

Town of Concord
Concord Finance Committee
AGENDA

November 7, 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/89298592606?pwd=No5aDJAOKi6rsaF1d4mYbafK215blk.1>

Meeting ID: 892 9859 2606 Passcode: 222318 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
6:30 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.
6:40 PM	3. Economic Vitality Committee (EVC) Update <ul style="list-style-type: none"> The EVC chair Mike Lawson will provide a summary of priorities they are working on in the context of revenue generating opportunities.
7:10 PM	4. Finance Committee's FY26 Budget Process <ul style="list-style-type: none"> Discuss Town's Response to the Finance Committee FY26 Guideline Information Request Letter
7:30 PM	5. Finance Committee's FY26 Budget Process <ul style="list-style-type: none"> Follow-up on Minuteman, Concord Public Schools, and Concord/Carlisle Regional High School District Response to the Finance Committee FY26 Guideline Information Request Letter
7:50 PM	6. Finance Committee's FY26 Guidelines <ul style="list-style-type: none"> Discuss Tax Impact of Preliminary FY26 Guidelines
8:20 PM	7. Finance Committee's FY26 Guidelines <ul style="list-style-type: none"> Discussion of Roadmap for Joint Concord/Carlisle Guideline for CCRSD for FY26
8:40 PM	8. Correspondence
8:45 PM	9. Recap of Action Items/ Adjournment

UPCOMING MEETINGS

Next Meeting: **Thursday, November 18, 2024 @ 6:00 PM**



Concord Finance Committee
AGENDA ACTION REQUEST

November 07, 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

November 07, 2024

3

Economic Vitality Committee (EVC) Update

Requested by: FC Chair

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

EVC chair Mike Lawson will provide a summary of priorities they are working on in the context of revenue generating opportunities.

Board Action

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

Presentation to the Finance Committee

MICHAEL LAWSON, CHAIR
ECONOMIC VITALITY COMMITTEE
NOVEMBER 7, 2024

Economic Vitality Committee

- Charge

- The purpose of the Economic Vitality Committee is to examine ways the Town can attract, sustain, and promote local businesses in Concord's four existing business districts
- The Committee also examines ways the Town can promote and encourage tourism, a vital source of direct and indirect revenues to the town
- The Committee also considers the role that other disciplines play in accomplishing these goals and collaborate with related committees and town departments as needed.

IMPORTANT NOTE: The committee does not have *development* as part of its charge.

What the EVC Does

- Our approach is to – Preserve, Enhance and Transform through
 - Serving residents and visitors to meet their shopping needs
 - Focusing on mixed-used including small scale retail, restaurants, service businesses, limited housing and office space to maintain the character of the town – attractive and sustainable ‘downtowns,’ working farms, and businesses identified with Concord
 - Focusing on Existing commercial centers along transit routes, walkable areas and including historic properties to enhance tourism, promote arts, and cultural activities.

Core Areas for Organizing our Action

- Communication/Marketing

Action: 1) a new web portal for businesses (go to the Town Website and look for the button 'For Business,' and 2) beginning in 2025, We will host a Quarterly Business Roundtable to Share Information and Build Relationships. Invited group will include the EVC, Concord Business Partnership, Chamber of Commerce, West Concord Business Community, Tourism Division, Planning Department, Public Works, Select Board Liaison, The Concord Museum and Emerson Umbrella

- Recruitment & Retention of Businesses to Concord

Action: 1) Developed a questionnaire to gather detailed data about local business to better understand each business district's issues and needs

- Policy and Regulations

Action: 1) Propose a Change in Parking Regulations, 2) Propose a zoning change that would allow secondary uses in industrial zones, 3) Lobbying the Select Board and the MCI Advisory Board regarding the MCI water treatment facility and 4) Propose changes to the structure of sewer improvement fees, 5) Lobbying the Select Board and the MCI Advisory Board regarding the MCI water treatment facility

- Concord250 & EVC

Action: 1) Working with local businesses to prepare for the 250th celebration, and 2) providing food safety grant for food service.

Economic Development

- **Recall that economic development is not directly part of the EVC's charge.**
- Concord faces significant additional expenditures over the next decade to improve and update town services and facilities
- Given the composition of the town's revenue sources, funding these expenditures will place a significant burden on the property tax rate.
- This seems unavoidable if we are to ensure the future of the town
- Economic development in town can help, but large-scale development in Concord is, in my view, very unlikely and will not generate sufficient revenue to off-set the impact on property taxes”
 - Indirect taxes from commercial activity generates less than \$2M.
 - Commercial and industrial property contribute approximately just 10% of the property tax levy
 - Small business districts make up just 3% of the land in town.

Challenges to Economic Development

- *Concord has limited land and building sites that provide opportunities for new development and the attraction and growth of larger employers. Almost 40% of Concord's land is protected open space.*
- *The town is a challenging environment to start, operate, and grow a business due to high real estate costs, lengthy zoning and permit approval processes, expensive water and sewer services, and limited parking in some areas.*
- *Concord's relative lack of affordable housing choices for those who work in town is an obstacle to attracting needed workers.*
- *Weak connections between the town's commuter rail and other in-town locations limit these transit hubs and their usefulness to customers, workers, and visitors.*
- *A lack of public transportation services at extended hours and to communities where existing and potential workers live is an impediment to recruiting workers.*
- Insufficient Cell coverage in the downtown is a serious public safety and business issue.
- Residents concern that development will destroy the historic character of the town.
- Water treatment is currently above capacity and until resolved would likely forestall major development.

*The italicized bullets are directly from *Envision Concord*

Opportunities to Capitalize Upon

- Below are characteristic of Concord that create real opportunities:
 - Three walkable neighborhood retail centers
 - Two commuter rail stations plus the Bruce Freeman and Reformatory Trails
 - Low commercial vacancies and a mix of businesses type
 - Engaged commercial landlords
 - Our own Municipal Light Plant

Actions that Can Help

- Work to ensure that the MCI property is developed to help Concord's financial situation. For example, we know housing and business will generate revenue for the town, but it will also generate costs
- Work to get 2229 Main Street on-line for some type of development.
- Support actions that can make it easier for business to come to Concord and to stay (e.g., parking requirement, permitting, and sewer improvement fees)
- Increase tourism by attracting more of the one million people who visit Minuteman National Historical Park and the 600,000 people who visit Walden Pond
- More effectively leverage Concord's arts and cultural organizations.

Thanks for you Time



Concord Finance Committee
AGENDA ACTION REQUEST

November 07, 2024

4

Finance Committee's FY26 Budget Process

Discuss Town's Response to the Finance Committee FY26 Guideline Information Request Letter

Requested by: FC Chair

Action Sought: discussion dependent

Proposed Motion(s)

None anticipated.

Additional Information

The Finance Committee approved the FY26 Guidelines Information Request Letter to Kerry Lafluer, Town Manager at their meeting on August 19, 2024, and issued on August 20, 2024 (attached).

Tonight's meeting is to discuss their response (attached) in anticipation of the Finance Committee issuing FY26 Budget Guidelines.

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

Office of the Town Manager
Town House, P.O. Box 535
Concord, Massachusetts 01742

Response to the Finance Committee's FY2026 Guidelines Information Request

November 1, 2024

In response to your letter of August 20, 2024, the Town provides the following responses.

No. 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. As requested, we are providing a comprehensive five-year forecast covering revenue, Town Guidelines expenses, and Shared Expenses, including both existing and projected debt. Our forecast assumes a +4.0% increase in education expenditures. While we anticipate significant revenue contributions from key developments such as Novo 40B, Thoreau 40B, the redevelopment of MCI-Concord, and 2229 Main Street, we have not yet incorporated these into our projections. We will adjust our estimates as definitive milestones, such as the issuance of building permits (e.g., Novo 40B), materialize.

No. 2: Spending levels: please highlight any programs and services for which you are planning to change service levels in the next five years. The Town's General Fund functions under seven cost centers: General Government, Legal Services, Finance, Planning & Land Management, Human Services, Public Safety, and Public Works. Additionally, the General Fund manages all Joint Expense Accounts for the Town and Concord Public Schools, including employee benefits and debt service. The Town also operates six Enterprise and Other Funds that deliver various services such as Beede Swim & Fitness, Municipal Light, Recreation, and Water, Sewer & Solid Waste. These funds operate independently of the established FY Guidelines process.

Below, we provide a concise overview of services under each cost center and outline expected adjustments over the FY26–30 period.

General Government: This cost center encompasses the divisions of the Town Manager's Office, which includes Sustainability & Economic Vitality, Human Resources, and Technology. Alongside Finance, these divisions provide strategic leadership and comprehensive internal support services across the entire organization. All full-time equivalents (FTEs) in the General Government divisions are currently filled, and we do not foresee any staffing growth within the next five years. Over the past year, we

implemented a reorganization to enhance operational oversight, including relocating a senior manager to establish an executive-level presence in West Concord (55 Church Street).

In IT, we have embraced a hybrid service delivery model that combines the expertise of a contracted Managed Service Provider with our internal IT team. This model seamlessly integrates resources to ensure consistent, reliable support for end-users. Our strategic focus for the next 5–10 years is to maintain the current service levels, enhancing operational resilience and continuity. By minimizing major changes, the department can concentrate on process optimization and ensure that comprehensive support remains available to all staff who serve our residents. This approach promotes a robust environment for both IT personnel and users, driving productivity and enhancing overall satisfaction.

Legal Services: The Town’s legal services are fully outsourced through specialized contracts. Annually, we appoint General Counsel, Anderson & Kreiger LLP, and Labor Counsel, Mirick, O’Connell, DeMallie & Lougee, LLP. Additionally, Special Counsel is engaged to provide expert legal guidance on specific technical areas of law, including utilities (Light, Water & Sewer) and other complex matters. Budget growth in this area is projected to remain within normal limits over the next five years. The Town’s most significant legal case, Estabrook Woods, is approaching resolution, with the defendants’ final recourse being an appeal to the Supreme Judicial Court (SJC), should they chose to do so.

Finance: This cost center encompasses the divisions of Accounting, Assessing, Finance Administration (Budget, Payroll & Procurement), Town Clerk, and Treasury. Under the leadership of the Town’s Chief Financial Officer (CFO), these divisions are tasked with sound financial stewardship, ensuring all property is valued fairly, efficiently, and transparently in compliance with Massachusetts General Laws (MGL). Finance is also responsible for maintaining vital records, voter registration, and the administration of all local, state, and national elections, as well as managing the General Ledger for both the Town and Concord Public Schools.

In addition, the Finance division oversees the development and maintenance of the Town’s Budget, the 10-year Capital Improvement Plan, Debt Issuance, Payroll, Procurement, and the investment of all municipal funds. Given that Finance supports activities across multiple funds (General, Enterprise, and Other), much of the associated budgetary expense is distributed accordingly.

The Town is currently transitioning from outdated, disjointed software systems to a modern, integrated Financial Enterprise Resource Planning (ERP) system, **Munis**, and with a digital budget book platform, **ClearGov** (*Budget Cycle Management with Transparency Suite*), which includes advanced performance measurement and transparency features. As a part of these substantial modernization efforts, we are also reviewing service levels; it is anticipated that any budgetary increases needed will largely be offset through direct charge-backs to other funds.

Planning & Land Management: This department includes the divisions of Building Inspections, Health, Natural Resources, Planning, and Tourism. Its mission is to integrate and coordinate both long-range and current planning efforts, including development regulations, economic vitality, affordable housing production, historic preservation, public health promotion, and the protection of community natural resources.

Over the next 5–10 years, the department will continue implementing the *Sustainable Concord Climate Action and Resilience Plan*, which aims to achieve carbon neutrality by 2050. Key initiatives will focus on enhancing public transit and expanding green infrastructure. Efforts will also concentrate on fostering connections for new business owners, revitalizing village centers through placemaking, and executing the recently developed tourism plan aimed at strategically increasing visitor engagement, particularly during slower seasons.

During this period, we anticipate a rise in building permit activity driven by statewide mandates allowing as-of-right Accessory Dwelling Units (ADUs) and multi-family housing under the MBTA community zoning, both locally approved. In the health sector, our priorities will remain on mental health and substance abuse prevention, supported through a regional service model and financed by opioid settlement funds and other grants.

The department will also play a critical role in the redevelopment of MCI-Concord, collaborating with the Town’s MCI-Concord Advisory Committee, and the potential redevelopment of 2229 Main Street if the Town proceeds with acquisition. Any growth in full-time equivalents (FTEs) resulting from these initiatives is expected to be largely offset by grant funding and increased permit revenue.

Human Services: This cost center is composed of two primary departments: the Library and Community Services. The Library, managed by a Director, operates out of buildings owned by the independent Library Corporation, which funds capital expansions. Over the past five years, the Library has experienced a remarkable surge in demand: a 400% increase in program attendance, a 175% rise in library visits, and a 200% growth in network transfers (inter-library loan program). Currently, 91% of Concord residents hold a library card, and total collection usage has grown by 150%, making the Library busier than ever. Despite these significant increases, we do not anticipate expanding hours of operation or staffing levels during the upcoming planning period.

Similarly, all divisions within Community Services—including the Council on Aging (COA), Human Services, and Veteran’s Services—are experiencing notable growth in caseloads and program participation. However, due to the physical limitations of the Harvey Wheeler Community Center (HWCC), we do not foresee a significant expansion of programming. The Town’s Recreation division, also part of this department, is fully self-funded through user fees, ensuring that any potential expansions would be entirely offset by these revenues.

Public Safety: This cost center includes the Police and Fire departments, both of which are dedicated to ensuring rapid and effective emergency response, while upholding the core values of trust, integrity, honesty, loyalty, and respect. Recently, we informed you of the Town’s plan to upgrade our ambulance service from a Basic Life Support (BLS) model to an Advanced Life Support (ALS) model. This critical enhancement has been made feasible by a significant grant of nearly \$1 million from FEMA, covering nearly 100% of the required training costs. No additional staffing is necessary for the initial implementation of this service level, and associated expenses are projected to be offset nearly 2 to 1 through increased program revenue.

Based on trend and growth projections, ambulance call volume is expected to rise from approximately 2,300 calls currently to about 2,800 by calendar year 2030. This projected increase will necessitate

additional staffing. Due to the 24/7 operational requirements, we estimate that three full-time equivalents (FTEs) will be needed to add one shift, at a current fully-loaded cost of approximately \$118,000 per FTE, translating to an additional \$354,000 total for the shift.

Similarly, the Police department is experiencing a rise in both the number and complexity of service calls, along with increasing challenges in attracting and retaining personnel. Over the next five years, we anticipate the need to establish a new Community Services division. This division would consolidate current roles, including School Resource Officers and the Community Safety Inspector, under a new command staff member, with an estimated fully-loaded cost of \$165,000. Additional officers may also be required, contingent upon community growth.

In both the Police and Fire departments, we will be conducting a comprehensive analysis to evaluate the feasibility of reducing overtime (OT) reliance by hiring additional staff. This aligns with the emerging industry trend of declining voluntary OT acceptance. To attract and retain skilled personnel, the Town must prioritize fostering a healthy work-life balance.

Public Works: This department encompasses the divisions of Engineering (including Stormwater Management, a new Enterprise), Highway & Grounds (including Solid Waste & Recycling, an Enterprise), Park & Tree, Water & Sewer (Enterprise Funds), and functionally, the division of Facilities (currently budgeted under General Government). Public Works is arguably the most underfunded department within the Town, both operationally and in terms of capital investment. While capital needs will be addressed in an upcoming presentation on November 18, 2024, the operational side faces significant challenges. Additional full-time equivalents (FTEs) are necessary across the board to sustain operations, particularly within Highway & Grounds (HWG), as new community amenities such as White Pond, Gerow Park, and the Bruce Freeman Rail Trail (BFRT) come online. Currently, we estimate a need for 3–5 additional FTEs, although securing funding for these positions remains unlikely.

In summary, we do not anticipate growth beyond normal inflationary adjustments for the General Government and Legal Services cost centers. While some growth is expected in the Finance, Department of Planning & Land Management (DPLM), and Human Services cost centers, we generally anticipate that increased expenses will be offset through charge-backs to other funds or grant funding. However, we foresee a need for FTE growth in both Public Safety and Public Works, along with increased funding in these areas to cover both contractual services and commodities.

No. 3: FY24 and FY25 budget updates: please identify major variations (±10%) in actual spend versus planned for the previous and current fiscal years. Please include a status report on Free Cash. There were no major variations (±10%) in actual spending versus planned for FY24 that necessitated budget transfers, aside from those presented at the 2024 Annual Town Meeting. Additionally, we do not foresee any major variations of this magnitude for FY25.

