of 9/24 meeting:</p> <ul style="list-style-type: none"> They are at the start of this year’s cycle for reviewing applications. They intend to hold site visits in the near term.
Concord 250 th Committee	Suresh	<ul style="list-style-type: none"> Concord250 Committee continues with their planning efforts and provides monthly updates to the Select Board. Full report is available starting page 75 of the link. Financially, to date, they have committed \$86,000 and expended \$42,033 out of the \$1,327,000 Budget. Total Concord 250 Funding Sources are \$1,330,400
Concord Municipal Affordable Housing Trust	Lois	<ul style="list-style-type: none"> CMAHT met on September 3. The trust approved two grants to the Concord Housing Development Corporation (CHDC) for (i) \$1,000,000 as the Town subsidy towards the development of three new affordable units at Assabet River Homes (less than half of the cost of the units, with other funding and contributions coming from Habitat for Humanity and other sources); and (ii) for \$25,000 to continue CHDC’s small grant program for qualifying eligible units, which provides financial assistance to existing housing units occupied by income eligible households for health and safety purposes. The CHDC had also requested a grant of \$50,000 to cover predevelopment expenses in connection with the 12.8 Junction Village site, development of which should be coordinated with the adjoining 51-acre MCI-Concord site. The Town has received \$475,000 from the State for planning with respect to MCI-Concord, but it does not appear that those funds will be available for planning for the adjoining property. CMAHT voted to designate \$50,000 for the requested purpose but required CHCD to come back to CMAHT for additional approvals to access those funds when it is able to identify specific projects and associated budgets. CMAHT voted to authorize the chair to submit a grant application on CMAHT’s behalf to CPC for \$740,000 in community housing funds (\$500,000 from FY 2026 CPA funds and \$240,000 in unused FY 2021 CPA funds allocated to 367 Commonwealth Avenue that had been returned by the Concord Housing Authority).

Concord Municipal Light Plant	Karlen	<p>Recap of 9/11 meeting (Link to MLB meeting documents is here: https://concordma.gov/DocumentCenter/View/50436/2024-09-11-Light-Board-Agenda-and-Meeting-Materials):</p> <ul style="list-style-type: none"> • Over 94% (6600) of the new residential advanced meters have been installed, so the Light Plant is making plans on how to implement Time of Use (TOU) rates that gather data using the advance meters. TOU bills electric usage by the hour, rather than by the month, and are designed to encourage electric customers to reduce using electricity between peak hours (4-7 p.m.). Estimated implementation time frame is January 2026, and an opt-out option will be available at a premium. • Interviews for the Director position were held; updates coming soon. Matt Cummings, the Light Plant finance director, has left; the job posting will be up soon. On Sept. 18, the Light Plant's audit (Calendar Year 2023) will be examined at the Finance Audit Advisory Committee meeting. The Light Plant's excess insurance provider, AEGIS, audited the Light Plant and offered recommendations for improving the Light Plant's operations. • An RFP for the Middle School solar project will go out in October, with responses due in Nov./early Dec. The Light Plant completed its network migration / separation project, so the Town's internet system is now separated from the Town's Broadband system. Energy New England (ENE), Concord's municipal light plant cooperative, predicts transmission rates for electricity will go up. • Next meetings are Oct. 9, Nov. 13, Dec. 11.
Economic Vitality Committee	Quazi	<ul style="list-style-type: none"> • Chair Mike Lawson will join us at our October 24th meeting to update us on revenue generating/enhancing opportunities that the EVC is working on.
Financial Audit Advisory Committee	Karlen	<p>Recap of 9/18 meeting (Link to materials is here: https://concordma.gov/DocumentCenter/View/50483/9182024-FAAC-Agenda-Packet):</p> <ul style="list-style-type: none"> • The FAAC approved the FY23 Concord-Carlisle Regional School District (CCRS) audit report (ending June 30, 2023). The FAAC will draft a letter to the Select Board noting the findings of the external auditor (Marcum, LLP). • Overall this was a clean audit of the CCRSD financial statement for FY23, meaning that the financial statements are fairly and materially represented and that the assumptions are consistent. • Marcum noted two significant risks of material misstatement, which they stated are fairly common in similar municipal audits: 1) management override of controls, and 2) improper revenue recognition. The latter appears to have been corrected through some journal entry reclassifications. • FAAC members questioned the change of the discount rate from 6.5% to 6.75%; the size of the CCRSD unassigned balance (\$2.1M, E&D account), which appeared to exceed the 5% threshold; and the auditor's lack of effort to delve into off-budget custodial funds which are revolving accounts, including the Adult Ed and Facilities revolving accounts. • The FAAC approved its draft letter to the Select Board regarding the Town's FY23 audit; this letter notes 5 new recommendations and 4 continuing recommendations, with the Town management's responses to each. Those recommendations are: implement budget reconciliation process; include trust funds in the Town's general ledger; comply with MGL re: paying school warrants; prepare for new accounting changes; update accounting for absences; improve water and sewer billing systems; centralize lease accounting; align the encumbrance policy and practice; and analyze withholding accounts. • The CMLP audit report will be presented to the FAAC for discussion at their next meeting, which is October 9 at 10:00 a.m.
MCI Concord Advisory Board	Don	N/A
Minuteman Vocational Technical HS	Paul	<ul style="list-style-type: none"> • Striving to secure multiple funding streams including: <ul style="list-style-type: none"> ○ A \$1.2 Million CTI (Career Technical Initiative) grant awarded by the Executive Office of Labor and Workforce Development. This brings the total awarded to \$3.5M in CTI grants since 2021. ○ MTI also received a \$94,840 grant awarded by the Municipal Local Cybersecurity Grant Program. • Summer at Minuteman in a variety of subjects (Automotive, Electrical, Environmental, Culinary Arts...etc) took place in late July for middle school students. 323 students took part with approximately 90% of enrollments from in-district families. These programs reinforce the value MTI brings to the community.

