



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

1

Call to Order

Requested by: SB Chair

Action Sought: Open Meeting

Proposed Motion(s)

Open meeting and move to Executive Session

Additional Information

Executive Session under M.G.L. c. 30A, § 21(2) to discuss and conduct strategy sessions in preparation for contract negotiations regarding the Town Manager contract renewal where meeting in an open meeting may have a detrimental effect on the negotiating position of the Town (if the Chair so declares).

Board Action

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



TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
 CONCORD, MASSACHUSETTS 01742

Select Board Meeting Agenda

Monday, December 2, 2024 at 5:00 PM
 Town House, Select Board Room, 22 Monument Square

Join Zoom Meeting

<https://us02web.zoom.us/j/87675136180?pwd=qVI463N7T374kPfeYX91gPUeoNgSg6.1>

Meeting ID: 876 7513 6180

Passcode: 531525

Dial In Toll Free: 833 928 4610

#	Time *	Agenda Item
I.	5:00 PM	Executive Session under M.G.L. c. 30A, § 21(2) to discuss and conduct strategy sessions in preparation for contract negotiations regarding the Town Manager contract renewal where meeting in an open meeting may have a detrimental effect on the negotiating position of the Town (if the Chair so declares).
II.	6:00 PM	Open Session Select Board Meeting
III.	6:00 PM	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.
IV.	6:15 PM	Consent Agenda: <ul style="list-style-type: none"> i. Meeting Minutes: October 21, 2024 ii. Town Accountant Warrants: November 8, 2024; November 12, 2024 iii. Dissolve Civil War Monument Task Force iv. Gift Acceptances: v. One Day Liquor License for Wines & Malt Beverages Only for Melissa Saalfield for the League of Women’s Voters of Concord-Carlisle Holiday Gathering on Wednesday, December 11, 2024 from 5:30 PM – 7:30 PM at the Wright Tavern, 2 Lexington Road vi. Sunday Entertainment License for Carole Wayland of 51 Walden for a Live Music Performance on Sunday, December 22, 2024 from 2:00 PM to 5:00 PM at the 51 Walden Performing Arts Center
V.	6:15 PM	Select Board Appointments: <ul style="list-style-type: none"> i. Agnes Lubega-Kalisa of 12 Nathan Pratt Drive Unit 4 to the Diversity, Equity and Inclusion Commission for a term to expire May 31, 2027. ii. Edward Bernard of 42 Elsinore Street to the Concord Cultural Council for a term to expire May 31, 2027.
VI.	6:20 PM	Town Manager’s Report

VII.	6:25 PM	Preliminary Town Budget Review Presenter: Kerry Lafleur, Town Manager
VIII.	6:45 PM	Chair's Report
IX.	6:50 PM	Discuss Select Board Liaison Report Updates
X.	6:55 PM	Discuss and Vote to Approve a 120-Day Extension for the Contract Negotiations with Comcast set to expire December 20, 2024 Presenter: Jason Bulger, Director of the Concord Municipal Light Plant
XI.	7:05 PM	Discuss and Vote to Approve Select Board Licenses for 2025 Annual Renewal – Batch 1 Presenter: Shannon McAndrew, Management Specialist
XII.	7:10 PM	Discuss Town Meeting Study Committee (TMSC) Update Presenter: Eric Moore, Town Meeting Study Committee Chair Discuss Clicker Analysis Presenter: Amalia McCaffrey, Interim Chief Information Officer
XIII.	7: 35 PM	Community Preservation Committee (CPC) Update Presenter: Burton Flint, Community Preservation Committee Chair
XIV.	7:50 PM	Discuss Boards & Committees Survey: Role of the Select Board Liaison Presenter: Andrea Fountain, Assistant to the Select Board
XV.	8:00 PM	Discuss and Vote on the Flag Raising Policy Update Presenters: Wendy Rovelli and Cameron McKennitt, Flag Raising Policy Subcommittee
XVI.	8:15 PM	Discuss FY 2025 Goal Alignment Presenters: Kerry Lafleur, Town Manager; Kimberly Crum, HR Consultant
XVII.		Adjournment

** Times are approximate and subject to change*

Upcoming Meetings:

Monday, December 16, 2024

Monday, January 6, 2024

Monday, January 27, 2025 (if needed)



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

2

Open Select Board Meeting

Requested by: SB Chair

Action Sought: Open Meeting

Proposed Motion(s)

Open Select Board Meeting

Additional Information

Board Action

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



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

3

Public Comment

Requested by: SB Chair

Action Sought: None

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 Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

4

Consent Agenda

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Approve Consent Agenda:

- i. Meeting Minutes: October 21, 2024
- ii. Town Accountant Warrants: November 8, 2024; November 12, 2024;
- iii. Dissolve Civil War Monument Task Force
- iv. Gift Acceptances: None
- v. One Day Liquor Licenses:
 - i. Wines & Malt Beverages Only for Melissa Saalfield for the League of Women's Voters of Concord-Carlisle Holiday Gathering on Wednesday, December 11, 2024 from 5:30 PM – 7:30 PM at the Wright Tavern, 2 Lexington Road
 - ii. Wines & Malt Beverages Only for Cathleen Moore for a Holiday Party on Monday, December 16, 2024 from 5:30 PM – 8:00 PM at the Concord Scout House, 74 Walden Street
- vi. Sunday Entertainment License for Carole Wayland of 51 Walden for a Live Music Performance on Sunday, December 22, 2024 from 2:00 PM to 5:00 PM at the 51 Walden Performing Arts Center

Board Action

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



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 2, 2024

Re: One Day Liquor License for Melissa Saalfield of the League of Women's Voters

Included in your meeting packet is a One Day Liquor License application for Wines and Malt Beverages only for Melissa Saalfield of the Concord-Carlisle League of Women's Voters for the Holiday Gathering on Wednesday, December 11, 2024 from 5:30 PM – 7:30 PM at the Wright Tavern, 2 Lexington Road.

This application is complete with bartender TIPS Certification and payment.