Our current Free Cash certification is \$9,820,395 (as of 06.30.2023), which represents approximately 7.32% of the total FY24 municipal appropriation. Free Cash as of June 30, 2024 has not yet been certified.

No. 4: Capital Program: Please provide information on your 5-year capital plan and highlight any items that might require excluded debt. Capital needs will be thoroughly reviewed through the established Capital Improvement Planning process, which will commence with the first Tri-Board meeting on November 18, 2024. This comprehensive plan will encompass all Tier I, II, and III requests from both the Town and Concord Public Schools (CPS).

No. 5: OPEB: Please provide the funding status of the pension liability. The Town of Concord has consistently been a leader in funding its long-term liabilities, including Other Post-Employment Benefits (OPEB) and Pension obligations, distinguishing itself even among Aaa/AAA-rated communities.

- a. The most recent OPEB Liability Statement, dated January 1, 2023, reports a total OPEB liability of \$53.83 million, with \$32.98 million funded, representing 61.27%. On an actuarial basis, the General Fund's Unfunded Liability stands at \$19.51 million. The discount rate applied is 6.75%, as recommended by the actuary. Starting in FY22, the Town implemented a level cash contribution funding schedule to stabilize the budgetary impact. This schedule is reviewed and updated annually as part of the valuation process. The current plan mandates a consistent annual payment of \$1,329,426 from the General Fund through FY32. Post-FY32, retiree health insurance expenses will be fully covered by the OPEB Trust Fund.
- b. The latest System Valuation Statement for the Concord Retirement System, as of January 1, 2024, shows a total liability of \$250.97 million, with \$233.62 million funded, equating to a 93.09% funding level. According to the current amortization schedule, the Town's Unfunded Pension Liability is projected to be fully funded by the end of FY31. After FY31, the Town will only be responsible for the System's "Normal Cost," which represents the portion of the Present Value of Benefits attributable to benefits earned in the upcoming year.

Sample of Aaa/ AAA Communities as of October 2024

	Town	Moody's	Unfunded Pension Liability	Unfunded OPEB Liability	Unfunded Pension Liability as a % of Revenue	Unfunded OPEB Liability as a % of Revenue
A	Concord	Aaa	\$ 24,001,249	\$ 20,850,338	18.48%	16.06%
1	Bedford	NR	\$ 58,143,653	\$ 49,862,766	52.00%	44.59%
2	Belmont	Aaa	\$ 67,142,935	\$ 99,080,670	44.87%	66.21%
3	Brookline	Aaa	\$ 188,151,037	\$ 179,693,000	50.71%	48.43%
4	Cohasset	NR	\$ 21,582,433	\$ 26,442,263	37.72%	46.22%
5	Foxborough	NR	\$ 36,954,589	\$ 33,836,130	40.33%	36.93%
6	Hingham	Aaa	\$ 37,329,775	\$ 37,963,289	50.73%	51.46%
7	Lexington	Aaa	\$ 74,630,775	\$ 240,392,089	25.42%	81.87%
8	Nantucket	Aaa	\$ 84,200,100	\$ 125,584,139	56.06%	83.62%
9	Newton	Aaa	\$ 307,526,682	\$ 675,794,667	57.60%	126.58%
10	Wayland	Aaa	\$ 54,979,088	\$ 40,422,970	54.38%	39.98%
11	Weston	Aaa	\$ 73,861,976	\$ 57,804,675	65.72%	51.43%
12	Winchester	Aaa	\$ 13,964,503	\$ 134,916,793	9.27%	89.52%

No. 6: Land Acquisition: Please provide information on the status of reserves accumulating for the acquisition, development, and/ or maintenance of land. The Town maintains a Land Fund in accordance with the applicable bylaw, which can be reviewed at <https://concordma.gov/DocumentCenter/View/876/Land-Fund-Bylaw-PDF?bidId=>. Currently, the fund holds a balance of approximately \$20,000. This amount is available, with Select Board approval, to cover any expenses related to due diligence. At this time, the Town has no plans to allocate additional funding for future land acquisitions.

No. 7: Key performance indicators: Please provide metrics that you use to measure success and actual performance on those metrics for the last five years. We are currently in the process of collecting and analyzing data to establish key performance metrics. Updates on these metrics and the corresponding performance over the past five years will be provided throughout the budget development process.

No. 8: Please provide other information that you believe may be helpful to the deliberation of this year's guideline recommendation. We provide the following additional information for your consideration:

- **FY25 Goals:** The Select Board's goals for FY25 can be accessed here: <https://concordma.gov/DocumentCenter/View/50137/2024-2025-Select-Board-Goals>
- **ARPA Historical and Projected Spending:** The Town received a total of \$5,654,719 under the American Rescue Plan Act's (ARPA) Coronavirus State and Local Fiscal Recovery Fund (CLFRF). All funds have been allocated and committed. The most recent quarterly status report is attached for your review, detailing the long-term impact of this funding.
- **Facilities:** The Town currently operates out of 18 buildings across 14 locations. Consolidating operations could lead to significant operational efficiencies, including potential reductions in full-time equivalents (FTEs), lower overall costs for utilities, contractual services, and commodities, and the possibility of repurposing, selling, or redeveloping some of these sites for private use.
- **Additional Aaa-community data:** Further details are provided below.

	Town	Moody's	S & P	Population	Per Capita Income, 2020	Median Family Income, 2020	Residential AV as a % of total AV	Bonded Debt Per Capita, FY23	Free Cash, June 30, 2023	Stabilization Fund Balance, FY23	Unassigned General Fund Balance, FY23	Excess Levy Capacity, FY24	Cumulative % of Debt Retired in 10 Years
A	Concord	Aaa	AAA	18,491	\$ 76,669	\$ 201,744	93.2%	\$ 5,082	\$ 9,820,395	\$ 4,696	\$ 12,985,407	\$ 3,714,963	54.50%
1	Bedford	NR	AAA	14,383	\$ 38,113	\$ 176,908	77.2%	\$ 3,735	\$ 15,881,335	\$ 4,838,658	\$ 21,577,717	\$ 9,650,142	84.00%
2	Belmont	Aaa	AAA	27,295	\$ 73,906	\$ 170,784	96.3%	\$ 8,633	\$ 11,874,537	\$ 1,916,237	\$ 18,045,100	\$ 84,508	41.30%
3	Brookline	Aaa	AAA	63,191	\$ 74,549	\$ 172,052	90.8%	\$ 7,342	\$ 25,122,396	\$ 11,689,023	\$ 62,448,328	\$ 5,442,662	47.90%
4	Cohasset	NR	AAA	8,391	\$ 83,241	\$ 207,375	93.5%	\$ 2,836	\$ 2,451,125	\$ 5,224,065	\$ 10,465,110	\$ 10,119	94.20%
5	Foxborough	NR	AAA	18,618	\$ 62,113	\$ 117,439	80.3%	\$ 2,944	\$ 6,714,841	\$ 4,482,087	\$ 12,217,347	\$ 13,602	64.10%
6	Hingham	Aaa	AAA	24,284	\$ 80,251	\$ 210,027	90.9%	\$ 7,724	\$ 28,315,179	\$ 2,197,987	\$ 37,644,553	\$ 66,356	39.60%
7	Lexington	Aaa	AAA	34,454	\$ 87,899	\$ 224,230	86.8%	\$ 5,789	\$ 17,032,132	\$ 10,373,342	\$ 34,442,114	\$ 14,424	63.80%
8	Nantucket	Aaa	AA+	14,255	\$ 67,246	\$ 116,193	93.9%	\$ 18,040	\$ 22,066,661	\$ 10,340,645	\$ 44,827,958	\$ 4,001,372	63.10%
9	Newton	Aaa	AAA	88,923	\$ 73,380	\$ 164,390	89.7%	\$ 3,698	\$ 27,912,423	\$ 24,719,403	\$ 81,892,026	\$ 10,098	56.10%
10	Wayland	Aaa	NR	13,943	\$ 69,766	\$ 147,473	95.8%	\$ 5,249	\$ 8,487,819	\$ 5,679,704	\$ 14,132,834	\$ 4,403,473	76.60%
11	Weston	Aaa	AAA	11,851	\$ 97,125	\$ 250,000	89.8%	\$ 7,324	\$ 8,910,721	\$ 3,369,212	\$ 17,289,757	\$ 12,700,064	74.30%
12	Winchester	Aaa	AAA	22,970	\$ 90,356	\$ 184,844	95.6%	\$ 6,617	\$ 20,065,593	\$ 4,736,257	\$ 26,792,781	\$ 476,487	48.50%



Town of Concord

American Rescue Plan Act
State and Local Fiscal Recovery Funds

Progress Report #1

Dated October 21, 2024

The Coronavirus State and Local Fiscal Recovery Funds (SLFRF) program authorized by the American Rescue Plan Act (ARPA), delivered \$350 billion to state, territorial, local, and Tribal governments across the country to support their response to and recovery from the COVID-19 public health emergency. Of the \$350 billion, \$8.7 billion was appropriated to the Commonwealth of Massachusetts and of that, \$3.4 billion was distributed to cities, towns, counties, and other forms of local government. The ARPA award to the Town of Concord for \$5,654,719.44 was based on the 2019 population (reportedly 18,918 residents) and a per capita rate of \$299. US Treasury classified Concord as: (i) a non-entitlement unit (NEU), a local government serving a population under 50,000, and (ii) a Tier 5 reporting entity, a metropolitan city or county with a population below 250,000 residents and a receipt of less than \$10 Million in SLFRF funds.

US Treasury granted ARPA recipients a one-time option to choose between “lost revenue” and “project based spending” for reporting purposes. The Town selected the “lost revenue” option for various reasons including ease of reporting and the ability to spend ARPA funds on any “government service.” US Treasury has encouraged specific uses of ARPA funds for the items included but not limited to listed below:

- Replace lost public sector revenue
- Respond to the far-reaching public health and negative economic impacts of the pandemic
- Provide premium pay for essential workers
- Invest in water, sewer, and broadband infrastructure
- Provide emergency relief from natural disasters or their negative economic impacts
- Support surface transportation projects

While the Town is reporting on an annual “lost revenue” basis, the Town has awarded ARPA projects that align with the purposes above. The US Treasury’s “ARPA Dashboard” may be accessed here to review types of ARPA expenditures by various governmental entities:

<https://app.high.powerbigov.us/view?r=eyJrjoiNGMyNGVmMGEtNzAxMS00Y2Q4LWI5YTMtNzFkZDMzYTNkNzc2liwidCI6jU4ZjFlM2ZhLTU4Y2ltNGNiNi04OGNjLWw5MWNhYzlwN2YxOCJ9>

The Town is required to submit annual ARPA expenditure reports by April 30 for the previous twelve month period ending March 31. A schedule of required annual reports can be found below.

Annual Report	Period Covered	Due Date
1	April 1, 2021 – March 31, 2022	April 30, 2022 (filed)
2	April 1, 2022 – March 31, 2023	April 30, 2023 (filed)
3	April 1, 2023 – March 31, 2024	April 30, 2024 (filed)
4	April 1, 2024 – March 31, 2025	April 30, 2025
5	April 1, 2025 – March 31, 2026	April 30, 2026
6	April 1, 2026 – December 31, 2026	April 30, 2027

More information about the State and Local Fiscal Recovery Fund program and associated reporting requirements are located at www.treasury.gov/SLFRP.

The Town’s proposed ARPA program expenditures were presented by the Town Manager on the following dates:

1. To the Select Board on June 23, 2022 for Fiscal Years 2022 and 2023:
<https://concordma.gov/DocumentCenter/View/37218/Select-Board-Meeting-Packet-June-27-2022>
2. To the Finance Committee on March 1, 2023 for Fiscal Year 2024:
<https://concordma.gov/DocumentCenter/View/41164/Article-9-FY24-Budget>

3. To the Select Board on September 9, 2024 for Fiscal Years 2025 & 2026:
<https://youtu.be/QORn51eXZEY?si=D0LHbZHE8fUX-XqV&t=10018>; Board packet:
<https://concordma.gov/3757/September-9-2024>

[Project Inventory Listed Below]

PROJECT INVENTORY

FY22:

Budgeted Fiscal year	Description	Approved Amount	expended	balance to return to unobligated account
FY22	Parking meter lost revenue	\$ 400,000.00	\$ 103,000.00	\$ -
FY22	Trolley Demonstration Project	\$ 100,000.00	\$ 73,101.40	\$ 22,325.67
FY22	Hazard Pay	\$ 300,000.00	\$ 223,685.00	\$ 76,315.00

FY23:

Budgeted Fiscal year	Description	Approved Amount	expended	balance to return to unobligated account
FY23	COVID supplies (masks etc)	\$ -	\$ 53,940.00	\$ (53,940.00)
FY23	contribution to Concord Municipal Affordable Housing Trust	\$ 500,000.00	\$ 500,000.00	\$ -
FY23	Public Works: sidewalk plow	\$ -	\$ 29,016.60	\$ (29,016.60)
FY23	cell service due diligence	\$ 25,000.00	\$ 8,842.50	\$ -
FY23	economic development initiatives (consultant or staff position)	\$ 125,000.00	\$ 125,000.00	\$ -
FY23	transportation initiatives	\$ 200,000.00	\$ 188,345.31	\$ -
FY23	cultural arts	\$ 20,000.00	\$ -	\$ -
FY23	develop inventory of SHI potential units	\$ 30,000.00	\$ 5,000.00	\$ 25,000.00

FY24:

Budgeted Fiscal year	Description	Approved Amount	expended	balance to return to unobligated account
FY24	municipal strategic planning	\$ 25,000.00	\$ 1,750.00	\$ -
FY24	GIS - additional data gathering	\$ 40,000.00	\$ -	\$ 40,000.00
FY24	feasibility of joining MWRA	\$ 50,000.00	\$ -	\$ 50,000.00
FY24	DEI initiatives	\$ 75,000.00	\$ 5,085.61	\$ -
FY24	evaluate feasibility of creation of stormwater fund	\$ 100,000.00	\$ 100,000.00	\$ -
FY24	municipal buildings energy audit	\$ 100,000.00	\$ -	\$ -
FY24	Emerson basketball and tennis courts, Rideout Basketball and tennis courts	\$ 130,000.00	\$ -	\$ -
FY24	level 3 charging, public safety facilities study for Public Works and Public Safety	\$ 150,000.00	\$ -	\$ -
FY24	pay for expenses by 250th committee	\$ 500,000.00	\$ 2,567.00	\$ -
FY24	Concord Fire Dept. new ambulance upgrade	\$ -	\$ 20,414.67	\$ -

FY25:

Budgeted Fiscal year	Description	Approved Amount	expended	balance to return to unobligated account
FY25	munis payroll implementaion	\$ 100,000.00	\$ -	
FY25	250th tree initiatives	\$ 125,000.00	\$ -	
FY25	affordable housing; purchase of 91B Main Street	\$ 500,000.00	\$ -	
FY25	Rt. 2 corridor study	\$ 50,000.00	\$ -	
FY25	Lowell Road at Concord Market sidewalk improvement	\$ 9,400.00	\$ -	
FY25	design and permitting of multi-modal path connecting MinuteMan Park to Town-owned land	\$ 125,000.00	\$ -	
FY25	Concord Police body worn cameras	\$ 100,000.00	\$ -	
FY25	CFD transition to ALS	\$ 150,000.00	\$ -	
FY25	options analysis for replacement of Doug White field	\$ 100,000.00	\$ -	
FY25	Baker Avenue culvert replacement	\$ 1,000,000.00	\$ -	
FY25	design at Main Street and Baker Ave. intersection	\$ 450,000.00	\$ -	
FY25	White Pond drainage study	\$ 75,000.00	\$ -	