PILOT Workgroup	Lois	<ul style="list-style-type: none"> • There was a brief meeting on September 5, at which the group decided to proceed with drafting a proposed PILOT policy modeled on the policy currently in force in Brookline, for further review and revision by the working group and for submission to the Select Board in November. Several areas for further research and the need to increase the involvement of the Town Assessor’s office in the process were also discussed.
Planning Board	Sri	<p>Recap of 9/17 meeting:</p> <ul style="list-style-type: none"> • Bluemercury, Inc. for a Special Permit under Sections 3.3 and 11.6 of the Zoning Bylaw to establish a new formula business retail store in Concord Center at 4 Walden Street (Parcel# 0832) <ul style="list-style-type: none"> ○ Retail to retail Transition business ○ Blue Mercury (Skin care and color makeup expertise) a total of 180 stores neighborhood stores ○ Will Only be in the Retail Business ○ Comment on employees: Product/employee transportation, Lighting of exterior 2-4 employees and occasional UPS delivery ○ No changes to Lighting ○ Open to employee parking in places like Keys Road etc. ○ Planning committee comments: <ul style="list-style-type: none"> ▪ Blue Mercury is a wholly owned subsidiary of Macy's ▪ There were pros and cons discussions from the committee one member did not endorse bringing a large chain type of business as it does not fit in with CENTER of Concord store ▪ Others wanted them to see if they could change the interiors ▪ Committee laid down specific conditions and voted on the request to approve • Middlesex School for a Special Permit and Site Plan Review under Zoning Bylaw Section 6.2.11, 11.6 and 11.8 for a new athletics practice facility with a height waiver to 72 ft. 9 inches at 1400 Lowell Road (Parcel # 1533) <ul style="list-style-type: none"> ○ Reviewed in detail the changes to the planning board recommendation letter ○ Height waiver was one of the key issues, but there was justification for this height ○ Committee will send the letter to the board of appeals with their recommendation • General Public comments and discussions <ul style="list-style-type: none"> ○ MBTA Communities Zoning Update Process Discussion (working with GIS team to come up with 2-3 scenarios) In January there will be a public workshop and then will be brought as a warrant article ○ 2025 ATM Zoning Bylaw Amendment – Additional Dwelling, clarity on total area including basement, frontage exception, etc. ○ 2025 ATM Zoning Bylaw Amendment – Housekeeping (changes to the documents were discussed to clarify some key points and regularize the language) ○ Planning Board Liaison/Town Planner Updates (DECAMM workshop on MCI and public comments and questions), The Public survey closed last Sunday night It was kept open for less than a week!
Public Works Commission	Karlen	<p>Recap of 9/11 PWC meeting:</p> <ul style="list-style-type: none"> • Solid waste and recycling – discount rate hearing – New program has FAQ online: https://concordma.gov/482/Solid-Waste-Disposal. Approved 50% discount on curbside collection rate for income-qualified applicants (\$122 discount). About 50 expected to apply, at least 160 eligible (e.g., CMLP residential rate assistance eligible). • Stormwater utility – budget update – Budget \$1.1M, starting FY26, to be approved at Town Meeting. Budget covers capital and non-capital costs (including staffing); FY26: \$528K capital, \$572K non-capital. Proposed fee structure coming at Oct. 9 PWC meeting; final rates approved after Town Meeting. Pending rate options: flat rate or 2-4 tier rates. • Paperless billing initiative – Light Plant is considering offering an incentive for water, sewer, electric, and broadband customers to go to a paperless billing system. Currently, 40% customers are already paperless. Light Plant needs PWC input.