**TOWN OF CONCORD
APPLICATION FOR ONE DAY SPECIAL LICENSE
FOR THE SALE OF WINES & MALT BEVERAGES/ALL ALCOHOLIC BEVERAGES**

RECEIVED
NOV 15 2024
TOWN OF CONCORD
TOWN MANAGER'S OFFICE

Fee: \$75.00/per day - One Day All Alcoholic and/or Wines & Malt Beverages Only Amount Paid \$

The undersigned hereby applies for a One Day Special License in accordance with the provisions of the Statutes relating hereto:

NAME: (please print) Melissa Saalfield
COMPANY or organization: League of Women Voters - Concord Carlisle (LWVCC)
ADDRESS: P O Box 34 Concord, MA
TELEPHONE: 508 517 4914 (M. Saalfield cell)
DATE(S) APPLIED FOR: Wednesday, December 11, 2024
EVENT: Holiday gathering Hosted by LWVCC
HOURS OF OPERATION: 5:30 - 7:30 PM
PREMISES TO BE LICENSED: Wright Tavern 2 Lexington Road Concord
ADDRESS OF PREMISE LICENSED: 2 Lexington Road Concord

License is for the Sale of:

All Alcoholic Beverages	<input type="checkbox"/>
Wines & Malt Beverages Only	<input checked="" type="checkbox"/>
Wines Only	<input type="checkbox"/>
Malt Beverages Only	<input type="checkbox"/>

The Licensed Activity or Enterprise is:

For Profit	<input type="checkbox"/>
Non-Profit	<input checked="" type="checkbox"/>

Are the bartenders TIPS or equivalently trained? Yes No

Will there be people in attendance that are under the age of 21? Yes No

Is this the first one day special license secured by this organization? Yes No

 If no, number of consecutive years licensed? _____

Will there be more than 100 people in attendance? Yes No

If yes, the applicant agrees to contact the Police Department to determine whether traffic control coverage is necessary. The traffic control coverage is provided at the expense of the applicant.

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgment that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Board of Selectmen, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant:  **Date:** 11/14/2024



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 2, 2024

Re: One Day Liquor License for Cathleen Moore

Included in your meeting packet is a One Day Liquor License application for Wines & Malt Beverages only for Cathleen Moore for a Holiday Party on Monday, December 16, 2024 from 5:00 PM – 8:00 PM at the Concord Scout House, 74 Walden Street.

This application is complete with bartender TIPS Certification and payment.

From: noreply@civicplus.com
To: [licensing board](#); [Town Manager's Office](#); jromanul@concordma.gov
Subject: Online Form Submittal: One Day Special Liquor Licenses
Date: Monday, November 25, 2024 10:42:17 AM

One Day Special Liquor Licenses

Company or Organization	Coldwell Banker Realty
Applicant Name	Cathleen Moore
Email Address	cathleen.moore@nemoves.com
Applicant Address	11 Main Street
City	Concord
State	Massachusetts
Zip Code	01742
Phone Number	6179019064
Name of Event	Cathleen Moore
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	12/16/2024 5:00 PM
End Time	8:00 PM
Premises to be Licensed	The Scout House
City	74 Walden Street Concord
State	MA
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

1st one-day license for Organization? Yes

If NO, number of years licensed? *Field not completed.*

More than 100 in attendance? No

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

I acknowledge and accept the above statement of liability MA

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742
Applications cannot be processed until payment is received.*

Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

(Section Break)

TIPS TRAINING

The Select Board require that for any event which they issue a special permit, the alcohol provided must be served by a TIPS trained (or equivalent) bartender. TIPS training cards, or their equivalent, must accompany this application. Additionally, each certification must show a photo and name of the bartender(s) and must be current. If a photo is not on the TIPS training cards, a copy of a valid driver's license with a photo should be included. Proof of TIPS credentials must be provided before any application may be voted on by the Select Board.

I acknowledge and Copies of card(s) will be mailed separately to the Town

agree to the Town of
Concord's TIPS
Training Policy as
outlined above.

Manager's Office

(Section Break)

UNDER 21 POLICY

The Town of Concord Select Board assumes that there may be guests or attended under 21 years of age at any event. therefore, this policy must be adhered to for all events. Applicants agree to check the ages of all guests at the door. If a persons under the age of 21 are present, his or her hand shall be stamped to indicate the he/she is underage for the bartender.

I certify that Concord's
Under 21 Policy, as
outlined above, will be
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

Email not displaying correctly? [View it in your browser.](#)



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 2, 2024

Re: Sunday Entertainment License for Carole Wayland of 51 Walden Performing
Arts Center

Included in your meeting packet is a Sunday Entertainment License application for Carole Wayland of 51 Walden Performing Arts Center for a live music performance on Sunday, December 22, 2024 from 2:00 PM – 5:00 PM at 51 Walden Performing Arts Center.

This application is complete with payment.

 **SUNDAY ENTERTAINMENT LICENSE**

APPLICATION DETAILS

Application #:	<u>SE-24-52506</u>	Date Issued:	<u> </u>	Permit #:	<u> </u>	Date Paid:	<u>11/22/24</u>
Fee Payable: (\$)	<u>0.00</u>	Fee Paid: (\$)	<u>50.00</u>	Receipt #:	<u>SE-24-0159</u>		

SECTION 1 - SITE INFORMATION

Organization / Establishment The Performing Arts Center at 51 Walden

Street Name WALDEN ST Map Block Lot 8

Street Number 51 Zone CCB

Unit Number

On Premises / Description of Premises

SECTION 2 - OWNER / CORPORATION INFORMATION

Owner / Corporation Name TOWN OF CONCORD

Street Number 0 Street Name PO BOX 535

City CONCORD State MA Zip Code 01742

Telephone Email

SECTION 3 - APPLICANT INFORMATION

Applicant Name Carole Wayland

Street Number 6 Abbott L Street Name 6 Abbott Lane Apt. 6

City Concord State MA Zip Code 01742

Telephone number 978-369-7911 Email director@51walden.org

Name of Event Sunday License

SECTION 4 - MAILING ADDRESS

Street Number P.O. Box 251 Street Name 51 Walden /st.

City CONCORD State MA Zip Code 01742

Telephone 978-369-7911

SECTION 5 - HOURS OF OPERATION

Note: Please indicate A.M. or P.M.

Day of Event 12/22/24 Hours of Operation From 2 p.m. To 5 p.m.

SECTION 6 - OTHER INFORMATION

To Sell: (Check One) Outdoor Indoor

Approximate Number of Attendance 250

Type of Entertainment Live Music Disc Jockey Juke Box Other Please Specify: _____

STATE TAX AFFIDAVIT

STATE TAX AFFIDAVIT I

Please click this button to print out the required form. Once you have submitted this application please fill out the form and upload it to the checklist in the transaction panel.

SECTION 7 - DECLARATION

I do hereby certify under the pains & penalties of perjury that the information provided above is true and correct.

Date 11/19/24



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

5

Select Board Appointments

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Move to Approve Select Board Appointments and Reappointments:

- i. Agnes Lubega-Kalisa of 12 Nathan Pratt Drive Unit 4 to the Diversity, Equity and Inclusion Commission for a term to expire May 31, 2027.
- ii. Edward Bernard of 42 Elsinore Street to the Concord Cultural Council for a term to expire May 31, 2027.