THE TOWN OF
CONCORD
MASSACHUSETTS

**FY26 Guidelines
Annual Budget Data Request
for
Town of Concord**

**Meeting of the Finance Committee,
Thursday, November 6, 2024**



THE TOWN OF
CONCORD
MASSACHUSETTS

Agenda

#	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.



THE TOWN OF
CONCORD
MASSACHUSETTS

Five-Year Revenue Forecast

- Property Taxes
- State Aid
- Local Receipts
- Other Financing Sources



THE TOWN OF
CONCORD
 MASSACHUSETTS

Property Taxes

Levy Limit Calculation	Estimated FY2025	Projected				
		FY2026	FY2027	FY2028	FY2029	FY2030
Prior Year Levy Limit	\$ 106,213,177	\$ 110,152,006	\$ 113,905,806	\$ 117,753,451	\$ 121,697,287	\$ 125,739,720
Add: 2.5% Increase	\$ 2,655,329	\$ 2,753,800	\$ 2,847,645	\$ 2,943,836	\$ 3,042,432	\$ 3,143,493
Add: New Growth	\$ 1,283,499	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Levy Limit	\$ 110,152,006	\$ 113,905,806	\$ 117,753,451	\$ 121,697,287	\$ 125,739,720	\$ 129,883,213
Add: Debt Exclusions	\$ 10,114,676	\$ 11,490,185	\$ 10,957,677	\$ 10,875,527	\$ 10,044,027	\$ 9,393,902
Maximum Allowable Levy	\$ 120,266,682	\$ 125,395,991	\$ 128,711,128	\$ 132,572,814	\$ 135,783,747	\$ 139,277,115
Projected Property Tax Use						
Base	\$ 106,544,005	\$ 110,143,926	\$ 113,892,117	\$ 117,720,103	\$ 121,666,207	\$ 125,704,899
Less: Debt Exclusions	\$ 10,114,676	\$ 11,490,185	\$ 10,957,677	\$ 10,875,527	\$ 10,044,027	\$ 9,393,902
Total Projected Tax Levy	\$ 116,658,682	\$ 121,634,111	\$ 124,849,794	\$ 128,595,630	\$ 131,710,234	\$ 135,098,801
Unused Levy Capacity	\$ 3,608,000	\$ 3,761,880	\$ 3,861,334	\$ 3,977,184	\$ 4,073,512	\$ 4,178,313
Total Tax Levy	\$ 116,658,682	\$ 121,634,111	\$ 124,849,794	\$ 128,595,630	\$ 131,710,234	\$ 135,098,801



THE TOWN OF
CONCORD
 MASSACHUSETTS

State Aid

	FY2025 Estimates	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
A. Education						
Chapter 70	\$ 4,240,305	\$ 4,346,313	\$ 4,454,970	\$ 4,566,345	\$ 4,680,503	\$ 4,797,516
Charter Tuition reimbursement	\$ 26,106	\$ 26,759	\$ 27,428	\$ 28,113	\$ 28,816	\$ 29,537
Sub-Total, All education Items	\$ 4,266,411	\$ 4,373,071	\$ 4,482,398	\$ 4,594,458	\$ 4,709,319	\$ 4,827,052
B. General Government						
Unrestricted General Government Aid	\$ 1,428,463	\$ 1,464,175	\$ 1,500,779	\$ 1,538,298	\$ 1,576,756	\$ 1,616,175
Veterans Benefits	\$ 36,003	\$ 36,903	\$ 37,826	\$ 38,771	\$ 39,741	\$ 40,734
Exemp: VBS and Elderly	\$ 27,335	\$ 28,018	\$ 28,719	\$ 29,437	\$ 30,173	\$ 30,927
State Owned land	\$ 894,439	\$ 916,800	\$ 939,720	\$ 963,213	\$ 987,293	\$ 1,011,976
Public Libraries	\$ 49,638	\$ 50,879	\$ 52,151	\$ 53,455	\$ 54,791	\$ 56,161
Sub-Total, All General Government	\$ 2,435,878	\$ 2,496,775	\$ 2,559,194	\$ 2,623,174	\$ 2,688,754	\$ 2,755,972
C. Total Estimated Receipts	\$ 6,702,289	\$ 6,869,846	\$ 7,041,592	\$ 7,217,632	\$ 7,398,073	\$ 7,583,025
B. State Assessments and Charges						
Air Pollution Districts	\$ 9,603	\$ 9,843	\$ 10,089	\$ 10,341	\$ 10,600	\$ 10,865
Metropolitan Area Planning Council	\$ 10,048	\$ 10,299	\$ 10,557	\$ 10,821	\$ 11,091	\$ 11,368
RMV Non-Renewal Surcharge	\$ 5,980	\$ 6,130	\$ 6,283	\$ 6,440	\$ 6,601	\$ 6,766
Sub-Total, State Assessments	\$ 25,631	\$ 26,272	\$ 26,929	\$ 27,602	\$ 28,292	\$ 28,999
C. Transportation Authorities						
MBTA	\$ 447,439	\$ 458,625	\$ 470,091	\$ 481,843	\$ 493,889	\$ 506,236
Sub-Total, Transportation Assessmen	\$ 447,439	\$ 458,625	\$ 470,091	\$ 481,843	\$ 493,889	\$ 506,236
E. Tuition Assessments						
School Choice Sending Tuition	\$ 19,604	\$ 20,094	\$ 20,596	\$ 21,111	\$ 21,639	\$ 22,180
Charter School Sending Tuition	\$ 50,956	\$ 52,230	\$ 53,536	\$ 54,874	\$ 56,246	\$ 57,652
Sub-Total, tuition Assessments	\$ 70,560	\$ 72,324	\$ 74,132	\$ 75,985	\$ 77,885	\$ 79,832
F. Total Estimated Charges	\$ 543,630	\$ 557,221	\$ 571,151	\$ 585,430	\$ 600,066	\$ 615,067
Total State Aid	\$ 6,158,659	\$ 6,312,625	\$ 6,470,441	\$ 6,632,202	\$ 6,798,007	\$ 6,967,957



THE TOWN OF
CONCORD
MASSACHUSETTS

Local Receipts

	FY2025 Estimates	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
Local Receipts						
Motor Vehicle Excise	\$ 3,766,902	\$ 3,917,578	\$ 4,074,281	\$ 4,237,252	\$ 4,406,742	\$ 4,583,012
Farm Excise	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest	\$ 2,000,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
Pilot Programs	\$ 31,671	\$ 33,254	\$ 34,917	\$ 36,663	\$ 38,496	\$ 40,421
Misc Revenue Non-Recc	\$ 60,840	\$ 60,840	\$ 60,840	\$ 60,840	\$ 60,840	\$ 60,840
Meals Tax	\$ 471,872	\$ 495,466	\$ 520,239	\$ 546,251	\$ 573,564	\$ 602,242
Room Occupancy	\$ 537,828	\$ 551,273	\$ 565,055	\$ 579,182	\$ 593,661	\$ 608,503
Jet Fuel	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000	\$ 475,000
Opioid Settlement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
In Lieu of Taxes	\$ 25,000	\$ 50,000	\$ 100,000	\$ 200,000	\$ 400,000	\$ 800,000
Migrant Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unrealized Gains	\$ 133,189	\$ 133,189	\$ 133,189	\$ 133,189	\$ 133,189	\$ 133,189
Supplemental Re Tax	\$ 65,989	\$ 65,989	\$ 65,989	\$ 65,989	\$ 65,989	\$ 65,989
sub-total, local receipts	\$ 7,568,291	\$ 7,532,590	\$ 7,779,510	\$ 8,084,366	\$ 8,497,481	\$ 9,119,195



THE TOWN OF
CONCORD
MASSACHUSETTS

Other Financing Sources

Funds From Other Sources						
Transfers	\$ 2,731,331	\$ 2,799,614	\$ 2,869,605	\$ 2,941,345	\$ 3,014,879	\$ 3,090,251
Fees	\$ 1,462,819	\$ 1,499,389	\$ 1,536,874	\$ 1,575,296	\$ 1,614,678	\$ 1,655,045
Rentals	\$ 68,584	\$ 68,721	\$ 68,859	\$ 68,997	\$ 69,135	\$ 69,273
Permits & Licenses	\$ 1,736,164	\$ 1,753,525	\$ 1,771,061	\$ 1,788,771	\$ 1,806,659	\$ 1,824,725
Misc Revenue	\$ 225,904	\$ 225,904	\$ 225,904	\$ 225,904	\$ 225,904	\$ 225,904
Fines	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Health Services Overhead	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
sub-total, funds from other sources	\$ 6,299,802	\$ 6,422,154	\$ 6,547,302	\$ 6,675,312	\$ 6,806,254	\$ 6,940,198



THE TOWN OF
CONCORD
MASSACHUSETTS

Five-Year Revenue Forecast

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
REVENUES						
Property Taxes	\$ 116,658,682	\$ 121,634,111	\$ 124,849,794	\$ 128,595,630	\$ 131,710,234	\$ 135,098,801
Total State Aid	\$ 6,158,659	\$ 6,312,625	\$ 6,470,441	\$ 6,632,202	\$ 6,798,007	\$ 6,967,957
Total Local Receipts, and Other Sources	\$ 13,868,092	\$ 13,954,744	\$ 14,326,812	\$ 14,759,678	\$ 15,303,735	\$ 16,059,393
Total Revenues	\$ 136,685,433	\$ 141,901,480	\$ 145,647,048	\$ 149,987,510	\$ 153,811,977	\$ 158,126,152



THE TOWN OF
CONCORD
MASSACHUSETTS

Five-Year Expenditure Forecast

- Town Government
- Joint Accounts
- Schools
- Capital Outlay



THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Government

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
EXPENSES						
Town Government						
General Government	\$ 6,002,619	\$ 6,226,724	\$ 6,459,793	\$ 6,702,184	\$ 6,954,272	\$ 7,216,443
Finance	\$ 2,599,727	\$ 2,703,716	\$ 2,811,865	\$ 2,924,339	\$ 3,041,313	\$ 3,162,965
Planning and Land Management	\$ 2,628,721	\$ 2,733,870	\$ 2,843,225	\$ 2,956,954	\$ 3,075,232	\$ 3,198,241
Human Services	\$ 3,488,951	\$ 3,628,509	\$ 3,773,649	\$ 3,924,595	\$ 4,081,579	\$ 4,244,842
Public Safety	\$ 12,106,896	\$ 12,591,172	\$ 13,094,819	\$ 13,618,611	\$ 14,163,356	\$ 14,729,890
Public Works	\$ 5,112,219	\$ 5,316,707	\$ 5,529,376	\$ 5,750,551	\$ 5,980,573	\$ 6,219,796
Unclassified	\$ 806,506	\$ 821,044	\$ 835,945	\$ 851,218	\$ 866,874	\$ 882,921
Total Town Government	\$ 32,745,639	\$ 34,021,742	\$ 35,348,671	\$ 36,728,453	\$ 38,163,198	\$ 39,655,098

- Our forecast assumes a +4.0% increase in expenditures



THE TOWN OF
CONCORD
 MASSACHUSETTS

Joint Accounts (Town & CPS)

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
EXPENSES						
Joint Accounts (Town & Concord Public Schools)						
Group Insurance	\$ 8,000,000	\$ 9,176,160	\$ 10,002,014	\$ 10,902,196	\$ 11,883,393	\$ 12,952,899
Property/ Liability Insurance	\$ 539,412	\$ 593,353	\$ 652,689	\$ 717,957	\$ 789,753	\$ 868,728
Unemployment	\$ 140,760	\$ 143,575	\$ 146,447	\$ 149,376	\$ 152,363	\$ 155,410
Worker's Compensation	\$ 176,149	\$ 193,764	\$ 213,140	\$ 234,454	\$ 257,900	\$ 283,690
Social Security & Medicare	\$ 1,028,735	\$ 905,172	\$ 950,430	\$ 997,952	\$ 1,047,849	\$ 1,100,242
sub-total:	\$ 9,885,056	\$ 11,012,024	\$ 11,964,720	\$ 13,001,935	\$ 14,131,259	\$ 15,360,969
Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157	\$ 3,727,523	\$ 3,876,624	\$ 4,031,689	\$ 4,192,956
Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,580,403	\$ 1,513,500	\$ 1,842,608	\$ 1,771,045	\$ 1,697,035
sub-total:	\$ 5,999,746	\$ 5,164,560	\$ 5,241,023	\$ 5,719,232	\$ 5,802,734	\$ 5,889,991
Debt Service, Within Levy Limit						
A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,533,436	\$ 3,865,223	\$ 3,362,344	\$ 2,690,750	\$ 2,379,750
A2. CPS, Principal & Interest	\$ 806,651	\$ 904,470	\$ 819,852	\$ 794,632	\$ 665,250	\$ 568,125
A3. Interest on Short-Term Notes	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -
sub-total:	\$ 4,453,350	\$ 5,437,906	\$ 4,685,075	\$ 4,156,975	\$ 3,356,000	\$ 2,947,875
Debt Service, Excluded from Levy Limit						
B1. Town, Principal & Interest	\$ 303,794	\$ 295,294	\$ 187,000	\$ 178,500		
B2. CPS, Principal & Interest	\$ 6,286,880	\$ 7,670,889	\$ 7,246,675	\$ 7,173,025	\$ 6,520,025	\$ 5,869,900
B3. Interest on Short-Term Notes		\$ -	\$ -	\$ -	\$ -	\$ -
sub-total:	\$ 6,590,674	\$ 7,966,183	\$ 7,433,675	\$ 7,351,525	\$ 6,520,025	\$ 5,869,900
Total: Joint Accounts	\$ 26,928,826	\$ 29,580,673	\$ 29,324,493	\$ 30,229,667	\$ 29,810,018	\$ 30,068,736



THE TOWN OF
CONCORD
MASSACHUSETTS

Schools

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
EXPENSES						
Schools						
Minuteman Tech.	\$ 1,732,806.00	\$ 1,802,118.24	\$ 1,874,202.97	\$ 1,949,171.09	\$ 2,027,137.93	\$ 2,108,223.45
Concord Public Schools	\$ 46,515,714.00	\$ 48,376,342.56	\$ 50,311,396.26	\$ 52,323,852.11	\$ 54,416,806.20	\$ 56,593,478.45
CCRS D	\$ 26,140,908.00	\$ 27,186,544.32	\$ 28,274,006.09	\$ 29,404,966.34	\$ 30,581,164.99	\$ 31,804,411.59
Total, Schools	\$ 74,389,428	\$ 77,365,005	\$ 80,459,605	\$ 83,677,990	\$ 87,025,109	\$ 90,506,113
Total Expenses	\$ 134,063,892	\$ 140,967,419	\$ 145,132,769	\$ 150,636,110	\$ 154,998,325	\$ 160,229,947

- Our forecast assumes a +4.0% increase in expenditures



THE TOWN OF
CONCORD
 MASSACHUSETTS

Tier 1 Capital

Option

Capital Outlay (3% goal)						
Town Budget	\$ 32,745,639	\$ 34,021,742	\$ 35,348,671	\$ 36,728,453	\$ 38,163,198	\$ 39,655,098
CPS Budget	\$ 46,515,714	\$ 48,376,343	\$ 50,311,396	\$ 52,323,852	\$ 54,416,806	\$ 56,593,478
Total	\$ 79,261,353	\$ 82,398,084	\$ 85,660,067	\$ 89,052,305	\$ 92,580,004	\$ 96,248,576
3% of Town/School Budget Combined	\$ 2,180,000	\$ 2,471,943	\$ 2,569,802	\$ 2,671,569	\$ 2,777,400	\$ 2,887,457

Per Concord Policy

Capital Outlay (3% goal)						
Total Budget	\$ 132,141,017	\$ 138,108,501	\$ 145,303,971	\$ 149,567,180	\$ 155,172,288	\$ 159,640,334
Capital Outlay at 3%	\$ 3,964,231	\$ 4,143,255	\$ 4,359,119	\$ 4,487,015	\$ 4,655,169	\$ 4,789,210
Capital Outlay at 2%	\$ 2,642,820	\$ 2,762,170	\$ 2,906,079	\$ 2,991,344	\$ 3,103,446	\$ 3,192,807
Appropriated Capital	\$ 2,180,000					