		<ul style="list-style-type: none"> • Water/sewer billing – zero use policy – When water meters stop working, there is a zero use record. A policy is needed to recoup the lost revenue and spread payments over time. There are 245 zero use accounts that should be field inspected and possibly repaired. This generated lots of debate; PWC approved 12-month look back, 12-month recoupment approach (3-1 vote). • Director’s report / water/sewer division - MCI wastewater treatment facility needs \$25M repairs and upgrades over the next 5-10 years. Lead Service replacement notices – coming to customers Nov. 16; need to be replaced in 10 years. • Next meetings are Oct. 9, Nov. 6.
Recreation Commission	Peggy	N/A
Schools	Dee & Pat	<p>Recap of 9/17 CPS/CCRSD meeting: While the meeting was long (6:00-8:51 pm), the financial topics were few:</p> <ul style="list-style-type: none"> • A draft of the school budgets will be forthcoming at the early October meeting. • Major discussions focused on School Committee (SC) goals, a review of the Policy on Social Media, a recap by two Preschool Shelter Volunteers of the successful transition of nine, four-year olds to Kindergarten. • Several policies were reviewed and, following necessary adjustments, should be approved within the next one or two meetings. • Acceptance of four donations totaling more than \$36,000 was approved. • Following the adjournment of the Regional Committee at 8:30pm, the CPS approved the creation of a Unified CMS Basketball team as an added winter sport. • The CPS Committee also approved the CPS Building Service Workers Contract for 2024-2027 as well as the 8th Grade trip to Washington D.C. with a cost to each student of \$1,500. The trip will take place next June 3rd thru June 5th. • Of note: A member of the Board of Health spoke with the Committee and due to the increased number of EEE bugs in Concord, and elsewhere, all outdoor activities will cease at dusk. The upcoming football game was changed to Saturday (late) morning. • Finance: CCRSD is over budget by \$475,908; teacher salaries are under budget by \$107,692. Out of District tuitions exceed \$476,000; the IT and SPED budgets are collectively over \$107,600. The Superintendent and CFO are investigating the use of Circuit Breaker money (as a “reserve” source) but at this time if and how such funds can be used is unknown. Clarification of such use should be known soon. A primary driver includes two unexpected out of district tuitions. The CFO is “trying to find money before we have a budget.” • (Eric added – from 9/18 Chairs’ breakfast) Seeing FY25 deficits in both districts budgets, driven primarily by out-of-district placements. Julie Viola provided links to memos that summarize: <ul style="list-style-type: none"> ○ CCHS: https://www.concordps.org/wp-content/uploads/2024/09/FY25-Budget-Update-CCRSD.pdf ○ CPS: https://www.concordps.org/wp-content/uploads/2024/09/FY25-Budget-Update-CPS.pdf
Warner’s Bond Task Force	Karlen	<p>Recap of 9/10 meeting (Link to materials is here: https://concordma.gov/3520/Warners-Pond-Task-Force):</p> <ul style="list-style-type: none"> • Heard an update on Recreation’s intended CPC application for Gerow Park playground and boat launch facilities (\$90K) – due 9/13. • Dam Removal group showed diagrams of post-removal possible improvements to area, including boat access on Scout Island and off Commonwealth Ave, trails and bridges around the pond, viewing and fishing areas. Questions arose about sequencing the improvements / priorities, and how predictable the river path will be after the dam is removed. Some dredging will be needed to maintain the channel. No discussion about the additional cost for these improvements. • Next meetings are Sept. 26, Oct. 10, Oct. 29.



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

8

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 August 19th, the Finance Committee Chair shared one email with the rest of the Finance Committee regarding:

- Overview of the agenda for the September 26th meeting.
- Update on upcoming events which may be of interest to Finance Committee members.
- Overview of the Chairs meeting on September 18th.