Additional Information

Board Action

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



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

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Town Manager's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

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



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

7

Preliminary Town Budget Review

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: Note Anticipated

Additional Information

1. Capital Budget Planning Process (2nd Meeting).pptx
2. FY26 Response to Guidelines 11.01.2024.pdf
3. FY26 Prelim Guideline -FinCom Memo 2024-11-25.pdf
4. FY26 Prelim Guideline – FinCom Calculation Detail 2025-11-25.pdf
5. FY26 Capital Improvement Plan (as of 11-26-2024).pdf
6. FY26 Forecast, updated, FinCom Prelim Guideline 11.21.2024.pdf

Board Action

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



THE TOWN OF
CONCORD
MASSACHUSETTS

**FY26-FY30 Financial Forecast
for
FY26-FY35 Capital Improvement Plan
Overview of Request**

Meeting of the Select Board, Finance Committee, and School Committee
Monday, November 18, 2024



THE TOWN OF
CONCORD
MASSACHUSETTS

Agenda

- FY26-FY30 Financial Forecast
- FY26-FY35 Capital Improvement Plan - Overview of all Request
 - Capital Outlay
 - Tier I
 - Tier II
 - Tier III



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
<u>Projected Property Tax Use</u>						
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
CCRSB	\$ 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

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/(De ficit)	\$ (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

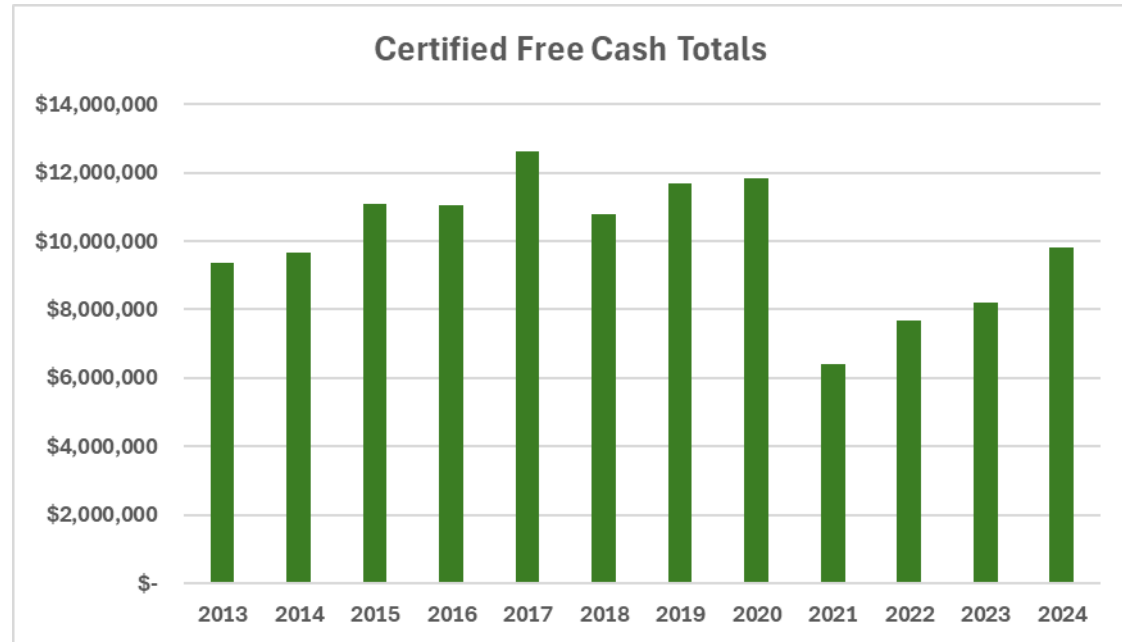
- Town, CPS, CCRSD & MVRTHS grows at 4%
- Health Insurance adjusted for FY25 w/12% increase
- Property/Liability grows at 10%
- SS/Medicare – 5% growth after recognizing \$175,000 savings in FY25



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
CONCORD
MASSACHUSETTS

10 Year Capital Improvement Plan

Town*

Requested

194 Capital
Requests

\$376,910,057 Total Capital
Costs

CPS

Requested

54 Capital
Request

\$28,042,322 Total Capital
Cost

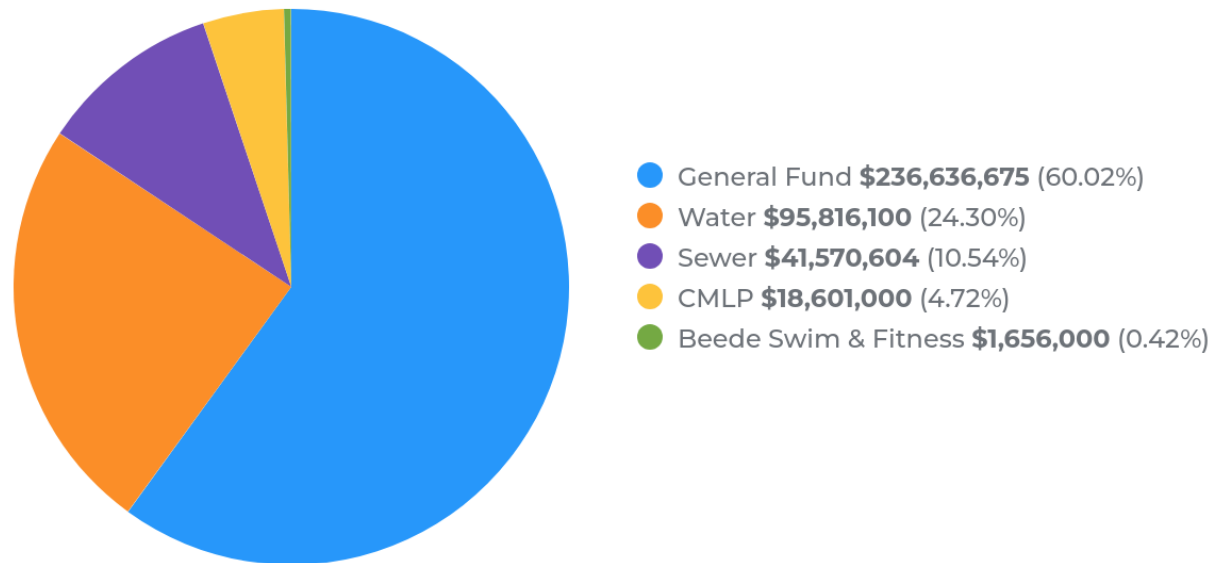
**Town – Includes Town, CMLP, Water, Sewer, Recreation & Beede*