THE TOWN OF
CONCORD
 MASSACHUSETTS

Five-Year Budget Forecast

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
REVENUES						
Property Taxes	\$ 116,658,682	\$ 121,634,111	\$ 124,849,794	\$ 128,595,630	\$ 131,710,234	\$ 135,098,801
Total State Aid	\$ 6,158,659	\$ 6,312,625	\$ 6,470,441	\$ 6,632,202	\$ 6,798,007	\$ 6,967,957
Total Local Receipts, and Other Sources	\$ 13,868,092	\$ 13,954,744	\$ 14,326,812	\$ 14,759,678	\$ 15,303,735	\$ 16,059,393
Total Revenues	\$ 136,685,433	\$ 141,901,480	\$ 145,647,048	\$ 149,987,510	\$ 153,811,977	\$ 158,126,152
EXPENSES						
Total Town Government	\$ 32,745,639	\$ 34,021,742	\$ 35,348,671	\$ 36,728,453	\$ 38,163,198	\$ 39,655,098
Total: Joint Accounts	\$ 26,928,826	\$ 29,580,673	\$ 29,324,493	\$ 30,229,667	\$ 29,810,018	\$ 30,068,736
Total, Schools	\$ 74,389,428	\$ 77,365,005	\$ 80,459,605	\$ 83,677,990	\$ 87,025,109	\$ 90,506,113
Total Expenses	\$ 134,063,892	\$ 140,967,419	\$ 145,132,769	\$ 150,636,110	\$ 154,998,325	\$ 160,229,947
Capital Outlay (3% goal)						
Town Budget	\$ 32,745,639	\$ 34,021,742	\$ 35,348,671	\$ 36,728,453	\$ 38,163,198	\$ 39,655,098
CPS Budget	\$ 46,515,714	\$ 48,376,343	\$ 50,311,396	\$ 52,323,852	\$ 54,416,806	\$ 56,593,478
Total	\$ 79,261,353	\$ 82,398,084	\$ 85,660,067	\$ 89,052,305	\$ 92,580,004	\$ 96,248,576
3% of Town/School Budget Combined	\$ 2,180,000	\$ 2,471,943	\$ 2,569,802	\$ 2,671,569	\$ 2,777,400	\$ 2,887,457
OPEB Assessment	\$ 1,364,609	\$ 1,364,609	\$ 1,364,609	\$ 1,364,609	\$ 1,364,609	\$ 1,364,609
Total Town Surplus/(Deficit)	\$ (923,068)	\$ (2,902,491)	\$ (3,420,132)	\$ (4,684,777)	\$ (5,328,357)	\$ (6,355,862)
Unused Levy Capacity	\$ 3,608,000	\$ 3,761,880	\$ 3,861,334	\$ 3,977,184	\$ 4,073,512	\$ 4,178,313
Projected Unused Levy Capacity	\$ 2,684,932	\$ 859,389	\$ 441,202	\$ (707,593)	\$ (1,254,845)	\$ (2,177,548)



THE TOWN OF
CONCORD
MASSACHUSETTS

Five-Year Budget Forecast Assumptions

Revenues

- New growth remains constant
- State Aid grows at 2.5% per year
- MV Excise grows at 4%
- Interest revenue decreases with interest rates

Expenses

- Town, CPS, CCRSD & MVRTHS grows at 4%
- Health Insurance adjusted for FY25 w/12% increase
- Property/Liability grows at 10%
- SS/Medicare – 5% growth after recognizing \$175,000 savings in FY25



Overall Spending

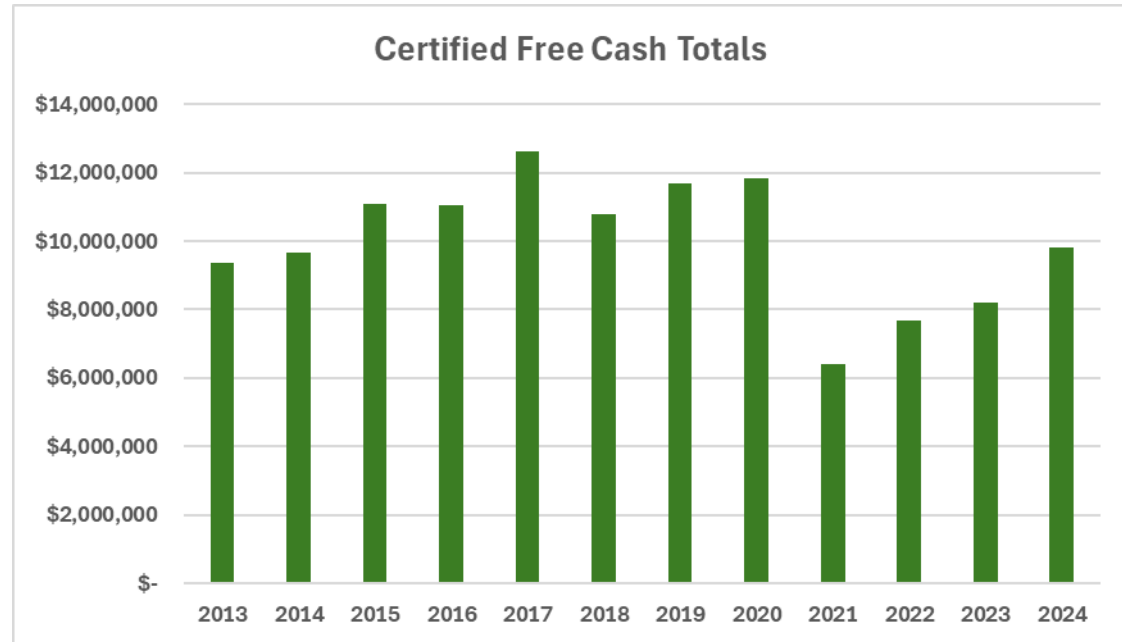
No. 1: Overall spending: please provide five-year projections of spending under current service levels. Please also include spending projections specifically for human capital as well as for any noteworthy, “one-off” items. As requested, we are providing a comprehensive five-year forecast covering revenue, Town Guidelines expenses, and Shared Expenses, including both existing and projected debt. Our forecast assumes a +4.0% increase in education expenditures. While we anticipate significant revenue contributions from key developments such as Novo 40B, Thoreau 40B, the redevelopment of MCI-Concord, and 2229 Main Street, we have not yet incorporated these into our projections. We will adjust our estimates as definitive milestones, such as the issuance of building permits (e.g., Novo 40B), materialize.



THE TOWN OF
CONCORD
MASSACHUSETTS

Free Cash

Year	Amount
2013	\$ 9,357,662
2014	\$ 9,664,489
2015	\$ 11,084,916
2016	\$ 11,040,933
2017	\$ 12,605,955
2018	\$ 10,798,936
2019	\$ 11,683,672
2020	\$ 11,839,956
2021	\$ 6,398,206
2022	\$ 7,695,461
2023	\$ 8,190,415
2024	\$ 9,820,395
2025	



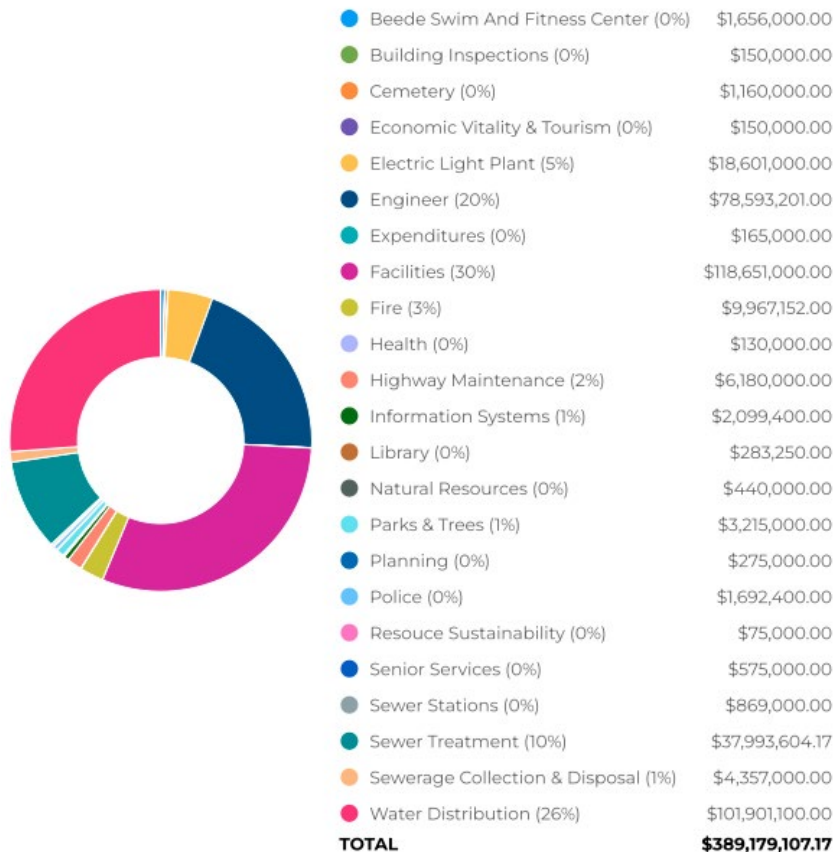
Under sound financial policies, a community strives to generate free cash in an amount equal to three to five percent of its annual budget. This goal helps deter free cash from being depleted in any particular year, which enables the following year's calculation to begin with a positive balance.



THE TOWN OF
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 MASSACHUSETTS

Capital Improvement Plan

Capital Costs By Department All Years





THE TOWN OF
CONCORD
MASSACHUSETTS

Capital Improvement Plan Potential Excluded Debt Projects

Request Title	Request Groups	Department	FY 2026 Capital Cost	FY 2027 Capital Costs	FY 2028 Capital Costs	FY 2029 Capital Costs	FY 2030 Capital Costs	Total
New Public Safety Building	Public Works	Facilities	\$ -	\$ 3,500,000	\$ 35,000,000	\$ -	\$ -	\$ 38,500,000
New Public Works Building & Campus	Public Works	Facilities	\$ -	\$ 5,400,000	\$ 54,000,000	\$ -	\$ -	\$ 59,400,000
Road Pavement Management	Public Works	Engineer	\$ 5,000,000	\$ 5,250,000	\$ 5,512,500	\$ 4,788,000	\$ 5,027,500	\$ 25,578,000
Total			\$ 5,000,000	\$ 14,150,000	\$ 94,512,500	\$ 4,788,000	\$ 5,027,500	\$ 123,478,000



THE TOWN OF
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MASSACHUSETTS

OPEB

No. 5: OPEB: Please provide the funding status of the pension liability. The Town of Concord has consistently been a leader in funding its long-term liabilities, including Other Post-Employment Benefits (OPEB) and Pension obligations, distinguishing itself even among Aaa/AAA-rated communities.

- a. The most recent OPEB Liability Statement, dated January 1, 2023, reports a total OPEB liability of \$53.83 million, with \$32.98 million funded, representing 61.27%. On an actuarial basis, the General Fund's Unfunded Liability stands at \$19.51 million. The discount rate applied is 6.75%, as recommended by the actuary. Starting in FY22, the Town implemented a level cash contribution funding schedule to stabilize the budgetary impact. This schedule is reviewed and updated annually as part of the valuation process. The current plan mandates a consistent annual payment of \$1,329,426 from the General Fund through FY32. Post-FY32, retiree health insurance expenses will be fully covered by the OPEB Trust Fund.
- b. The latest System Valuation Statement for the Concord Retirement System, as of January 1, 2024, shows a total liability of \$250.97 million, with \$233.62 million funded, equating to a 93.09% funding level. According to the current amortization schedule, the Town's Unfunded Pension Liability is projected to be fully funded by the end of FY31. After FY31, the Town will only be responsible for the System's "Normal Cost," which represents the portion of the Present Value of Benefits attributable to benefits earned in the upcoming year.



THE TOWN OF
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 MASSACHUSETTS

OPEB

Sample of Aaa/ AAA Communities as of October 2024

	Town	Moody's	Unfunded Pension Liability	Unfunded OPEB Liability	Unfunded Pension Liability as a % of Revenue	Unfunded OPEB Liability as a % of Revenue
A	Concord	Aaa	\$ 24,001,249	\$ 20,850,338	18.48%	16.06%
1	Bedford	NR	\$ 58,143,653	\$ 49,862,766	52.00%	44.59%
2	Belmont	Aaa	\$ 67,142,935	\$ 99,080,670	44.87%	66.21%
3	Brookline	Aaa	\$ 188,151,037	\$ 179,693,000	50.71%	48.43%
4	Cohasset	NR	\$ 21,582,433	\$ 26,442,263	37.72%	46.22%
5	Foxborough	NR	\$ 36,954,589	\$ 33,836,130	40.33%	36.93%
6	Hingham	Aaa	\$ 37,329,775	\$ 37,963,289	50.73%	51.46%
7	Lexington	Aaa	\$ 74,630,775	\$ 240,392,089	25.42%	81.87%
8	Nantucket	Aaa	\$ 84,200,100	\$ 125,584,139	56.06%	83.62%
9	Newton	Aaa	\$ 307,526,682	\$ 675,794,667	57.60%	126.58%
10	Wayland	Aaa	\$ 54,979,088	\$ 40,422,970	54.38%	39.98%
11	Weston	Aaa	\$ 73,861,976	\$ 57,804,675	65.72%	51.43%
12	Winchester	Aaa	\$ 13,964,503	\$ 134,916,793	9.27%	89.52%



THE TOWN OF
CONCORD
MASSACHUSETTS

Thank you!

Questions?



Concord Finance Committee
AGENDA ACTION REQUEST

November 07, 2024

5

Finance Committee's FY26 Budget Process

Follow-up discussion regarding prior FY26 Budget meetings

Requested by: FC Chair

Action Sought: discussion dependent

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 PUBLIC SCHOOLS CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537 www.concordps.org

To: Concord Finance Committee
From: Dr. Laurie Hunter, Superintendent of Schools
Robert Conry, Assistant Superintendent of Finance & Operations
Date: October 30, 2024
RE: FY26 Guidelines – Follow up questions for CPS / CCRSD

We are writing to provide the information requested in recent emails from the Concord Finance Committee, related to the FY26 Budget Guidelines process.

OPEB Funding (CCRSD)

What are the market return assumptions for the OPEB Trust?

The OPEB actuary, Stone Consulting, Inc. utilizes a rate of return assumption of 6.75% on the OPEB investment portfolio.

What “staffing or health care plan offerings or structure” do you anticipate for FY26?

The District anticipates essentially level staffing, and essentially the same health care offerings. The District, like the Town of Concord, is committed to utilize MIIA as its primary health insurance vendor through June 30, 2026.

Please explain the benefits and the adverse consequences to the Town’s General Fund of any extension of the OPEB full-funding beyond 2030.

Fully funding the OPEB Trust will require additional outlays of funds either now or later. With near term cost pressures in other areas, and a healthy funding level in the OPEB Trust at present, it seems there is an opportunity to re-allocate or reduce this funding in the near term, with limited downside.

For example, some of the funds could be re-allocated and used for budget relief in FY25, to partially offset the cost of unbudgeted out of district tuitions. Also for example, some of the funds could be re-allocated to the Capital Stabilization fund, to build a balance that can offset future capital projects at CCHS

Cutting the contribution entirely instead of utilizing the funds for other purposes is another option. That would have short term impact in reducing town assessments, but would result in a higher assessment when contributions are later factored back into the budget.

In our view, the optimal approach would be to retain all or most of the \$425,000 in the budget, however, to re-purpose some of the funds in the FY26 budget to Capital Stabilization. **The benefit of this approach is that it would reduce the amount of funding required via town assessments for future CCHS capital projects, such as the Amenities Building.** With the \$425,000 remaining in the budget, it also provides the flexibility in the future of re-allocating how funds are budgeted between these two accounts (OPEB Trust and Capital Stabilization) based on the more pressing needs at the time.

Once the Trust is fully funded, the Trust’s annual income can be used to offset retirement benefits costs, and the District can reduce or eliminate its budget for retirement health care. The District budget for retirement health care in FY25 is \$317,745.

Per Pupil Expenditures Data

Below is a five year trend of per pupil expenditure data, for Concord Public Schools, Concord-Carlisle Regional School District, and for peer districts. The data is from FY19 – FY23, and is sourced from the Department of Elementary and Secondary Education which releases this data each Spring.

Per Pupil Expendures - 5 Year Trend							
District	2019	2020	2021	2022	2023	4 Year Growth	
						\$	%
Acton-Boxborough	16,428	17,298	18,915	19,315	20,699	4,271	26%
Bedford	19,925	20,184	21,373	22,107	23,386	3,461	17%
Concord	21,180	21,498	23,269	24,822	26,176	4,996	24%
Concord-Carlisle	23,573	23,335	23,345	24,823	26,663	3,089	13%
Lexington	18,654	19,620	21,511	22,737	25,167	6,512	35%
Lincoln-Sudbury	22,757	22,244	24,061	24,401	26,241	3,484	15%
Needham	18,827	19,193	21,147	22,808	23,407	4,580	24%
Newton	20,220	20,786	23,431	24,522	25,276	5,056	25%
STATE AVG	17,141	17,572	19,118	20,272	21,377	4,236	25%
Wayland	19,443	19,497	20,614	21,579	22,420	2,978	15%
Wellesley	21,016	21,516	24,183	25,313	27,591	6,575	31%
Westford	15,131	15,743	16,256	17,328	17,625	2,494	16%
Weston	25,846	27,039	30,296	30,446	31,012	5,166	20%

Source: Department of Elementary and Secondary Education (DESE)

Stormwater Enterprise Fund Expense

District administration has been in contact with the Department of Public Works to seek guidance on the estimated annual budget impact, and also the process for seeking reduced rates/assessments for public school buildings. They have provided a preliminary estimate below that they have indicated will require further and formal vetting.

DPW Preliminary Guidance

Preliminary budget estimate for Schools anticipated fee is as follows:

- Public School parcels \$16,840
- CCHS parcel \$23,348

Maximum credit may be up to 50% of fee.