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

September 26, 2024

9

Minutes

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

MOVE to approve the minutes of July 8th, August 19th (w/SB), August 20th, August 22nd (DPW/Police/Fire visit), and September 4th (2229 Main visit)

Additional Information

Approve the minutes of July 8th, August 19th (w/SB), August 20th, August 22nd (DPW/Police/Fire visit), and September 4th (2229 Main visit) (as available)

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 8, 2024
Joint Finance Committee and
Select Board Meeting
Hybrid Meeting**

Members Present: Suresh Bhatia, Peggy Briggs, Kathy Cuocolo, Eric Dahlberg, John Garofalo, Pat Geyer, Greg Guarriello, Lyndsey Lis, Dee Ortner, Karlen Reed, Paul Rodriguez (on-line), Sri Tupil, Lois Wasoff.

Members Absent: Don Kupka, Quazi Sadruzzaman.

Others Attending: Anthony Ansaldi (CFO), Mary Hartman, Mark Howell, Terri Ackerman, Wendy Rovelli, and Cameron McKennitt (Select Board), Kerry Lafleur (Town Manager), Megan Zammuto (Deputy Town Manager), Jessica Porter (Assistant Town Manager), Shannon McAndrew (Town Management Specialist), Andrea Mountain (Executive Assistant to Select Board), Phil Griffith (Recreation Commission chair), Paul Boehm and Matt Boger (Recreation Commission Members), Leigh Jackson (Director of Recreation), Carrie Rankin, Tracey Marano, and Julie Viola (Concord Public Schools and Concord-Carlisle Regional High School Committee members).

1: Call to Order of the Finance Committee Meeting at 7:55 p.m. by Chair Eric Dahlberg.

2: Discuss Recreation Revolving Fund and Recreation Strategic Plan: Ms. Lafleur gave an overview of the purpose and uses of the **Recreation Revolving Fund** based on her summary to the Recreation Commission last fall. She said the Fund operates under a bylaw that requires recreation to pay its fair share of the facilities' maintenance costs. Mr. Ansaldi said the Fund balance is over \$2 million, and the Fund gathers about \$1 million in programming fees each year to offset expenses. Ms. Lafleur acknowledged that the Town is taking more in fees than expenses, so the recreation staff are looking to capture all maintenance costs that should be attributed to the recreation program. Ms. Ackerman felt that these programs should not make a profit but should pay for themselves. Ms. Lafleur responded that the recreation staff is working on a proposal on how to use the Fund, which they will present to the Recreation Commission for feedback. The Town has no set policy on how much should be held in the Fund and is working with the Recreation Commission to establish an accurate assessment of expenses to the Fund. Ms. Jackson and Mr. Griffith observed that the Recreation Commission is always looking for opportunities for revenue, examining which programs are subsidized, and what other communities are charging as a benchmark. Ms. Jackson noted that she has 25 full-time employees and 100 summer employees. Mr. Rodriguez encouraged the Town to consider the capital plan needs over a certain time frame in setting the level of the Fund. Ms. Lafleur said their Fund analysis should be done by the end of the summer because the issue has been flagged by the Town's auditors for the last several years.

Regarding the **Recreation Strategic Plan**, Ms. Hartman noted the Plan's report that 60% of the respondents thought the Town has enough recreation assets. She added that the Town has spent over \$10 million on recreation assets, and the Town has other capital needs like roads, public

works, and public safety. Mr. Griffith observed that the Plan, as an aspirational vision, reflects an excellent community response and included questions about maintenance. He and Mr. Boehm added that improving access to waterway assets and optimizing use of playing fields are two recommendations of the Plan. Mr. Griffith is particularly interested in what may happen at MCI Concord and its recreation opportunities. Ms. Ortnier recommended the Recreation Commission contact Mass Audubon about installing docks and renting kayaks. Responding to Ms. Lis' question on next steps, Mr. Griffith said he expected the Recreation Commission would seek funding from the Community Preservation Committee to study improving the fields and aquatic use and to optimize Gerow Park. Ms. Reed noted that the Recreation Commission conducted a site visit to the Peabody School and its playing fields, another asset eyed in the Plan; Ms. Lafleur confirmed that Town staff have also visited the site to consider its future. She also noted that perhaps the Recreation Department should reduce its fees for their programs for a time. Mr. Griffith, responding to Mr. Guarriello, expressed interest in getting all the sports groups together to figure out what works for optimizing field usage. He also is looking forward to working with the Select Board, Schools, and Health Department in dealing with the Doug White Fields' artificial turf situation.