THE TOWN OF
CONCORD
MASSACHUSETTS

10 Year Capital Improvement Plan

10 Year Capital Request by Fund





THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Capital Request Summary

	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	Total
General Government											
Information Systems	\$ 633,200	\$ 153,000	\$ 186,000	\$ 109,000	\$ 112,000	\$ 282,000	\$ 158,200	\$ 163,000	\$ 176,000	\$ 127,000	\$ 2,099,400
Resource Sustainability	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Total	\$ 708,200	\$ 153,000	\$ 186,000	\$ 109,000	\$ 112,000	\$ 282,000	\$ 158,200	\$ 163,000	\$ 176,000	\$ 127,000	\$ 2,174,400
Finance											
Finance Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning & Land Management											
Planning Administration	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 275,000
Natural Resources	\$ 40,000	\$ 120,000	\$ 15,000	\$ 65,000	\$ 15,000	\$ 20,000	\$ 95,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 430,000
Inspections	\$ 100,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Health	\$ 60,000	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Economic Vitality & Tourism	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Total	\$ 350,000	\$ 445,000	\$ 15,000	\$ 65,000	\$ 85,000	\$ 20,000	\$ 95,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 1,135,000
Human Services											
Library	\$ 90,250	\$ 32,000	\$ 32,000	\$ 34,000	\$ 34,000	\$ 34,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 396,250
Senior Services	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 375,000
Total	\$ 265,250	\$ 32,000	\$ 32,000	\$ 34,000	\$ 34,000	\$ 234,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 771,250
Public Safety											
Police Department	\$ 392,200	\$ 320,000	\$ 299,000	\$ 221,000	\$ 243,200	\$ 147,000	\$ 74,000	\$ 9,000	\$ 6,000	\$ 6,000	\$ 1,717,400
Fire Department	\$ 1,260,652	\$ 625,000	\$ 414,000	\$ 140,600	\$ 66,500	\$ 2,245,300	\$ 309,000	\$ 1,256,500	\$ 1,947,800	\$ 1,701,800	\$ 9,967,152
Total	\$ 1,652,852	\$ 945,000	\$ 713,000	\$ 361,600	\$ 309,700	\$ 2,392,300	\$ 383,000	\$ 1,265,500	\$ 1,953,800	\$ 1,707,800	\$ 11,684,552
Public Works											
Engineering	\$ 8,738,300	\$ 8,607,800	\$ 9,240,700	\$ 7,756,450	\$ 9,122,375	\$ 5,572,663	\$ 5,876,692	\$ 6,193,281	\$ 6,522,393	\$ 6,865,997	\$ 74,496,651
Highway Maintenance	\$ 840,000	\$ 275,000	\$ 950,000	\$ 625,000	\$ 305,000	\$ 395,000	\$ 1,590,000	\$ 10,000	\$ 730,000	\$ 450,000	\$ 6,170,000
Parks & Trees	\$ 465,000	\$ 505,000	\$ 210,000	\$ 135,000	\$ 290,000	\$ 340,000	\$ 10,000	\$ 10,000	\$ 100,000	\$ 340,000	\$ 2,405,000
Cemetery	\$ 400,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 760,000
Facilities	\$ 4,397,500	\$ 12,650,000	\$ 89,975,000	\$ 975,000	\$ 975,000	\$ 975,000	\$ 975,000	\$ 1,075,000	\$ 6,025,000	\$ 975,000	\$ 118,997,500
Total	\$ 14,840,800	\$ 22,077,800	\$ 100,415,700	\$ 9,531,450	\$ 10,732,375	\$ 7,322,663	\$ 8,491,692	\$ 7,328,281	\$ 13,417,393	\$ 8,670,997	\$ 202,829,151
Grand Totals	\$ 17,817,102.00	\$ 23,652,800.00	\$ 101,361,700.00	\$ 10,101,050.00	\$ 11,273,075.00	\$ 10,250,963.00	\$ 9,162,892.00	\$ 8,811,781.00	\$ 15,602,193.00	\$ 10,560,797.00	\$ 218,594,353.00



THE TOWN OF
CONCORD
MASSACHUSETTS

Town – Non-General Fund

Department	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	Total
Total Beede Swim And Fitness Center	\$ 1,656,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,656,000
Sewer Grand Total	\$ 2,898,000	\$ 8,763,000	\$ 8,691,417	\$ 17,725,188	\$ 527,000	\$ 548,000	\$ 569,000	\$ 592,000	\$ 616,000	\$ 641,000	\$ 41,570,604
Total Water Distribution	\$ 5,598,000	\$ 31,767,300	\$ 31,781,300	\$ 11,342,000	\$ 2,245,000	\$ 2,353,000	\$ 2,621,000	\$ 2,596,500	\$ 2,702,000	\$ 2,810,000	\$ 95,816,100
Total Electric Light Plant	\$ 4,148,500	\$ 2,637,500	\$ 5,225,000	\$ 260,000	\$ 275,000	\$ 1,460,000	\$ 1,450,000	\$ 1,260,000	\$ 275,000	\$ 1,610,000	\$ 18,601,000
Total	\$ 14,300,500	\$ 43,167,800	\$ 45,697,717	\$ 29,327,188	\$ 3,047,000	\$ 4,361,000	\$ 4,640,000	\$ 4,448,500	\$ 3,593,000	\$ 5,061,000	\$ 157,643,704



THE TOWN OF
CONCORD
 MASSACHUSETTS

Tier I Capital

Per Concord Policy

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
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

Tier II Capital (Debt Service within Levy)

Per Concord Policy

\$4,000,000 - \$5,000,000 per year



THE TOWN OF
CONCORD
MASSACHUSETTS

Tier III Capital

Per Concord Policy

Debt Exclusion

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
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
CONCORD
MASSACHUSETTS