Metrics

The schools have an extensive set of metrics to monitor and evaluate progress. These data points are shared with the School Committees on a regular basis during public meetings.

The link below includes metrics being presented to the School Committee on November 6, 2024. Two other presentations are being sent as e-mail attachments with this memo.

<https://resources.finalsite.net/images/v1730490830/concordpsorg/gisvse5xsdqi7eggfufj/2024-11AnnualSCMCASAssessmentData.pdf>

Concord Public and Concord Carlisle High School

2023 MCAS Accountability Report

Presentation to Joint School Committees Nov. 7, 2023
Assistant Superintendent Kristen Anderson



Accountability

Every year the Department of Elementary and Secondary Education uses MCAS achievement scores and other indicators to hold schools and districts accountable for all students' learning.

Due to interruptions and modifications to MCAS in 2020, 2021, they petitioned for and received permission from the U.S. Department of Education to modify the accountability system this year. All the indicators were provided but there were no accountability determinations for most districts.

2022 is the new baseline.

Accountability determinations have resumed in 2023. They will be seen in this presentation.

MCAS Test Administration 2019–2022

2022 school year was the first full MCAS administration for grades 3–8 since 2019.
Grade 10 students in 2022 had not taken an MCAS test since 2019 (grade 7).

Year	Grades 3-8	Grade 10
2019	Full test administration	Full test administration
2020	No tests administered	No tests administered
2021	Half-test administered	Full test administered
2022	Full test administered	Full test administered

CPS 2023 Overview

Accountability Information

Overall classification Not requiring assistance or intervention

Reason for classification

Meeting or exceeding targets

2023 Points awarded

2023 Progress toward improvement targets							
Indicator		All students (Non-high school grades)			Lowest performing students (Non-high school grades)		
		Points earned	Total possible points	Weight %	Points earned	Total possible points	Weight %
Achievement	English language arts achievement	4	4	-	4	4	-
	Mathematics achievement	3	4	-	3	4	-
	Science achievement	4	4	-	-	-	-
	Achievement total	11	12	60.0	7	8	67.5
Growth	English language arts growth	3	4	-	3	4	-
	Mathematics growth	3	4	-	3	4	-
	Growth total	6	8	20.0	6	8	22.5
High school completion	Four-year cohort graduation rate	-	-	-	-	-	-
	Extended engagement rate	-	-	-	-	-	-
	Annual dropout rate	-	-	-	-	-	-
	High school completion total	-	-	-	-	-	-
Progress toward attaining English language proficiency	English language proficiency total	4	4	10.0	-	-	-
Additional indicators	Chronic absenteeism	1	4	-	2	4	-
	Advanced coursework completion	-	-	-	-	-	-
	Additional indicators total	1	4	10.0	2	4	10.0
Weighted total		8.3	9.6	-	6.3	7.6	-
Percentage of possible points		87%		-	83%		-
2023 Criterion-referenced target percentage		85%					

2023 Points awarded

2023 Progress toward improvement targets					
Indicator		All students (High school grades)			e
		Points earned	Total possible points	Weight %	
Achievement	English language arts achievement	4	4	-	
	Mathematics achievement	4	4	-	
	Science achievement	4	4	-	
	Achievement total	12	12	47.5	
Growth	English language arts growth	4	4	-	
	Mathematics growth	4	4	-	
	Growth total	8	8	22.5	
High school completion	Four-year cohort graduation rate	4	4	-	
	Extended engagement rate	4	4	-	
	Annual dropout rate	3	4	-	
	High school completion total	11	12	20.0	
Progress toward attaining English language proficiency	English language proficiency total	-	-	-	
Additional indicators	Chronic absenteeism	4	4	-	
	Advanced coursework completion	4	4	-	
	Additional indicators total	8	8	10.0	
Weighted total		10.5	10.7	-	
Percentage of possible points		98%		-	
2023 Criterion-referenced target percentage		98%			

CCHS 2023 Overview

Accountability Information

Overall classification Not requiring assistance or intervention

Reason for classification

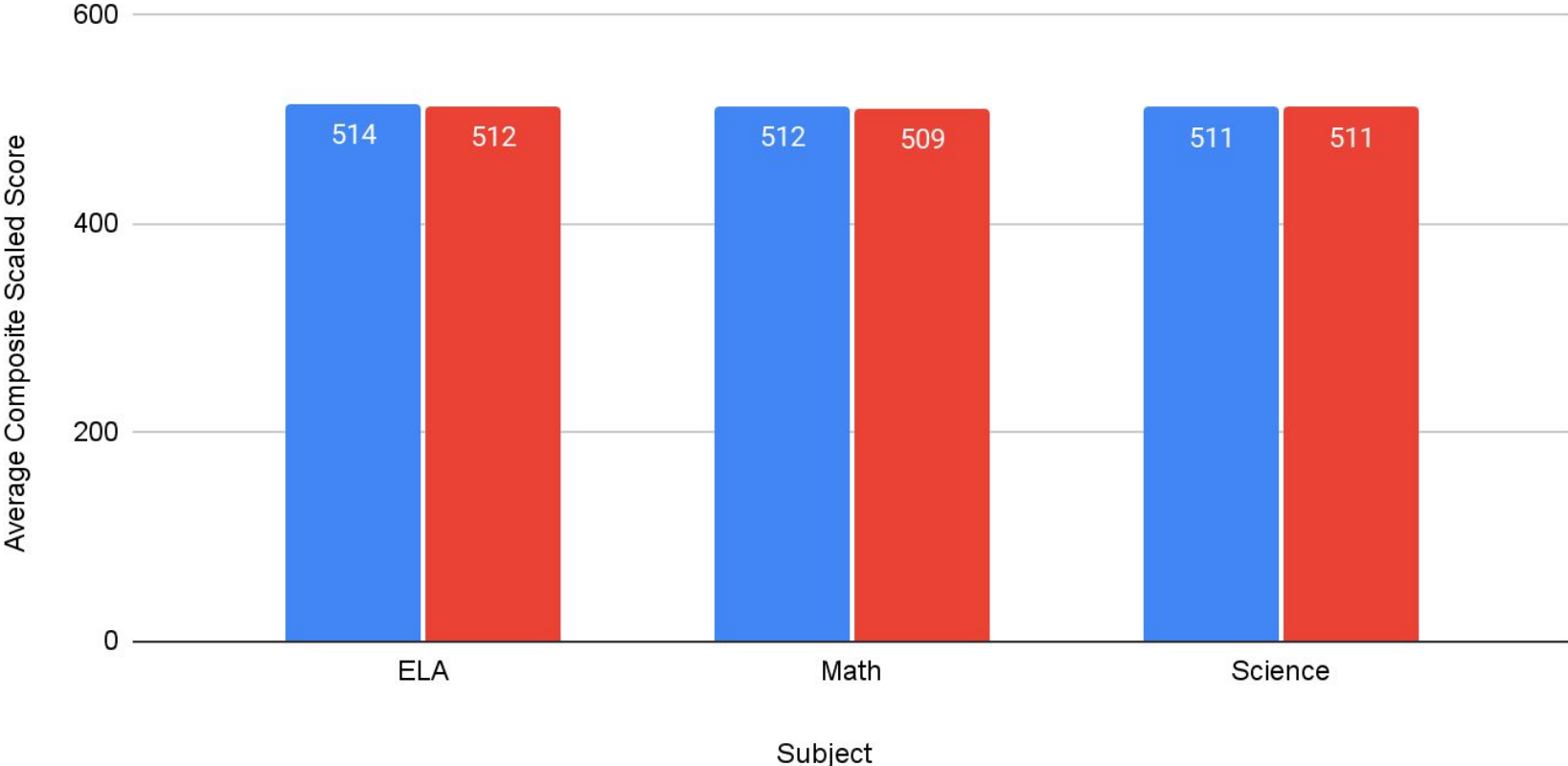
Meeting or exceeding targets

2023 MCAS Summary Notes

- Average student achievement in every subject - ELA, Math, and Science - is back or almost back (within 5 points) to pre-pandemic levels.
- Student achievement at every grade level is back or almost back (within 5 points) to pre-pandemic levels.
- Student achievement in every subgroup is back or almost back (within 5 points) to pre-pandemic levels. Our subgroups include: students with disabilities; English Language Learners; low income; Black; Latino; Asian; and, Multi-ethnic.
- Student Growth Percentiles (SGP) increased in every subject in a range from 2% - 10%.
- All five schools have an accountability level of, “not requiring assistance,” because they are all, “meeting or exceeding targets.”

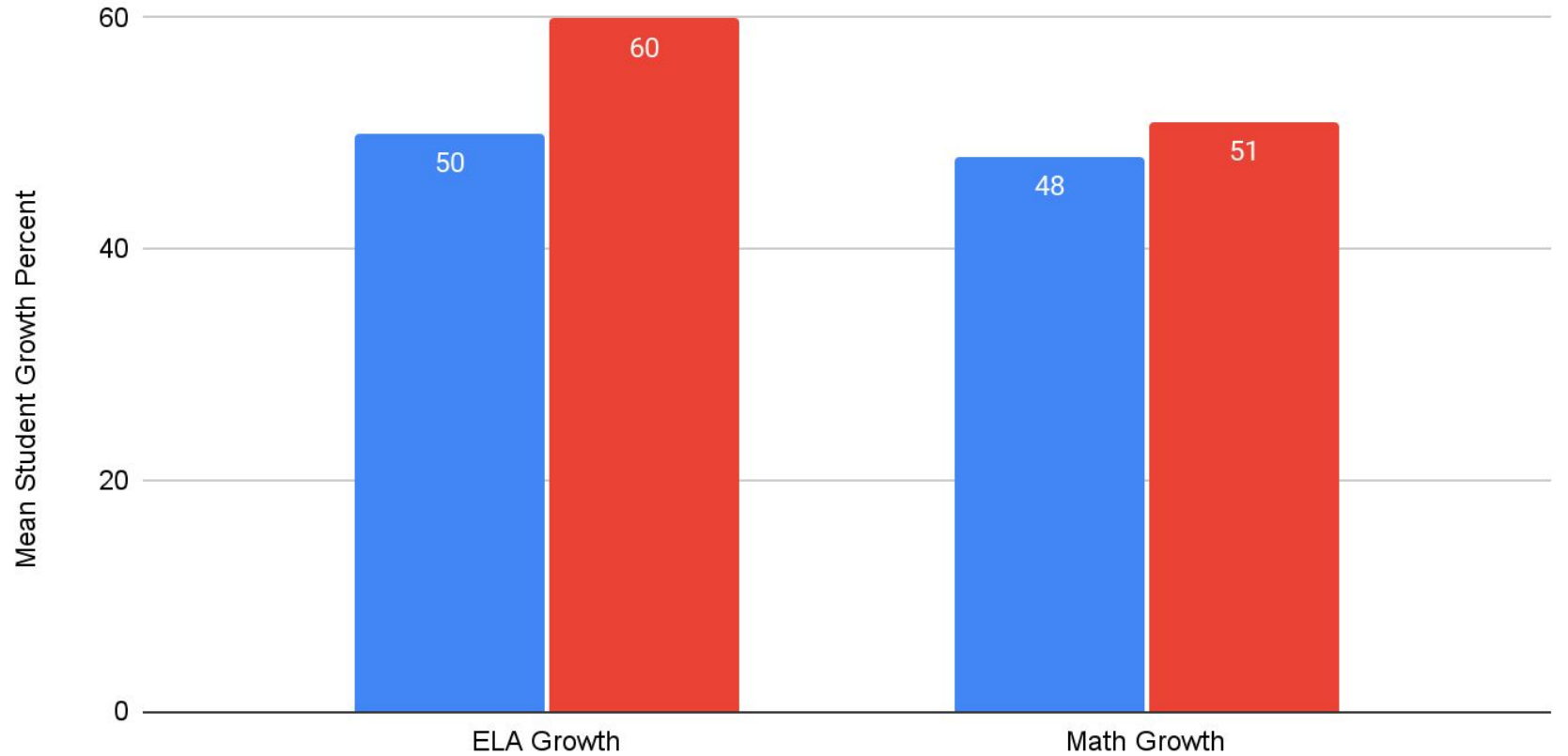
ConcordPublic Schools MCAS Achievement 2019 vs. 2023