3: Discuss Revenue Generation through PILOT Payments: Mr. Ansaldi presented, for discussion, a Brookline policy which allows that community to collect payments in lieu of taxes (PILOT) at 25% of the assessed property tax levy from non-profits. He expressed a desire to look at the Town services (police, fire, public works, education) provided to non-profits as part of possible negotiations for a PILOT payment program. Select Board and FinCom members had questions about the parameters of implementing a similar PILOT program in Concord. Ms. Geyer recommended that Mr. Ansaldi look at the Town's history regarding efforts to implement PILOT programs from non-profits such as Nashoba Brooks and the Fenn School. Ms. Briggs noted that the Select Board looked at PILOTs in 2003 and 2008. Mr. Garofalo queried whether the Town could look into schools' non-profit status, and Ms. Lafleur reported that the Town Assessor's Office looks at that through the IRS 990 tax forms. For next steps, Mr. Ansaldi suggested Select Board and FinCom members work with the Town to look at the issue. Mr. Howell reminded all that some non-profits provide non-monetary assistance, such as donating public safety equipment. Ms. Hartman volunteered to help Mr. Ansaldi study this concept; Ms. Wasoff also volunteered to help.

4: Discuss Definitions of Tier I, II and III Capital vis-à-vis the budget process: Ms. Lafleur noted that the Town's current capital tier structure envisions a \$5 million floor for Tier III, and she felt that amount is too high and does not fit within the Town's current financial policies. She met with School Superintendent Dr. Hunter recently, and they are considering a slight revision to the existing tiers that will work for everybody. Chair Dahlberg noted the differing treatment of Tier I capital plans between Town and Schools in the guideline process. He hoped that both entities could follow the same approach for Tier 1 capital – either include Tier I in both budgets and the FinCom guidelines, or exclude it from both. Mr. Howell noted that Tier I capital expense is paid by cash, Tier II is paid by debt within the existing levy limit, and Tier III is paid by debt excluded from the levy limit. Ms. Hartman was looking for more visibility and consistency in what is spent by the schools on Tier I capital expenses. Ms. Rankin hoped that the Schools and Town would discuss Tier I capital treatment in August.

5: Inventory of Municipal Properties to Identify Potential Surplus: Ms. Zammuto summarized the multi-colored matrix in the meeting packet which lists the insured Town properties in several categories. Three transition properties, Peabody Middle School, 249 Harrington Avenue, and 51 Walden Street, were highlighted. Ms. Zammuto noted that the Walden property is in an RFP process for performing arts use. The purpose of making this list was to track the status of Town properties and potential capital and revenue opportunities, per Ms. Zammuto and Ms. Hartman. Ms. Ackerman asked for the next steps for the matrix as a land use plan. Ms. Zammuto noted that the 2020 facilities study pointed to the need to find space for a new public works campus and a new public safety building. Mr. Ansaldi said the Finance Department is looking to update the values of the Town-owned lands.

6: FY24 Budget Transfers: No transfers were presented.

7: Recap of Action Items/Adjournment: The next FinCom meetings are July 18 and August 22, 2024, at 6:30 p.m. Chair Dahlberg adjourned the meeting at 9:35 p.m.

YouTube: Ctrl+Click to follow link (same as Select Board meeting): [July 8, 2024 video of Joint Meeting of Select Board and Finance Committee](#)

Meeting Documents Link to July 8, 2024 FinCom Packet (Same as Select Board packet): [Meeting packet for July 8, 2024 Joint Meeting of Select Board and Finance Committee](#)

Link to 2022-2023 Recreation Facilities Strategic Plan: <http://concordrec.com/245/Recreation-Facilities-Strategic-Plan>

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

Town of Concord
Minutes of the August 19, 2024
Joint Committee Meeting of Finance Committee,
Select Board, and School Committee
Hybrid Meeting

Members Present: Suresh Bhatia, Kathy Cuocolo, Eric Dahlberg, John Garofalo, Pat Geyer, Greg Guarriello, Don Kupka, Lyndsey Lis, Dee Ortner, Karlen Reed, Paul Rodriguez (on-line), Quazi Sadruzzaman (on-line), Sri Tupil, Lois Wasoff.

Members Absent: Peggy Briggs.