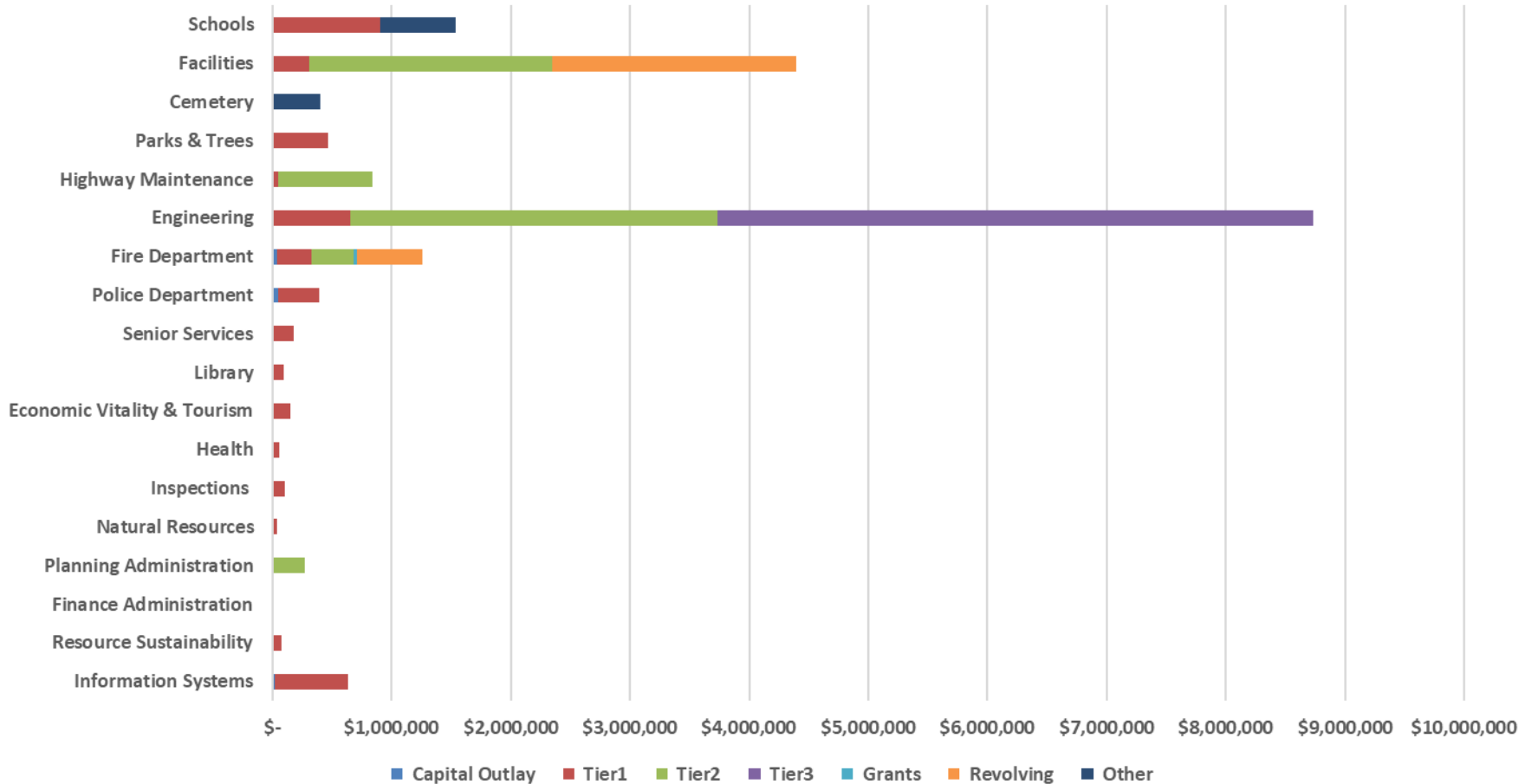
FY26 Town/School (by funding source)

FY2026								
	Capital Outlay	Tier1	Tier2	Tier3	Grants	Revolving	Other	Total
General Government								
Information Systems	\$ 20,000	\$ 613,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 633,200
Resource Sustainability		\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Total	\$ 20,000	\$ 688,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 708,200
Finance								
Finance Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning & Land Management								
Planning Administration	\$ -	\$ -	\$ 275,000.00	\$ -	\$ -	\$ -	\$ -	\$ 275,000.00
Natural Resources	\$ -	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000.00
Inspections	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000.00
Health	\$ -	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000.00
Economic Vitality & Tourism	\$ -	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000.00
Total	\$ -	\$ 350,000.00	\$ 275,000.00	\$ -				\$ 625,000.00
Human Services								
Library	\$ -	\$ 90,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,250.00
Senior Services	\$ -	\$ 175,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175,000.00
Total	\$ -	\$ 265,250.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 265,250.00
Public Safety								
Police Department	\$ 47,000.00	\$ 345,200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 392,200.00
Fire Department	\$ 42,000.00	\$ 283,731.00	\$ 350,000.00	\$ -	\$ 34,921.00	\$ 550,000.00	\$ -	\$ 1,260,652.00
Total	\$ 89,000.00	\$ 628,931.00	\$ 350,000.00	\$ -	\$ 34,921.00	\$ 550,000.00	\$ -	\$ 1,652,852.00
Public Works								
Engineering	\$ -	\$ 653,400.00	\$ 3,084,900.00	\$ 5,000,000.00	\$ -	\$ -	\$ -	\$ 8,738,300.00
Highway Maintenance	\$ -	\$ 45,000.00	\$ 795,000.00	\$ -	\$ -	\$ -	\$ -	\$ 840,000.00
Parks & Trees	\$ -	\$ 465,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 465,000.00
Cemetery	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000.00	\$ 400,000.00
Facilities	\$ -	\$ 307,500.00	\$ 2,040,000.00	\$ -	\$ -	\$ 2,050,000.00	\$ -	\$ 4,397,500.00
Total	\$ -	\$ 1,470,900.00	\$ 5,919,900.00	\$ 5,000,000.00	\$ -	\$ 2,050,000.00	\$ 400,000.00	\$ 14,840,800.00
Concord Public Schools								
Total	\$ -	\$ 908,010.00	\$ -	\$ -	\$ -	\$ -	\$ 627,004.00	\$ 1,535,014.00
Grand Total								
Total	\$ 109,000.00	\$ 4,311,291.00	\$ 6,544,900.00	\$ 5,000,000.00	\$ 34,921.00	\$ 2,600,000.00	\$ 1,027,004.00	\$ 18,092,102.00



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Department Capital Request by Funding Source





THE TOWN OF
CONCORD
MASSACHUSETTS

Concord Public Schools

**Concord Public Schools
FY26 - FY35 Capital Plan - DRAFT**

Key

yellow shaded sections are totals by school

green shaded sections are ideally funded by an energy perf mgmt contract, or green community grant

brown shaded items may be eligible for MSBA funds

School / Category	FY26	FY27	FY28	FY29	FY30	FY31 - 35	FY26 Requests
Alcott	663,979	-	284,492	1,357,009		2,178,000	
ADA Accessibility	20,475					-	ADA Accessibility Panels in multiple locations for accessibility and compliance
Asphalt / paving				1,119,993		-	
Boilers - Perf Mgmt						240,000	
Building Exterior	12,600					16,000	Restore / replace sections of façade and exterior
Cafeteria Equipment						80,000	
Doors / Locks						136,000	
Flooring			12,012	55,016		524,880	
HVAC - Perf Mgmt	94,500	-		182,000		312,000	Replace heating controls system which are 20 years old, are outdated and do not allow the building to be adequately controlled; \$15K of this is to replace an old split system in computer classroom
Lighting - Perf Mgmt	517,504					-	Replace all fluorescent lighting across the entire building with energy efficient lighting
Lighting Controls			156,000			-	
Plumbing - Perf Mgmt						32,000	
Roofing	18,900		116,480			837,120	Replace damaged sections of roofing
CMS	350,000						
Exterior site improvements	350,000						Irrigations for new CMS athletic fields
District	30,000	31,000	16,000	16,500	17,000	170,000	
Office Equipment	30,000	31,000	16,000	16,500	17,000	170,000	Copier replacement plan
Knox Trail	56,000						
Vehicle fleet / equipment	56,000						Replace old pneumatic lifts in Knox Trail garage
Ripley	108,945	573,300	634,566	451,100	1,311,890	856,798	
Asphalt / paving					1,153,940	-	
Boilers			50,000				
Boilers - Perf Mgmt			157,500			-	
Building Exterior	93,945			335,920		26,000	Repairs to various sections of the façade and exterior