2019 2023

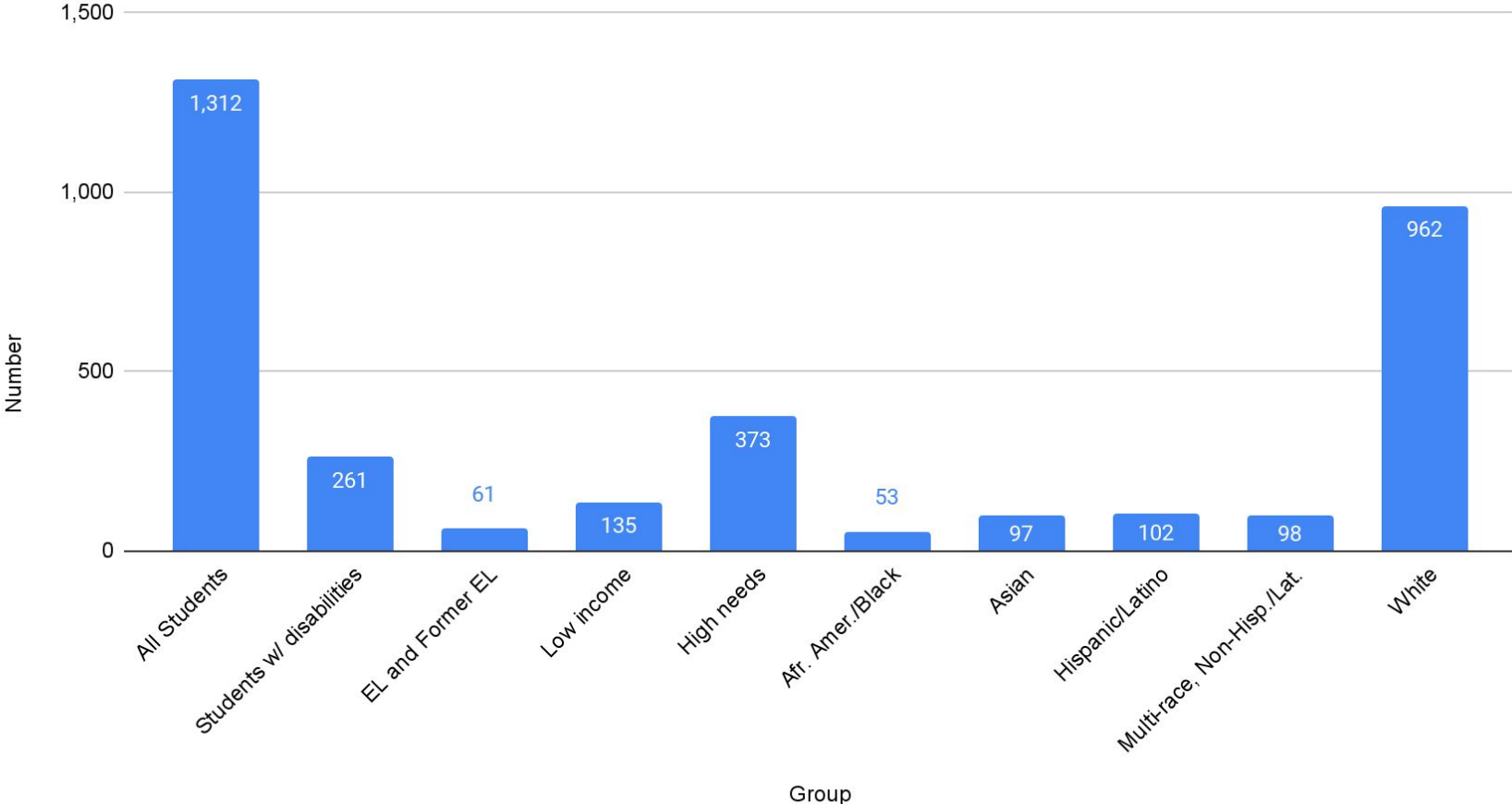


Concord Public Schools

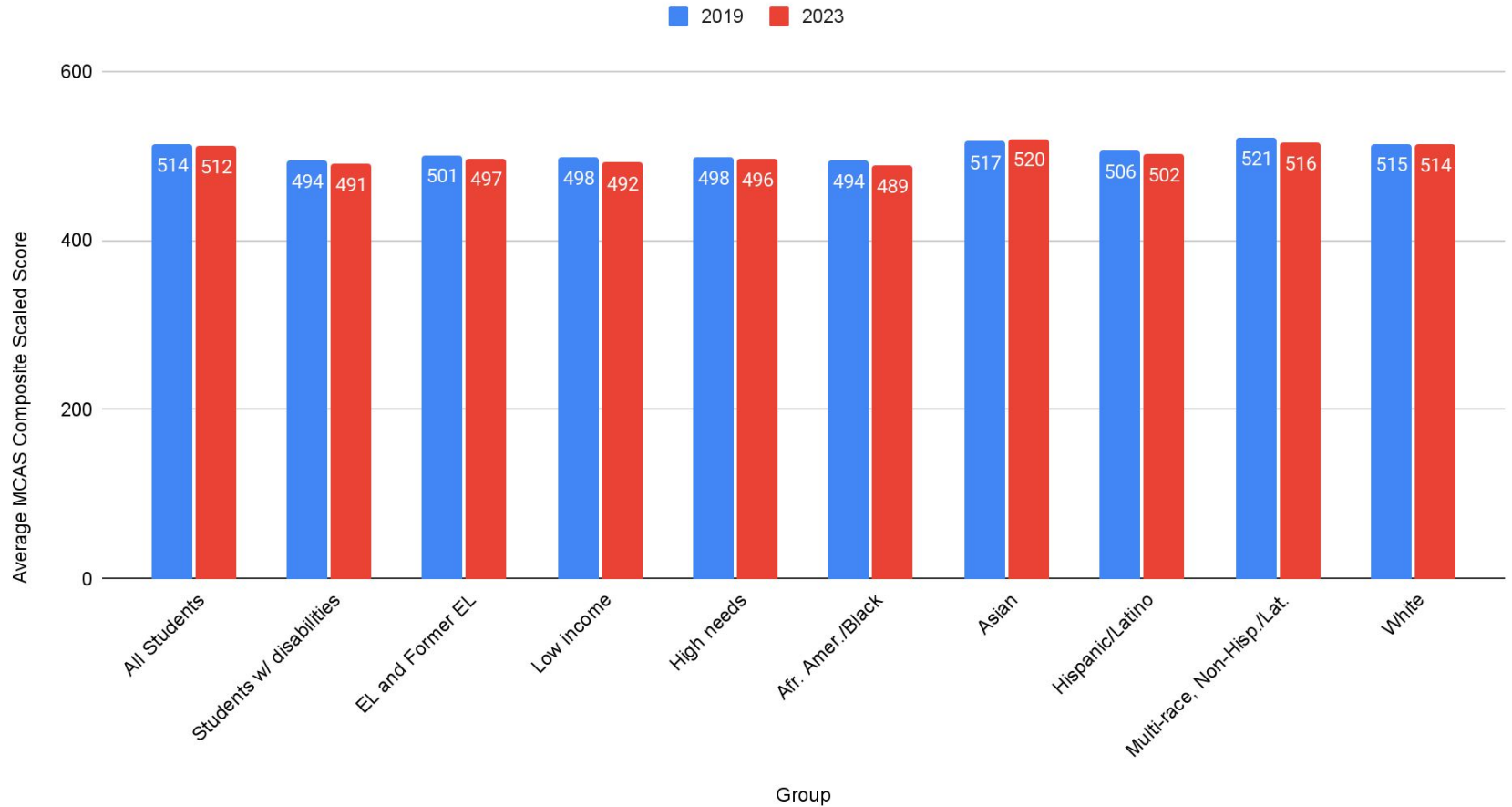
2019 2023



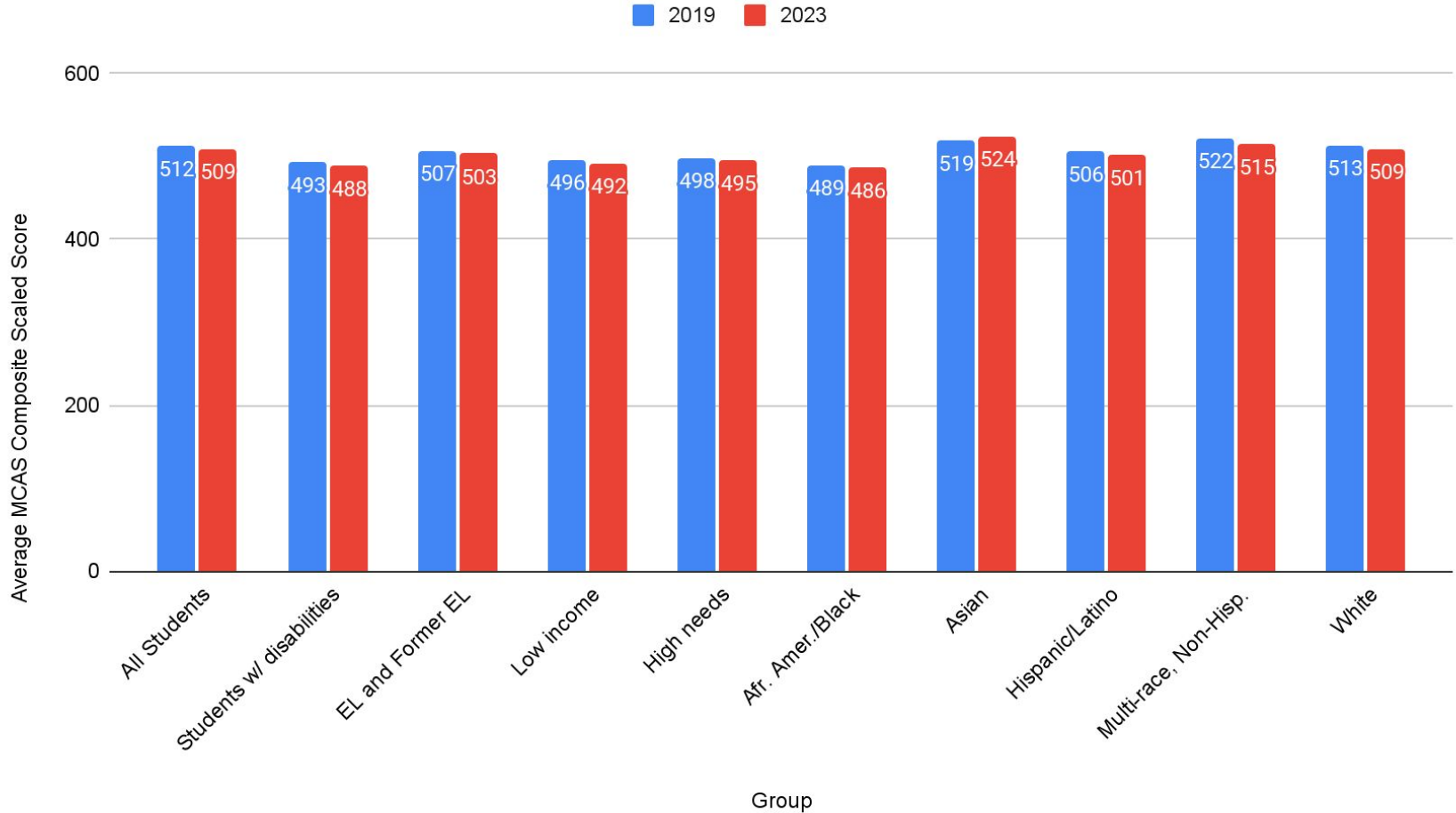
Student Groups Concord Public Schools 2023



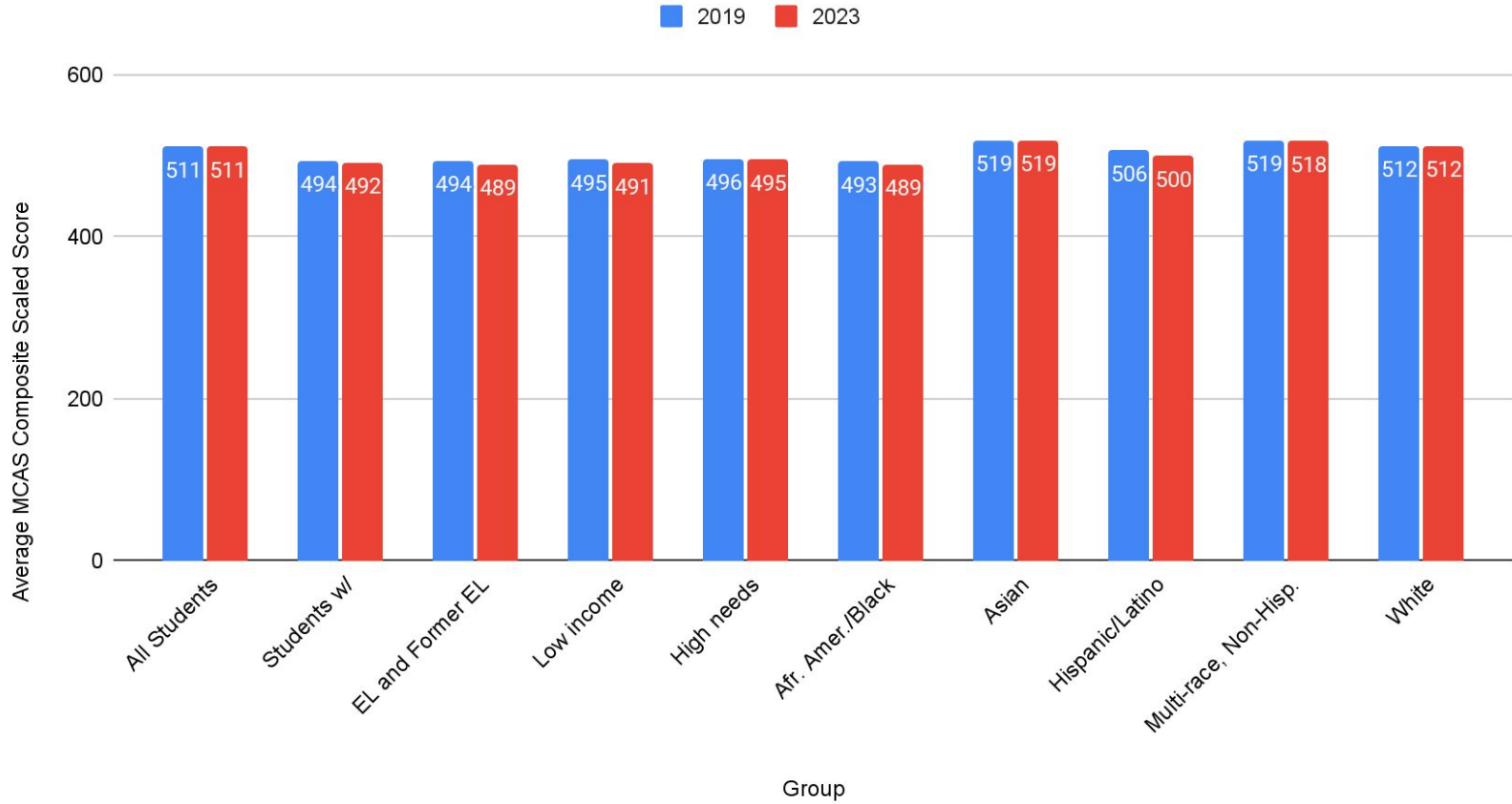
ELA Achievement by Subgroup, Concord Public Schools