Others Attending: Anthony Ansaldi (CFO), Mary Hartman, Mark Howell, Terri Ackerman, Wendy Rovelli, and Cameron McKennitt (Select Board), Kerry Lafleur (Town Manager), Megan Zammuto (Deputy Town Manager), Jessica Porter (Assistant Town Manager), Andrea Mountain (Executive Assistant to Select Board), Carrie Rankin, Tracey Marano, Julie Viola, Andrew Herchek, Cynthia Rainey (Concord Public Schools and Concord-Carlisle Regional High School Committee members); Dr. Laurie Hunter (Superintendent), Bob Conry (School Assistant Superintendent – Finance), and members of the public.

1: Call to Order of the Finance Committee Meeting at 6:00 p.m. by Chair Eric Dahlberg.

2: FY26 Capital Budget Process – Discussion regarding Tier Structure and funding. Ms. Hartman began the meeting by noting that unifying the capital plans of the Town and the Schools is a primary Select Board goal. Mr. Ansaldi summarized the meeting slide deck and noted that the proposed capital project tiers and their funding sources are Tier A - up to \$10,000 (operating budget); Tier I: \$10K - \$250K (cash, 3% of total budget) Tier II: \$250K - \$2.5M (debt, within the levy limit, 4% - 5% of total budget); and Tier III: over \$2.5M (debt, excluded from the levy limit). The Town and Schools will present their combined capital improvement plan (CIP) of unvetted projects at the November 18 joint meeting of the Select Board, FinCom, and School Committee, with the goal of finalizing the CIP by December 16. A future consideration is updating the Town’s “free cash” policy and a new payment in lieu of taxes (PILOT) policy. The schools use a comparable “excess and deficiency” policy. Ms. Lafleur stated that the Town should expect a Tier III Warrant Article for Public Works infrastructure at 2025 Town Meeting, and two large Tier III projects in the 10-year capital plan.

FinCom members questioned whether the CIP would include timelines; how the Schools and Town define a capitalizable item; and whether the Select Board and School Committee supported creation of a unified, prioritized CIP for the Town and Schools with cost estimates. All Select Board members affirmed their support; School Committee and FinCom will report back their views.

3: Disposition of Peabody School, 1231 Old Marlboro Road – discuss transferring property from School Committee to Select Board; discuss issuing a letter of interest. Mr. Ansaldi presented the Town’s approach to selling the Peabody School, which will begin with a Request for Letters of Interest seeking proposals for the property. The transfer of control over Peabody may need a Warrant Article, and the building will need to be “mothballed.” Committee members

noted a disconnect in the transfer -- the schools plan to turn over the building around March 2025, but the Town does not plan on taking responsibility for it until July 1, leaving a maintenance responsibility gap. The Peabody sale could cover the sale of the building and the playing fields (assessed at \$15M to \$17M), and the associated leach field. The Schools will want to continue using the Peabody playing fields until the new middle school fields are completed.

4. Recap of Action Items/Adjournment: The next FinCom meetings are a site walk of Public Works and Public Safety facilities on August 22, 6:00 p.m. and September 26, 2024, at 6:30 p.m. Chair Dahlberg adjourned the FinCom's portion of the joint meeting at 7:10 p.m.

YouTube: Ctrl+Click to follow link: [August 19, 2024 Concord Select Board, Finance and School joint meeting](#)

Meeting Documents Link to August 19, 2024 Joint Meeting Packet: [Meeting packet for August 19, 2024 joint meeting of Finance Committee, Select Board, and School Committee](#)

**Town of Concord
Minutes of the August 19, 2024
Finance Committee Meeting
Hybrid Meeting**

Members Present: Suresh Bhatia, Kathy Cuocolo, Eric Dahlberg, John Garofalo, Pat Geyer, Greg Guarriello, Don Kupka, Lyndsey Lis, Dee Ortner, Karlen Reed, Paul Rodriguez (on-line), Quazi Sadruzzaman (on-line), Sri Tupil, Lois Wasoff.

Members Absent: Peggy Briggs.

Others Attending: Anthony Ansaldi (CFO), Carrie Rankin (Concord Public Schools and Concord-Carlisle Regional High School Committee member); Sandy Smith (public).

1: Call to Order of the Finance Committee Meeting at 7:20 p.m. by Chair Eric Dahlberg.

2: Public Comment: None initially; later comments by Ms. Rankin and Mr. Smith.