School / Category	FY26	FY27	FY28	FY29	FY30	FY31 - 35	FY26 Requests
Doors / Locks					125,450	-	
Electric				97,500		-	
Flooring		-				295,252	
HVAC - Perf Mgmt	15,000	-	-	-	32,500	119,250	Split system needed for IT server room
Lighting - Perf Mgmt						334,737	
Lighting Controls		-	100,421			22,048	
Miscellaneous		-	326,645			19,510	
Roofing		573,300		17,680		-	
Windows/ Glazing (interior)						40,000	
Thoreau	216,440	637,670	174,200	97,500	1,052,177	1,209,300	
Asphalt / paving					702,854	-	
Boilers - Perf Mgmt	-	91,000		97,500	312,000	-	
Building Exterior					23,400	-	
Cafeteria Equipment						80,000	
Doors / Locks						152,000	
Electric						41,600	
Flooring					13,923	700,500	
Lighting - Perf Mgmt		546,670	-			-	
Lighting Controls			97,500			-	
Miscellaneous						216,000	
Plumbing - Perf Mgmt			65,000			-	
Roofing	216,440		11,700			-	Thoreau roof is in the worst condition of elementary school buildings, requires new roofing and new roofing membrane, active leaks and constant repairs
Windows/ Glazing (interior)						19,200	
Vehicle	75,000	100,000		105,000		315,000	Pickup truck for bus mechanic for responding to service calls on the road; existing pickup is 15 yrs old
Willard	34,650	-	681,460	1,687,530	1,028,340	1,521,476	see building exterior below
Asphalt / paving				1,122,030		-	
Boilers - Perf Mgmt					292,500	-	
Building Exterior	34,650					16,000	Refurbish / Replace sections of building façade; repoint masonry and replace flashings, remove and replace sealant joints
Cafeteria Equipment						32,000	
Doors / Locks						88,000	
Exterior site improvements		-	74,620	409,500		-	

School / Category	FY26	FY27	FY28	FY29	FY30	FY31 - 35	FY26 Requests
Flooring			25,090			430,276	
HVAC - Perf Mgmt	-		39,000	58,500	642,500	24,000	
Lighting - Perf Mgmt			542,750			-	
Lighting Controls				97,500		-	
Roofing		-			93,340	931,200	
Grand Total	1,535,014	1,341,970	1,790,718	3,714,639	3,409,407	6,250,574	

Potential Energy Mgmt funded	627,004	637,670	804,250	338,000	1,279,500	1,061,987	
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Total w/out Energy Mgmt items	908,010	704,300	986,468	3,376,639	2,129,907	5,188,587	
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THE TOWN OF
CONCORD
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ClearGov Budgeting Software



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CONCORD
MASSACHUSETTS

Thank you!

Questions?



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 2020	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	\$ 76,659	\$ 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	\$ 4,432,087	\$ 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	\$ 73,390	\$ 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	\$ 69,756	\$ 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

Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

To: Kerry Lafleur, Concord Town Manager
Anthony Ansaldi, Concord Chief Financial Officer
Dr. Laurie Hunter, Superintendent, Concord Public Schools
Carrie Rankin, Chair, Concord School Committee
Julie Viola, Chair, Concord-Carlisle Regional School District Committee

From: Eric Dahlberg, Chair, Concord Finance Committee

Cc: Mary Hartman, Chair, Concord Select Board
Lois Wasoff, Vice Chair, Concord Finance Committee
Lyndsey Lis, Chair, Guidelines Subcommittee, Concord Finance Committee
Robert Conry, Assistant Superintendent of Finance & Operations, Concord Public Schools
James Catachio, Chair, Carlisle Finance Committee

Date: Monday, November 25, 2024

Re: Preliminary Guideline for Fiscal Year 2026

At our November 21st meeting, the Concord Finance Committee approved setting a preliminary target of 2.44% for spending subject to guidelines for fiscal year 2026 (FY26). This preliminary guideline holds excess levy capacity (as a percentage) constant from FY25 to FY26. To arrive at the 2.44% aggregate preliminary guideline, we applied a 2.6% increase to underlying operating costs for each budgetary unit and applied the increases forecasted by the budgetary units for select expenses, including Tier 1 capital (applicable to CPS and CCHS only) and out-of-district tuition (also applicable to CPS and CCHS only). In addition, we applied the \$500K in operating cost savings from the Middle School consolidation to CPS after applying the 2.6% increase to underlying operating costs. A summary is as follows:

Budget Unit	FY26 preliminary guideline for spending subject to guideline, \$	FY26 preliminary guideline, % change YOY versus FY25 approved
Concord Public Schools	\$47,358,692	1.81%
Concord-Carlisle Regional School District	\$23,957,154	3.48%
Town	\$33,597,025	2.60%
Total	\$104,912,871	2.44%

The attached spreadsheet details the calculations that yielded this preliminary guideline.

We welcome your feedback on this preliminary guideline for FY26, and we pledge to take all feedback into consideration before issuing a final guideline for FY26, which we expect to do at our meeting on Thursday, December 19th. To ensure that we have sufficient time to review and discuss any feedback beforehand, we respectfully request that you provide feedback before noon on Monday, December 16th. The Finance Committee will meet on Monday, December 16th (in a regular meeting immediately following the joint capital planning meeting scheduled for that night) to review and discuss any feedback we have received on the preliminary guideline.

Please contact me with questions anytime at EricRDahlberg@gmail.com or (617) 461-2737.

FY26 Preliminary Guideline (approved 11/21/24)

Description:

Target a guideline that holds excess levy capacity (as a %) constant from FY25 to FY26... or a 2.44% aggregate guideline. Apply preliminary guideline target to underlying operating costs only, i.e., treat the following items separately -- Middle School Savings, OOD tuition increases, CCRSD & CPS Tier 1

Input -- Preliminary guideline target for underlying operating costs:	Schools:		Town:				
		2.60%		2.60%			
Summary output	CPS not including MS Savings	Middle School Savings	CPS Net	CCRSD	Town	Grand total spending subject to guidelines	
FY25 approved at town meeting	\$ 46,515,714		\$ 46,515,714	\$ 23,150,489	\$ 32,745,639	\$	102,411,842
FY26 operating unit forecast	\$ 48,373,028	\$ (500,000)	\$ 47,873,028	\$ 24,174,081	\$ 34,021,742	\$	106,068,851
FY26 preliminary guideline	\$ 47,858,692	\$ (500,000)	\$ 47,358,692	\$ 23,957,154	\$ 33,597,025	\$	\$ 104,912,871
FY26 forecast vs FY25 approved, \$	\$ 1,857,314	\$ (500,000)	\$ 1,357,314	\$ 1,023,592	\$ 1,276,103	\$	3,657,009
FY26 forecast vs FY25 approved, %	3.99%		2.92%	4.42%	3.90%		3.57%
FY26 preliminary guideline vs FY25 approved, \$	\$ 1,342,978	\$ (500,000)	\$ 842,978	\$ 806,665	\$ 851,387	\$	\$ 2,501,030
FY26 preliminary guideline vs FY25 approved, YOY % change	2.89%		1.81%	3.48%	2.60%		2.44%
FY26 preliminary guideline vs FY26 operating unit forecast, \$	\$ (514,336)	\$ -	\$ (514,336)	\$ (216,927)	\$ (424,716)	\$	\$ (1,155,979)