Math Achievement by Subgroup, Concord Public Schools

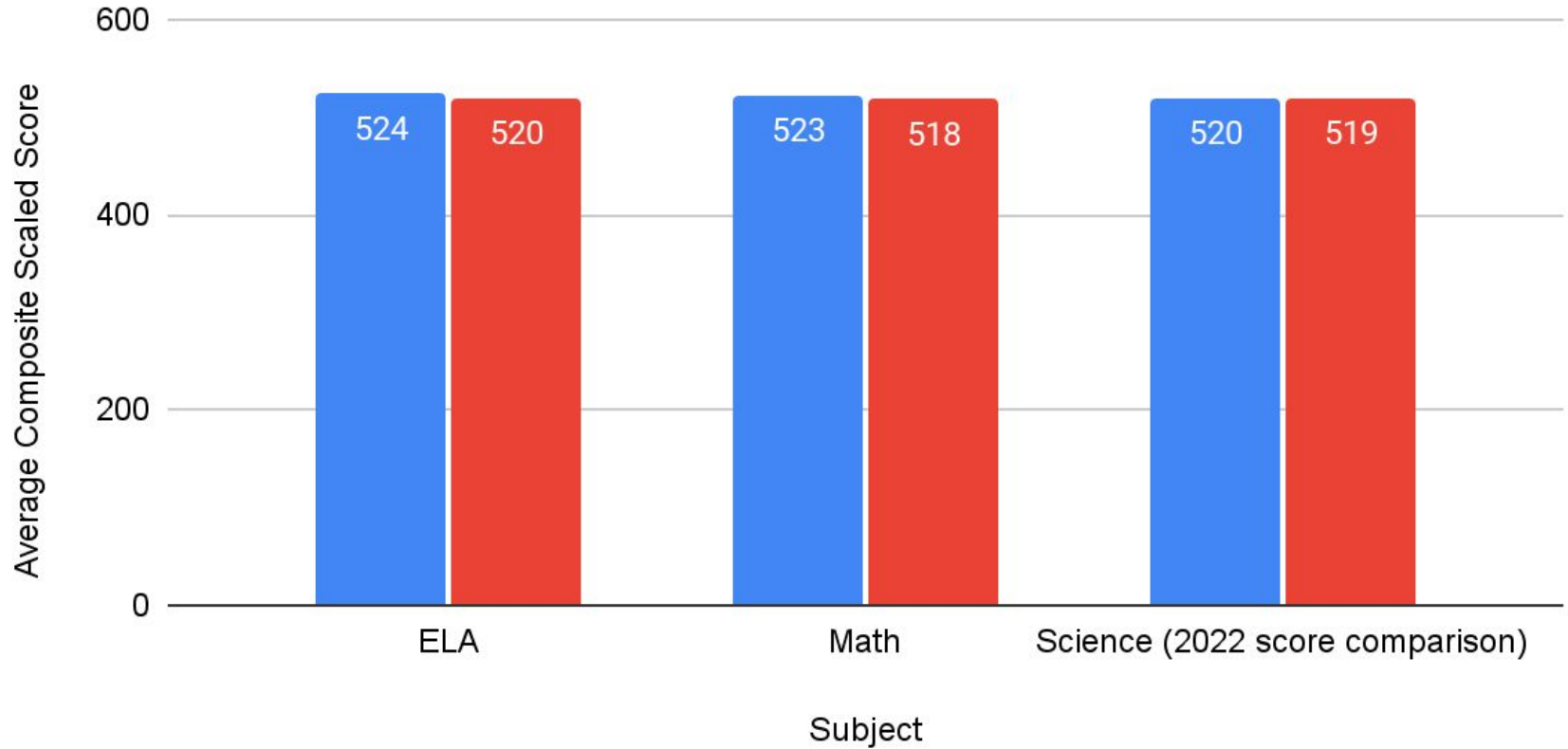


Science Achievement by Subgroup, Concord Public Schools



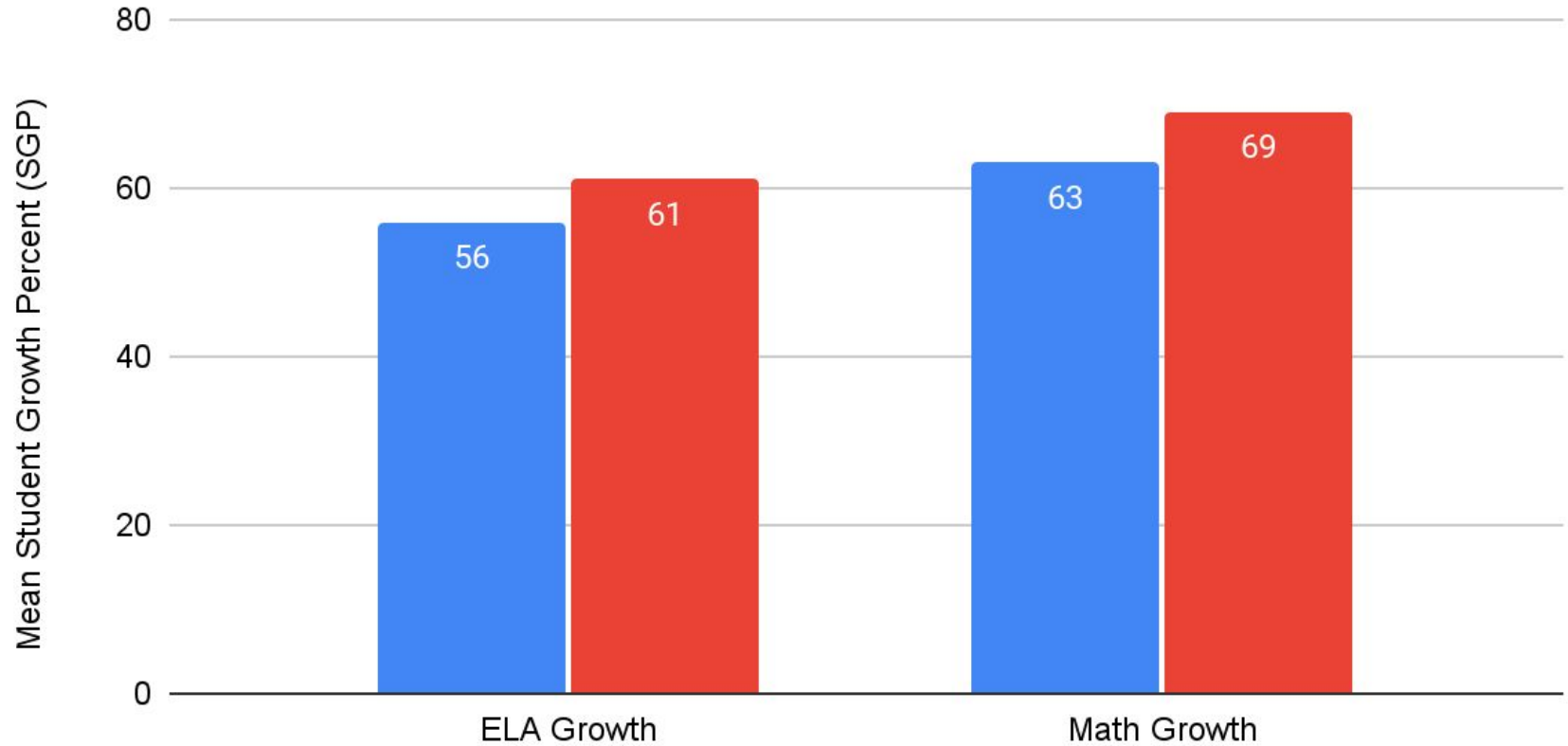
CCHS MCAS Achievement 2019 vs. 2023

■ 2019 ■ 2023

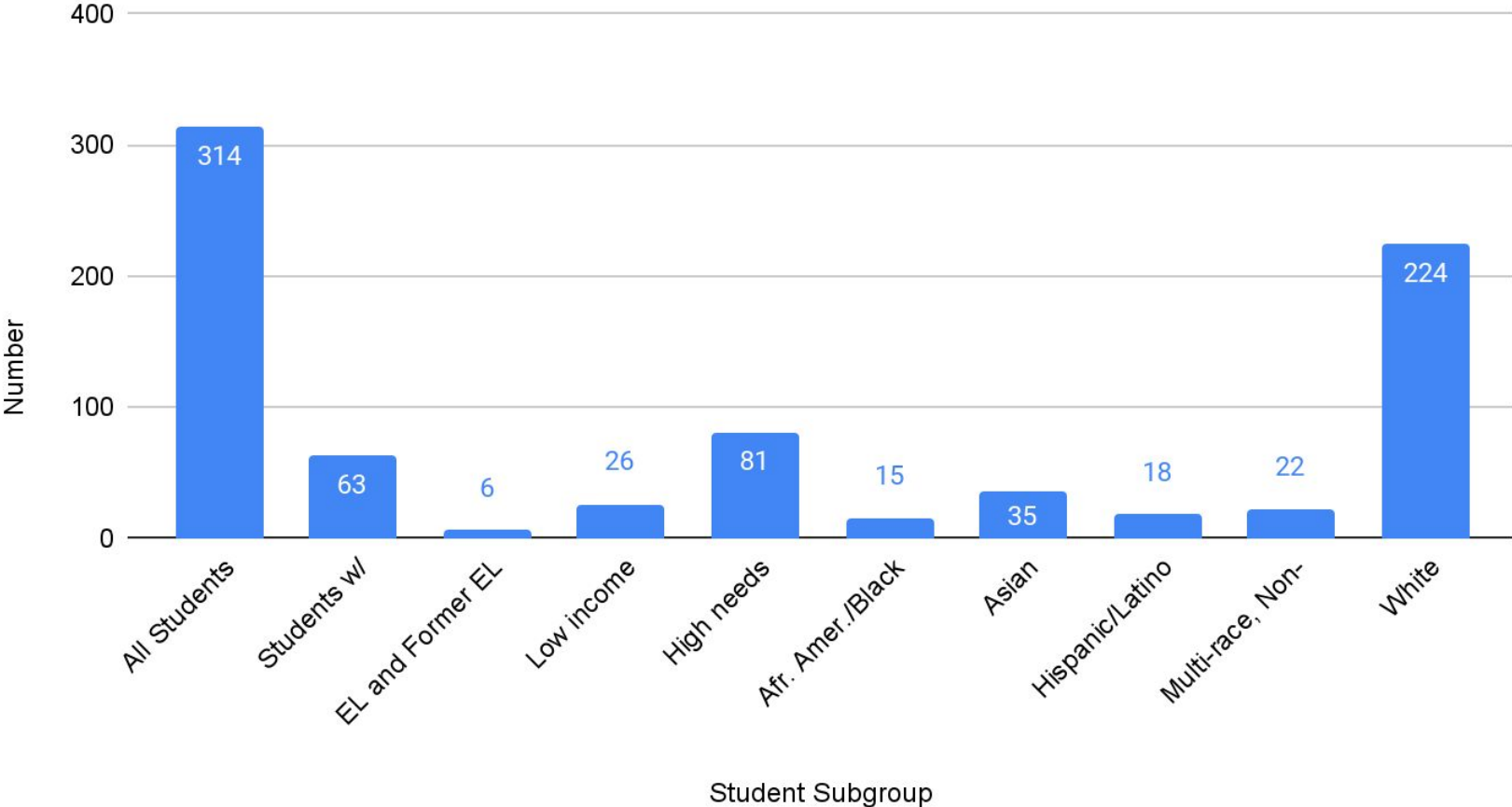


CCHS Student Growth Percentile

2019 2023

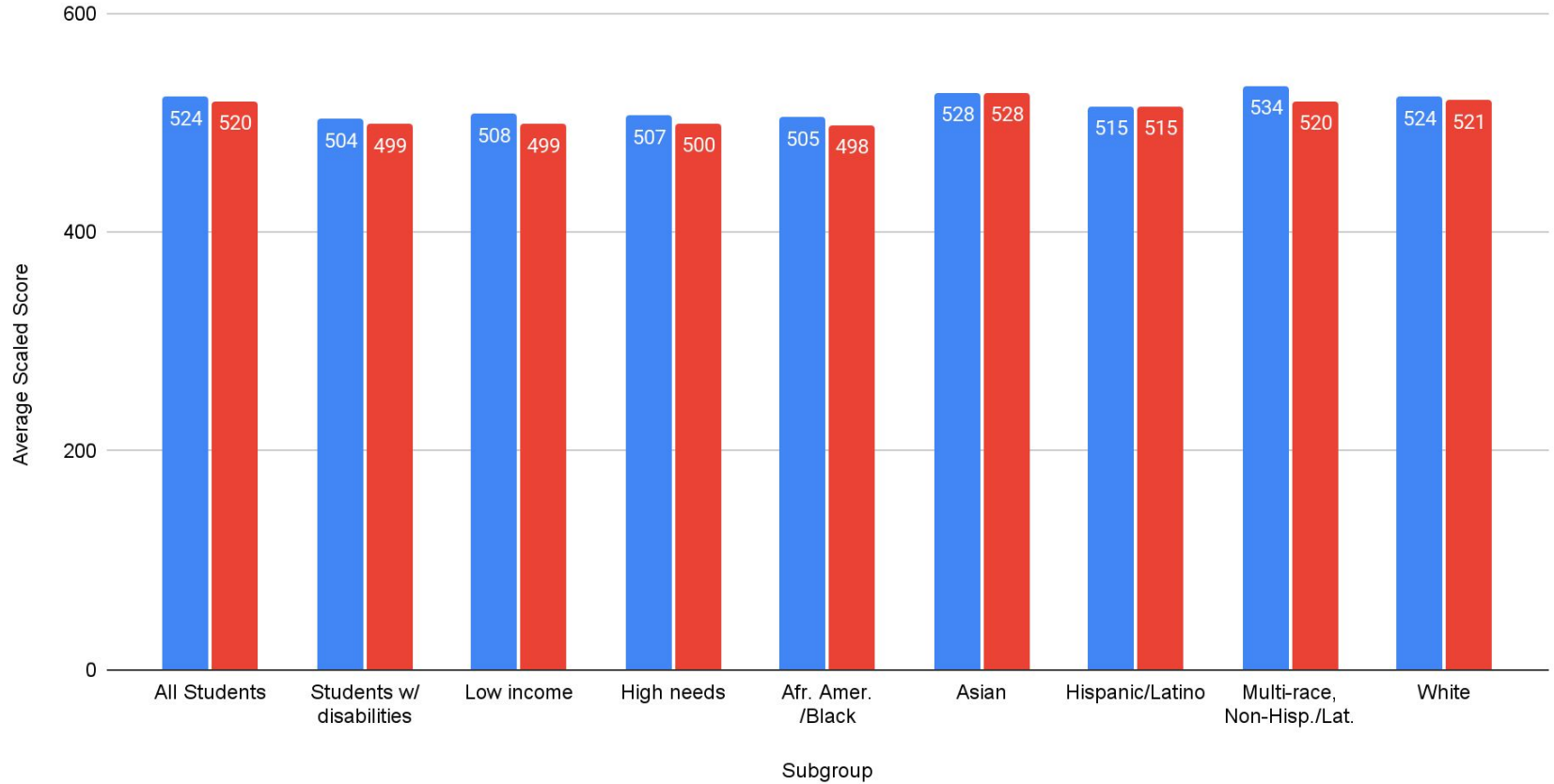


Student Groups CCHS



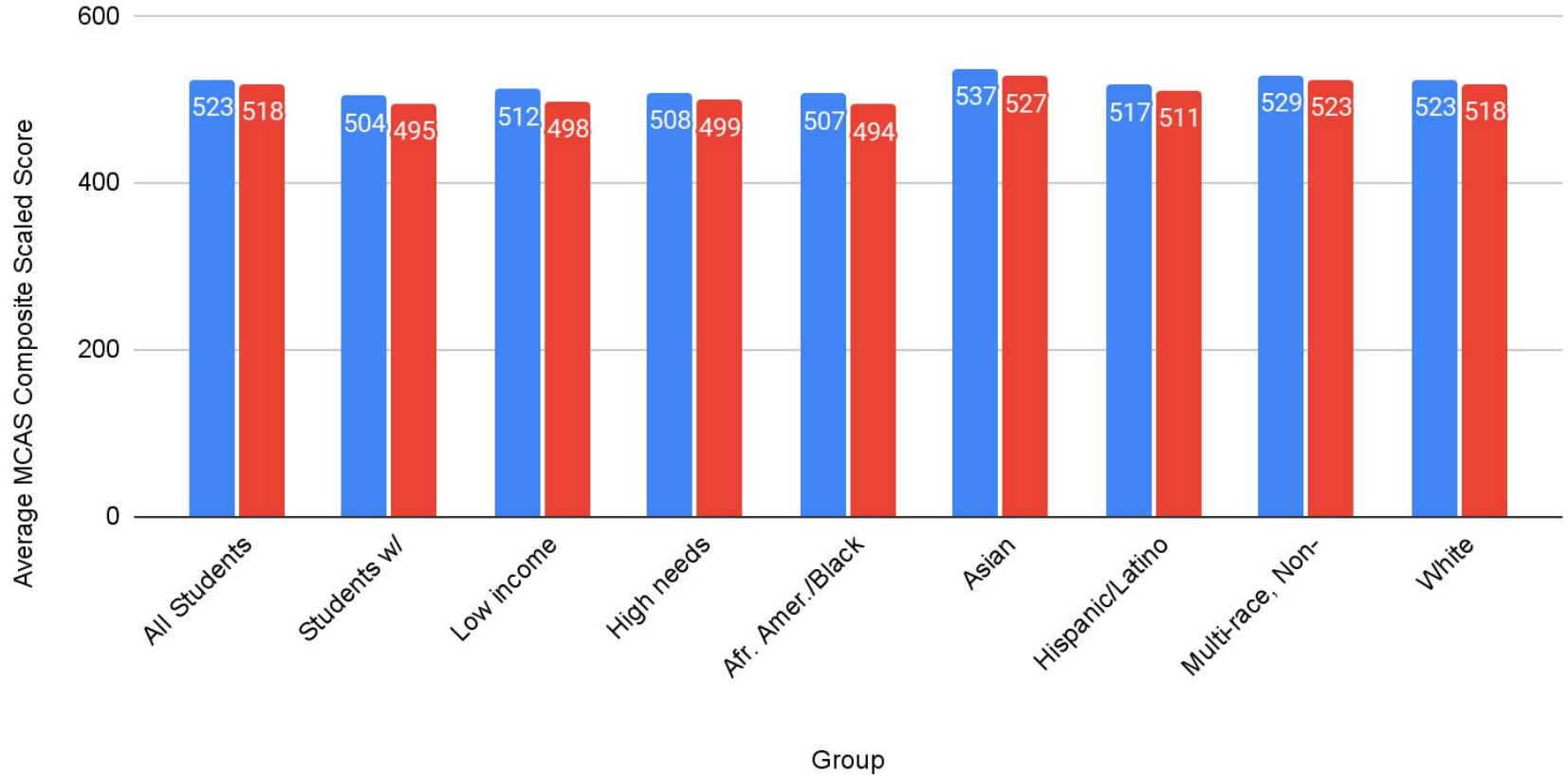
ELA Achievement CCHS by Subgroup

2019 2023



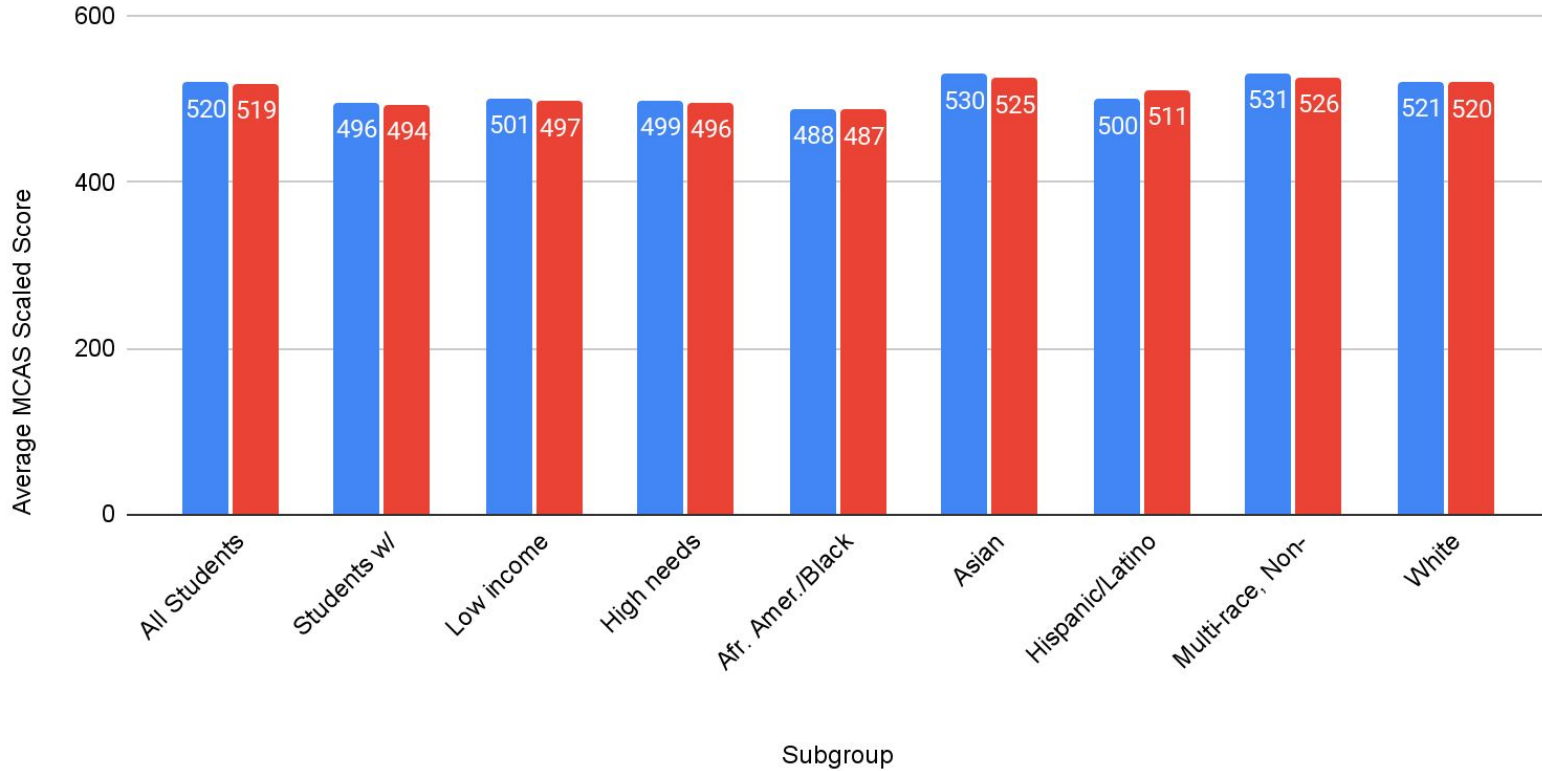
Math Achievement CCHS

2019 2023



Science Achievement CCHS

2022 2023



Next Steps

- Continue to look at the trends and patterns
- Analyze the grade level and school data to determine if there are gaps in the curriculum
- Analyze the student level data to support those who scored at the “partially meeting” or “not meeting” performance levels
- Add MCAS data to Beginning of the Year (BOY) assessment data as part of the Multi-Tiered Systems of Support structures in our schools to ensure students get what they need to close learning gaps




**Thank you to district leaders,
educators, and staff for the work you
do to support the full talent
development of every student, every
day.**



Rankings & Academic Performance

Presentation to the Finance Committee
February 15, 2023



Overview

At the last Finance Committee meeting, discussion about student achievement at CCHS was discussed vis a vis the Boston Magazine Rankings published this past fall.