3: Debrief on Aug. 19 Joint Meeting with Select Board re: FY26 Capital Budget Process and Disposition of Peabody School, 1231 Old Marlboro Road: Chair Dahlberg said he would let the Select Board know that FinCom was generally receptive of the approaches discussed during the Joint Meeting regarding the FY capital improvement plan process, and that FinCom looked forward to hearing the November 18 list of FY26 capital projects. Several FinCom members raised questions regarding the definition of a capital project, specific capital projects including the Harvey Wheeler Community Center remodel, noting in the Finance Committee Report about the backlog of capital projects, and FinCom’s role in reviewing proposed capital projects.

Peabody School Disposition: Mr. Ansaldi walked the FinCom through the Town’s draft Letter of Interest (LOI) which seeks proposals for the re-use of the Peabody School property. FinCom questions centered on the timing and purpose of the LOI, disposition of the school’s associated leach field, and the overall decision process, including the merits of a citizen committee to review the disposition. Mr. Ansaldi took note of FinCom members’ questions and input.

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: Chair Dahlberg and Ms. Lis led the discussion on the information letters. FinCom members discussed whether to add specific information requests, such as ambulance service improvements and town comparison performance metrics, or just keep the requests general, as presented. The final versions of the School letters will include requests for a listing of per-pupil spending for the last five years. All letters (schools and Town) will ask for metrics used to measure success and the performance on those metrics. Mr. Ansaldi noted that the Fire Department will make a presentation to the FinCom on the ambulance service improvements on September 26. Responses are requested from the Schools and Minuteman by October 17 (one week before the FinCom’s October 24 meeting) and from the Town by October 31 (one week before the FinCom’s November 7 meeting).

Ms. Cuocolo moved and Ms. Ortner seconded approval of the informational request letters to the Town, CPS, CCRSD, and Minuteman Tech as presented in the packet and as amended. Vote: 14 Aye, 0 Nay, 0 abstained.

FY26 Guideline Metrics: Ms. Lis spoke on the development of the FY26 budget guideline metrics, their origin and relationship to the national, state and Concord economies. She reiterated that metrics are not guidelines, and they help FinCom develop the final budget guidelines. As presented, the proposed FY26 metrics are: 1) 1.37% projected real personal income growth per capita; 3.36% projected nominal personal income growth per capita, and 3.22% projected inflation relevant to Concord's town and school expenses, using a blended rate of 80% employment cost index of private wages and salaries, and 20% chained weighted consumer price index urban for goods and services. Ms. Lis confirmed that the 80/20 split, which was used in last year's metrics, was still valid as she reviewed actual Concord school and town data to verify the 80/20 split.

Ms. Cuocolo moved and Ms. Ortner seconded approval of the FY26 Guideline metrics as presented in the packet. Vote: 14 Aye, 0 Nay, 0 abstained.

5: Chair and Liaison Reports: reminder on open meeting law / conflict of interest obligations; discuss and review Liaison Reports:

In addition to the liaison reports in the FinCom packet, several FinCom members informed the committee of their filings of conflict of interest reports. Ms. Wasoff also updated the committee on her work with the payment in lieu of taxes (PILOT) task force and the Housing Roundtable. Mr. Garofalo sought additional information on why Concord's electricity rates are higher than other towns' rates, and Ms. Reed agreed to seek from the Light Plant updated town comparison data. Mr. Kupka noted that there will be a September 12 public forum on MCI Concord, sponsored by the state agency DCAMM and the Town.

6: Minutes: Review and approve minutes of July 18, 2024: Ms. Wasoff moved and Ms. Ortner seconded approval of the July 18, 2024 minutes as presented in the packet and as amended (adding the on-line participation designation). Vote: 13 Aye, 0 Nay, 1 abstained.

7: Correspondence: None.

8: Recap of Action Items/Adjournment: Chair Dahlberg will communicate the FinCom debrief to the Select Board chair and update the budget letters. Ms. Lis will send out the revised budget letters to Town, CPS/CCRSD, and Minuteman Tech. Ms. Reed will contact CMLP for info on rate comparisons. The next FinCom meetings are a site walk on August 22, 6:00 p.m. (DPW and Police facilities) and September 26, 2024, at 6:30 p.m. Chair Dahlberg adjourned the meeting at 9:00 p.m.