Calculations:

CPS

		FY26 vs FY25	Notes:
CPS FY25 approved at town meeting	\$ 46,515,714		
CPS FY26 operating unit forecast	\$ 47,873,028	2.92%	
Middle School Savings	\$ (500,000)		
FY26 request not including Middle School Savings	\$ 48,373,028	3.99%	Operating cost increase not including MS Savings
CPS Tier 1 capital detail:			
FY25 FinCom estimate (FY26 number less 5% inflation)	\$ 323,000		
FY25 not including Tier 1 capital	\$ 46,192,714		
FY26 forecast for Tier 1 capital (two busses per year at \$170K each in FY26)	\$ 340,000		
FY26 not including Tier 1 capital or MS savings	\$ 48,033,028	3.98%	Operating cost increase not including Tier 1 Capital or MS Savings
CPS OOD tuition detail:			
FY25 forecast	\$ 1,688,746		
FY25 not including Tier 1 or OOD tuition	\$ 44,503,968		
FY26 forecast	\$ 1,857,620		
FY26 not including Tier 1, OOD tuitions, or MS savings	\$ 46,175,408		
\$ forecasted increase in OOD Tuitions FY26 vs FY25	\$ 168,875		
% forecasted increase in OOD Tuitions FY26 vs FY25	10.00%		
FY26 request not including MS Savings, Tier 1, or OOD tuitions	\$ 46,175,408	3.76%	This is the underlying forecasted operating cost increase, i.e., operating cost increase not including Tier 1, MS Savings, or OOD tuition increases
FY26 at preliminary guideline target	\$ 45,661,072		
Plus: FY26 OOD tuitions	\$ 1,857,620		
FY26 at preliminary guideline target including OOD tuition increase	\$ 47,518,692		
Plus: FY26 Tier 1 capital	\$ 340,000		
FY26 at preliminary guideline target including OOD tuition and Tier 1 capital	\$ 47,858,692	2.89%	Not including MS Savings
Less: Middle School Savings	\$ (500,000)		
FY26 net preliminary guideline for CPS	\$ 47,358,692	1.81%	Including MS Savings
FY26 net preliminary guidelines for CPS vs requested amount	\$ (514,336)		

CCRSD

		FY26 vs FY25	Notes:
CCRSD FY25 approved at town meeting	\$ 23,150,489		
CCRSD FY26 request	\$ 24,174,081	4.42%	
CCRSD Tier 1 capital:			
FY25 FinCom estimate (FY26 number less 5% inflation)	\$ 323,000		
FY25 not including Tier 1 capital	\$ 22,827,489		
FY26 forecast for Tier 1 capital (two busses per year at \$170K each in FY26)	\$ 340,000		
FY26 not including Tier 1 capital or MS savings	\$ 23,834,081	4.41%	Operating cost increase not including Tier 1 Capital
CCRSD OOD tuition detail:			
FY25 forecast	\$ 3,632,416		
FY25 not including Tier 1 or OOD tuition	\$ 19,195,073		
FY26 forecast	\$ 3,923,009		
FY26 not including Tier 1 or OOD tuition	\$ 19,911,072		
\$ forecasted increase in OOD Tuitions FY26 vs FY25	\$ 290,593		
% forecasted increase in OOD Tuitions FY26 vs FY25	8.00%		

FY26 request not including MS Savings, Tier 1, or OOD tuitions	\$ 19,911,072	3.73%	<i>Underlying forecasted operating cost increase , i.e., operating cost increase not including Tier 1 capital and not including OOD tuition increases</i>
FY26 underlying operating costs at preliminary guideline target	\$ 19,694,145		
Plus: FY26 OOD tuitions	\$ 3,923,009		
FY26 at preliminary guideline target including OOD tuition increase	\$ 23,617,154		
Plus: FY26 Tier 1 capital	\$ 340,000		
FY26 net preliminary guideline for CCRSD	\$ 23,957,154	3.48%	
FY26 net preliminary guidelines for CCRSD vs requested amount	\$ (216,927)		

Town

		FY26 vs FY25	Notes:
Town FY25 approved at town meeting	\$ 32,745,639		<i>Operating costs not including Tier 1 capital</i>
Town FY26 request	\$ 34,021,742	3.90%	<i>Operating costs not including Tier 1 capital</i>
FY26 at preliminary guideline target	\$ 33,597,025	2.60%	
FY26 net preliminary guidelines for Town vs requested amount	\$ (424,716)		