In every metric surrounding student achievement, CCHS is competitive with the Boston Magazine top 10 ranked schools.



Boston Magazine's 2022 Best Public High Schools in Greater Boston

Ranking	District
1	Weston
2	Winchester
3	Hingham
4	Manchester
5	Wayland
6	Acton-Boxborough
7	Wellesley
8	Lincoln-Sudbury
9	Dover-Sherborn
10	Littleton
31	Concord-Carlisle

Class Size

Class size at CCHS contributes to our lower ranking.

CCHS has the largest class size in the top 30 schools
(except for Boston Latin, ranked 30).

District	Class Size
Hingham	7.9
Winchester	9.1
Weston	11.7
Manchester	12.4
Littleton	13.9
Wayland	15.1
Wellesley	15.1
Dover-Sherborn	15.5
Acton-Boxborough	15.8
Lincoln-Sudbury	17.8
Concord-Carlisle	19.5

Teacher Ratio

Concord-Carlisle teachers are among the best teachers in the state. To mitigate our larger class sizes (as shown on previous slide) we hire lower cost tutors, aides and other paraprofessionals to support student needs.

As a result, CCHS's teacher-to-student ratio is on par with peer districts.

District	Ratio
Manchester	10.3/1
Wayland	11.2/1
Weston	11.3/1
Wellesley	11.9/1
Lincoln-Sudbury	12.1/1
Concord-Carlisle	12.3/1
Dover-Sherborn	12.4/1
Hingham	12.6/1
Acton-Boxborough	13.1/1
Littleton	13.1/1
Winchester	13.6/1

MCAS: ELA

CCHS is in the top three, better than Weston who spends far more per pupil.

District	Percent M/E
Dover-Sherborn	96
Wellesley	93
Concord-Carlisle	91
Hingham	91
Acton-Boxborough	91
Winchester	89
Wayland	89
Weston	84
Lincoln-Sudbury	84
Littleton	84
Manchester	82

MCAS: Math

CCHS is competitive with Boston Magazine's top **10** ranked schools.

District	Percent M/E
Dover-Sherborn	93
Wellesley	88
Winchester	87
Acton-Boxborough	86
Weston	85
Lincoln-Sudbury	84
Concord-Carlisle	83
Hingham	82
Littleton	82
Wayland	80
Manchester	71

SAT: ELA

CCHS is competitive with Boston Magazine's top 5 ranked schools.

District	Average Score
Wellesley	657
Acton-Boxborough	651
Wayland	645
Concord-Carlisle	639
Weston	638
Dover-Sherborn	631
Lincoln-Sudbury	629
Winchester	627
Hingham	619
Manchester	617
Littleton	615

SAT: Math

CCHS is competitive with Boston Magazine's top 5 ranked schools.

District	Average Score
Acton-Boxborough	683
Wellesley	670
Weston	657
Wayland	657
Concord-Carlisle	647
Lincoln-Sudbury	645
Winchester	643
Dover-Sherborn	642
Manchester	626
Littleton	620
Hingham	615

Advanced Placement

CCHS is competitive with Boston Magazine's top 5 ranked schools.

District	Percent Proficient
Dover-Sherborn	94.4
Lincoln-Sudbury	93.9
Acton-Boxborough	93.7
Concord-Carlisle	92.8
Wayland	92.4
Hingham	86.9
Winchester	86.1
Littleton	83.3
Wellesley	82.3
Manchester	77.7
Weston	74.8

Graduation Rate

CCHS is competitive with Boston Magazine's top five ranked schools.

District	Graduation Rate
Weston	100
Wayland	99.1
Winchester	98.9
Acton-Boxborough	98.8
Concord-Carlisle	98.7
Wellesley	97.9
Lincoln-Sudbury	97.9
Manchester	97.6
Dover-Sherborn	97.1
Hingham	95.9
Littleton	95.4

Percent to College

In this year's ranking, CCHS percent to college rate was inaccurate. It listed 72.3% of students attend college, when in reality it is 91%*-- putting CCHS at the top of the list.

District	% Attending College
Concord-Carlisle	91
Weston	90.2
Littleton	89
Acton-Boxborough	87.5
Lincoln-Sudbury	84.1
Winchester	83.7
Hingham	83.2
Wellesley	82.2
Wayland	82
Manchester	81.3
Dover Sherborn	80.6

*Source: CCHS guidance department

Educator Evaluation

Concord-Carlisle prides itself on its high quality teachers, as do other high schools in the top 10

District	% Proficient
Concord-Carlisle	100
Wayland	100
Dover-Sherborn	100
Littleton	100
Wellesley	99.4
Winchester	99.2
Hingham	99.1
Acton-Boxborough	98.7
Lincoln-Sudbury	98.6
Weston	97.9
Manchester	96.7

Retrospective: 10 Years

Year	Rank	Class Size	S/T Ratio	PP Spend	MCAS ELA	MCAS Math	SAT Reading	SAT Math	AP Prof	Grad Rate	% College
2022	31	19.5	12.3:1	\$23,345	91	83	639	647	92.8	98.7	72.3
2021	18	19	13.1:1	\$21,407	86	88	633	647	92.6	99	85.2
2020	7	15	12.5:1	\$21,291			631	640	94	97.9	87
2019	7	16	12.5:1	\$21,141	99	92	631	644	92.9	98.4	87
2018	2	14.6	12.4	\$20,294	98	98	630	637	94.2	97.8	92.7
2017	2	16.4	12.6	\$20,069	98	94	616	635	94.4	97.5	89.5
2016	12	18	13.2	\$19,091	99	94	580	596	94.9	98.6	90.2
2015	6	17.9	12.9	\$19,194	97	95	589	586	97.1	95.5	87.5
2014	15	18.1	13.5:1	\$18,760	99	95	598	617	97.7	98	87.2
2013	6	17.1	12.8	\$18,104	98	92	587	601	96.4	92.9	86.3
2012	4		13.6:1	\$18,250						98	

Closing

Concord-Carlisle teachers and students achieve at high rates competitive with those within the top 10 ranked schools in Boston Magazine's 2022 rankings.

Concord-Carlisle's lower ranking has to do with two things:

1. Incorrect data regarding percentage of students that attend college
 - a. We do not understand and can't ascertain where this data originated from
2. Budget efficiencies that result in larger class sizes that we don't believe adversely affect students and achievement, but do benefit taxpayers
 - a. Further the current CCHS building was undersized and we don't have the literal rooms for additional classes



Concord Finance Committee
AGENDA ACTION REQUEST

November 07, 2024

6

Finance Committee's FY26 Guidelines Process

Discuss Tax Impact of Preliminary FY26 Guidelines

Requested by: FC Chair

Action Sought: discussion dependent

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

November 07, 2024

7

Finance Committee's FY26 Guidelines Process

Discuss Roadmap for Joint Concord/Carlisle Guideline for CCRSD

Requested by: FC Chair

Action Sought: discussion dependent

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>

MEMORANDUM

To: Members of the Concord Finance Committee
Members of the Carlisle Finance Committee

From: Eric Dahlberg, Chair – Concord Finance Committee
James Catacchio, Chair – Carlisle Finance Committee

CC: Julie Viola, Chair – Concord-Carlisle Regional School Committee
Laurie Hunter, Superintendent – Concord-Carlisle Regional School District
Robert Conry, Assistant Superintendent – Concord-Carlisle Regional School District

Re: DRAFT Roadmap for Joint Concord/Carlisle Budget Guideline for CCRSD for FY26

Date: Friday, November 1, 2024

Background and Purpose

The Concord and Carlisle Finance Committees convened in a joint meeting on Thursday, October 24th and reached consensus to work towards issuing a joint budget guideline for the Concord-Carlisle Regional School District (CCRSD) in Fiscal Year 2026 (FY26). We define a joint budget guideline as the same percentage increase for both Concord and Carlisle in the CCRSD budget for FY26.

Members agreed that an important next step is to document a “roadmap” outlining an approach, timeline, and key assumptions for issuing such a joint budget guideline. This memorandum serves as an initial draft of that roadmap. We intend to bring it to the next meetings of each committee (both meeting separately on November 7th) for review and consensus agreement. While we will seek to collaborate on this effort, we are not obligated to do so and may revert to a “separate” guideline-setting process at any time for FY26 and all future years.

Approach

Members agreed that it makes sense for the Concord Finance Committee to take the lead in developing a joint guideline for CCRSD for FY26 for two reasons: 1. Concord has an existing process for developing annual budget guidelines, and that process is already well underway for FY26; and 2. the Concord Finance Committee is required by the town’s bylaws to issue its guidelines five weeks before the annual town meeting warrant closes. The Carlisle Finance Committee has no such deadline.

Accordingly, Concord will proceed with its already-established process for setting the guideline for FY26 but will include additional steps for Carlisle to formally review and provide input on the CCRSD guideline as noted in the Timing section below.

Timing

The two committees will seek to follow the milestones noted below, which come from Concord’s existing plan for developing the FY26 guideline. Several steps have been added to include Carlisle, as noted in bold/italics:

Date	Key activities
August 19	<ul style="list-style-type: none">Review and approve FY26 guideline inputs/metrics (DONE)Finalize and send FY26 request letters (DONE)
October 24	<ul style="list-style-type: none">Review CPS, CCRSD (with Carlisle FinCom), and Minuteman FY26 budget info (DONE)
November 7	<ul style="list-style-type: none">Review Town FY26 budget informationReview estimated tax impact of preliminary FY26 guidelines
November 21	<ul style="list-style-type: none">Approve preliminary FY26 guidelines<i>Share preliminary CCRSD guideline with Carlisle FinCom</i>
December 19	<ul style="list-style-type: none">Review tax impact of final FY26 guidelines<i>Receive Carlisle FinCom’s feedback on preliminary CCRSD guideline; revise as needed</i>Approve final FY26 guidelines

Assumptions

The following assumptions will inform our collaboration on issuing a joint guideline for CCRSD for FY26:

- Debt will be excluded from the CCRSD budget for purposes of setting a joint guideline.
- The proportion of CCRSD students from Concord and Carlisle (“enrollment mix”) will be irrelevant in establishing a joint guideline for CCRSD for FY26.



Concord Finance Committee
AGENDA ACTION REQUEST

November 07, 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

Board Action

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



Eric Dahlberg <ericrdahlberg@gmail.com>

FW: Question: Can historically overfunded accounts like Police be used to fund accounts with large deficits such as the Town Mangers Office?

1 message

Anthony Ansaldo <aansaldi@concordma.gov>
To: Eric Dahlberg <ericrdahlberg@gmail.com>

Wed, Oct 30, 2024 at 11:09 AM

FYI

Anthony M. Ansaldo, Jr.

Chief Financial Officer

Town of Concord

[22 Monument Square](#)[Concord, MA 01742](#)

978-318-3095

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

From: Miguele Echavarri <miguele@intelimapinc.com>**Sent:** Wednesday, October 30, 2024 10:28 AM**To:** finance mail <finance@concordma.gov>**Cc:** Anthony Ansaldo <aansaldi@concordma.gov>**Subject:** Question: Can historically overfunded accounts like Police be used to fund accounts with large deficits such as the Town Mangers Office?**Dear FinCom Members,**

Below is a set of questions related to town accounts that've been historically over-funded. Would reallocating funds in these accounts generate savings that then fund accounts with unusually high deficits. I'm using account **5111 Regular Full-time** as an example, focusing on Police and the Town Manager's Office. I also have concerns about the Police 5111 account and how surplus funds may have been used.

Caveat: FY25 information has not been made available. Once it's provided, the numbers will be updated. At present, the questions are based using FY24 data. I plan to forward spreadsheets with account budgets and expenditures for you to use, should you be so inclined.

Question-1: Can we save monies by identifying accounts that are historically over-funded and then normalizing their appropriations to match actual spending? And use savings realized by these actions to fund increases in

accounts that were significantly overbudget?

Please refer to the **attached** for an example.

Over a five-year period, account **5111 Police Regular Full-Time** salaries has been overfunded by \$2.2M over five years, an average of \$447/year in extra funds. It was also overfunded by \$430K ten years ago in FY14. So there's a definite long-term trend of sustained surpluses in this account.

Since this is an established and stable salary account, why is it overfunded by such large margins? Presumably, surplus funds (from accounts like this one) are then used to fund overspending in other areas. These overspent accounts don't have to justify their increases as part of the budget process, they just use monies from surplus accounts (like Police 5111). It's my belief **that practice** erodes accountability and transparency in the budgeting process and I should be addressed and corrected.

In the attached example, I've set a proposed FY26 budget of \$3.7M for 5111 Police that's based on its FY24 spending, with an added margin of \$200K. This saves ~\$595K that can (in theory) be used to fund unsupported increases in other accounts, such as the Town Managers Office 5111 account which was overspent by \$279K. **Question**, can we reduce the appropriation for 5111 Police and use it to fund the \$279K increase in the Town Manager's 5111 account?

And can we identify other accounts where we can save additional funds in this manner?

Question-2: What's the reality of establishing the Police 5111 proposed FY26 budget at \$3.7M as described above and attached?

Question-3: The Police 5111 account had a surplus of \$795K, can the Town tell us where that money was spent? What other accounts did it support and is there an accounting of those funds?

Question-4: One quick note and question about 5111 Police appropriations and expenditures.

What exactly happened in FY24? As shown by the table below, the large dip in Police 5111 expenditures appear to be offset by a significant increase in their 5130 Overtime account. Notably, 5130 Overtime spending was almost double its budget in FY24, resulting in a deficit of \$405K.

-

Why did the Police forgo utilizing a well-funded 5111 budget to instead rely on a more costly 5130 Overtime account? And **why** was that spending almost three times previous year spending. Further, **was** any of the 5111-surplus used to cover this gap in overtime spending?

-

Table: 5130 Overtime Account for Police

Object	5130	
Standardized Obj Description	OVERTIME	
Div Name	210 POLICE	
FY24 Expense over Budget	\$ 405,622	Way Over Budget
FY23 Expense Over Budget	\$ 153,225	Over Budget
FY22 Expense over Budget	\$ 155,840	Over Budget
FY21 Expense Over Budget	\$ (25,751)	Surplus
FY20 Expense Over Budget	\$ (58,271)	Surplus
FY14 Expense Over Budget	\$ 263,335	Over Budget
Expense FY24	\$ 896,880	
Budget FY24	\$ 491,258	
Expense FY23	\$ 753,325	
Budget FY23	\$ 600,100	
Expense FY22	\$ 702,894	
Budget FY22	\$ 547,054	
Expense FY21	\$ 531,995	
Budget FY21	\$ 557,746	
Expense FY20	\$ 519,643	
Budget FY20	\$ 577,914	
Expense FY14	\$ 666,568	
Budget FY14	\$ 403,233	

Sincerely,

Miguel Echavarri

978-333-0385

 **Question - Using Police Savings to Fund Town Manager Salary Increases Ver3.pdf**
756K