YouTube: Ctrl+Click to follow link: [August 19, 2024 Concord Finance Committee meeting](#)

Meeting Documents Link to August 19, 2024 FinCom Packet: [Meeting packet for August 19, 2024 Finance Committee Meeting](#)

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

**Town of Concord
Minutes of the August 22, 2024
Finance Committee Site Walk
Public Works and Public Safety Buildings
In-Person Meeting**

Members Present: Suresh Bhatia, Kathy Cuocolo, Eric Dahlberg, Pat Geyer, Don Kupka, Lyndsey Lis, Karlen Reed, Paul Rodriguez, Sri Tupil.

Members Absent: Peggy Briggs, John Garofalo, Greg Guarriello, Dee Ortner, Quazi Sadruzzaman, Lois Wasoff.

Others Attending: Anthony Ansaldi (CFO); Mary Hartman, Terri Ackerman, Wendy Rovelli, and Cameron McKennitt (Select Board), Kerry Lafleur (Town Manager), Alan Cathcart (Public Works Director), Aaron Miklosko (Highways and Grounds Superintendent), Steve Dookran (Town Engineer), Jeff Murawski (Water & Sewer Superintendent), Tish Hopkins (Cemetery Supervisor), Russ Karlstad (Facilities Manager), Sven Weber (Public Works Commission Chair), Police Chief Thomas Mulcahy, Police Captain Brian Goldman, Fire Chief Tom Judge, and members of the public.

1: Call to Order of the Finance Committee Meeting at 6:00 p.m. by Chair Eric Dahlberg at the Public Works Building, 133 Keyes Road, Concord.

2: Public Works Facility Site Tour, 133 Keyes Road: Mr. Ansaldi, Mr. Cathcart, and Mr. Karlstad led attendees on a site visit of the Public Works facility and pointed out the needs for improvement. Afterwards, the group traveled to the Public Safety building at 219 Walden Street.

3: Public Safety Building Site Tour, 219 Walden Street: Chief McCarthy, Captain Goldman, and Chief Judge led attendees on a site visit of the Public Safety building at 219 Walden Street and pointed out the needs for improvement.

4. Recap of Action Items/Adjournment: The next FinCom meeting is September 26, 2024, at 6:30 p.m. Chair Dahlberg adjourned the meeting at 8:00 p.m.

YouTube: Ctrl+Click to follow link: None

Meeting Documents - Link to August 22, 2024 Agenda: [Meeting Agenda](#)

**Town of Concord
Minutes of the September 4, 2024
Finance Committee Site Walk
2229 Main Street
In-Person Meeting**

Members Present: Karlen Reed, Lois Wasoff

Members Absent: Peggy Briggs, John Garofalo, Greg Guarriello, Dee Ortner, Quazi Sadruzzaman, Suresh Bhatia, Kathy Cuocolo, Eric Dahlberg, Pat Geyer, Don Kupka, Lyndsey Lis, Paul Rodriguez, Sri Tupil.

Others Attending: Anthony Ansaldi (CFO); Mary Hartman, Terri Ackerman, Wendy Rovelli, Mark Howell, and Cameron McKennitt (Select Board); Kerry Lafleur (Town Manager), Megan Zammuto (Deputy Town Manager), Paul Boehm, Court Booth, Rich Feeley, and David Ropeik (2229 Main Street Task Force); Alan Cathcart (Public Works Director), Aaron Miklosko (Highways and Grounds Superintendent), Steve Dookran (Town Engineer), Jeff Murawski (Water & Sewer Superintendent), Russ Karlstad (Facilities Manager); Leigh Jackon (Recreation Director), DJ Fimiani (Assistant Recreation Director); Melanie Dineen (Board of Health Director); Bruce Thompson and Alan Briand (de maximis, Inc., the 2229 Main Street General Contractor); Kara Nierenberg (EPA); and members of the public.

1: Call to Order of the Finance Committee Meeting at 3:30 p.m. by Vice Chair Wasoff at 2229 Main Street, Concord

2: Site Tour, 2229 Main Street, Concord: Mr. Thompson, the de maximus project coordinator, conducted a site visit of the grounds at 2229 Main Street, Concord, and pointed out the various remediation issues and efforts made to the property.

3. Recap of Action Items/Adjournment: The next FinCom meeting is September 26, 2024, at 6:30 p.m. Vice Chair Wasoff adjourned the meeting at 5:00 p.m.

YouTube: Ctrl+Click to follow link: None.

Meeting Documents - Link to September 4, 2024 Agenda: [Meeting Agenda](#)