Town of Concord
FY26 Capital Improvement Plan

Department	Request Title	Capital Outlay (within operating budget) - 2026	Tier I (>\$10,000 - <=\$50,000) - 2026	Tier II (>\$50,000 - <=\$2,500,000) - 2026	Tier III (>\$2,500,000) - 2026	Community Preservation Funds - 2026	Retained Earnings - 2026	Chapter 90 (MGL Ch 90, Section 34) - 2026	Revolving Fund Balance - 2026	Grant Funding - 2026	Other - 2026	Total 2026
Cemetery	Cemetery Wall Restoration	-	-	-	-	-	-	-	-	-	\$ 360,000	\$ 360,000
	Miscellaneous Cemetery Improvements	-	-	-	-	-	-	-	-	-	\$ 30,000	\$ 30,000
	Grave Marker Restoration	-	-	-	-	-	-	-	-	-	\$ 10,000	\$ 10,000
Total Cemetery		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000
Engineer	Asset Management Tools	-	\$ 105,000	-	-	-	-	-	-	-	-	\$ 105,000
	Traffic Improvements	-	-	\$ 420,000	-	-	-	-	-	-	-	\$ 420,000
	Pedestrian & Bicycle Safety	-	-	\$ 935,800	-	-	-	-	-	\$ 50,000	-	\$ 985,800
	Road Pavement Management	-	-	-	\$ 4,350,000	-	-	\$ 650,000	-	-	-	\$ 5,000,000
	Parking Lot Rehabilitation	-	\$ 231,900	-	-	-	-	-	-	-	-	\$ 231,900
	Culverts & Bridges	-	\$ 1,312,800	-	-	-	-	-	-	-	-	\$ 1,312,800
	Landfill Monitoring	\$ 29,800	-	-	-	-	-	-	-	-	-	\$ 29,800
	Traffic Signals and Signage	-	-	\$ 366,300	-	-	-	-	-	-	-	\$ 366,300
	Roadside Safety	-	\$ 179,600	-	-	-	-	-	-	-	-	\$ 179,600
	Street Pavement Markings	-	\$ 107,100	-	-	-	-	-	-	-	-	\$ 107,100
Total Engineer		\$ 29,800	\$ 1,936,400	\$ 1,722,100	\$ 4,350,000	\$ -	\$ -	\$ 650,000	\$ -	\$ 50,000	\$ -	\$ 8,738,300
Facilities	Harvey Wheeler Kitchen Remodel and Expansion	-	-	\$ 750,000	-	-	-	-	-	-	-	\$ 750,000
Total Facilities		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Fire	Fire Alarm Receiver(s)	-	\$ 30,000	-	-	-	-	-	-	-	-	\$ 30,000
	Ambulance Replacement	-	-	-	-	-	-	-	\$ 550,000	-	-	\$ 550,000
	Fire Apparatus Refurbishment	-	-	\$ 350,000	-	-	-	-	-	-	-	\$ 350,000
	Town Wide Public Access Defibrillators	-	\$ 42,000	-	-	-	-	-	-	-	-	\$ 42,000
	Turnout Gear Replacement	-	\$ 60,000	-	-	-	-	-	-	-	-	\$ 60,000
Total Fire		\$ -	\$ 132,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ 1,032,000
Highway Maintenance	Replace vehicle tire balancing machine	-	\$ 35,000	-	-	-	-	-	-	-	-	\$ 35,000
	Replace H23 2012 Freightliner 35,000 GVWR Dump with 11-foot plow	-	-	\$ 415,000	-	-	-	-	-	-	-	\$ 415,000
	Small Equipment Highway	\$ 10,000	-	-	-	-	-	-	-	-	-	\$ 10,000
Total Highway Maintenance		\$ 10,000	\$ 35,000	\$ 415,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Library	Library RFID Technology Replacements	-	\$ 15,000	-	-	-	-	-	-	-	-	\$ 15,000
	Library Delivery Cargo Van Replacement	-	\$ 58,250	-	-	-	-	-	-	-	-	\$ 58,250
	Library Computer Replacements	-	\$ 17,000	-	-	-	-	-	-	-	-	\$ 17,000
Total Library		\$ -	\$ 90,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,250
Natural Resources	Conservation Land Improvements	\$ 15,000	-	-	-	-	-	-	-	-	-	\$ 15,000
Total Natural Resources		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Parks & Trees	Small Equipment Park & Tree	\$ 10,000	-	-	-	-	-	-	-	-	-	\$ 10,000
Total Parks & Trees		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Police	Mobile Radios for Police Cruisers	\$ 25,000	-	-	-	-	-	-	-	-	-	\$ 25,000
	Motorola Portable Radios	\$ 23,000	-	-	-	-	-	-	-	-	-	\$ 23,000
	Body Worn and In car Camera Systems	-	-	-	-	-	-	-	-	-	\$ 50,000	\$ 50,000
	FORD Police Interceptor Utility AWD Hybrid	-	\$ 60,000	-	-	-	-	-	-	-	-	\$ 60,000
	Body Armor Vests	\$ 24,000	-	-	-	-	-	-	-	-	-	\$ 24,000
Total Police		\$ 72,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 182,000
Resource Sustainability	Climate Action And Resilience Plan Update	-	\$ 75,000	-	-	-	-	-	-	-	-	\$ 75,000
Total Resource Sustainability		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Concord Public Schools		-	\$ 908,010	-	-	-	-	-	-	-	627,004	1,535,014
Total - Concord Public Schools		\$ -	\$ 908,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 627,004	\$ 1,535,014
Total Funding Sources		\$ 136,800	\$ 3,236,660	\$ 3,237,100	\$ 4,350,000	\$ -	\$ -	\$ 650,000	\$ 550,000	\$ 50,000	\$ 1,077,004	\$ 13,844,550
Grand Total		\$ -	\$ 3,373,460	\$ 3,237,100	\$ 4,350,000	\$ -	\$ -	\$ 650,000	\$ 550,000	\$ 50,000	\$ 1,077,004	\$ 13,844,550

FY26 Forecast, updated to reflect FinCom Preliminary Guideline, 11.22.2024

	FY2025 Estimates/Budgeted	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected
REVENUES						
Property Taxes	\$ 116,241,895	\$ 121,206,904	\$ 124,411,907	\$ 128,146,796	\$ 131,250,179	\$ 134,627,245
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	\$ 17,848,989	\$ 16,134,424	\$ 16,398,201	\$ 16,672,293	\$ 16,957,141	\$ 17,253,208
Total Revenues	\$ 140,249,543	\$ 143,653,954	\$ 147,280,549	\$ 151,451,291	\$ 155,005,328	\$ 158,848,411

EXPENSES

Town Government						
General Government	\$ 6,002,619	\$ 6,148,287	\$ 6,297,743	\$ 6,451,084	\$ 6,608,412	\$ 6,769,831
Finance	\$ 2,599,727	\$ 2,667,320	\$ 2,736,670	\$ 2,807,824	\$ 2,880,827	\$ 2,955,729
Planning and Land Management	\$ 2,628,721	\$ 2,697,068	\$ 2,767,192	\$ 2,839,138	\$ 2,912,956	\$ 2,988,693
Human Services	\$ 3,488,951	\$ 3,579,664	\$ 3,672,735	\$ 3,768,226	\$ 3,866,200	\$ 3,966,721
Public Safety	\$ 12,106,896	\$ 12,421,675	\$ 12,744,639	\$ 13,075,999	\$ 13,415,975	\$ 13,764,791
Public Works	\$ 5,112,219	\$ 5,245,136	\$ 5,381,510	\$ 5,521,429	\$ 5,664,986	\$ 5,812,276
Unclassified	\$ 806,506	\$ 821,044	\$ 835,945	\$ 851,218	\$ 866,874	\$ 882,921
Total Town Government	\$ 32,745,639	\$ 33,580,194	\$ 34,436,433	\$ 35,314,919	\$ 36,216,231	\$ 37,140,961

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

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	\$ 47,357,648.42	\$ 48,214,821.86	\$ 49,087,510.14	\$ 49,975,994.07	\$ 50,880,559.56
CCRS	\$ 26,140,908.00	\$ 27,050,611.60	\$ 27,991,972.88	\$ 28,966,093.54	\$ 29,974,113.59	\$ 31,017,212.75
Total, Schools	\$ 74,389,428	\$ 76,210,378	\$ 78,080,998	\$ 80,002,775	\$ 81,977,246	\$ 84,005,996
Total Expenses	\$ 134,063,892	\$ 139,371,245	\$ 141,841,924	\$ 145,547,361	\$ 148,003,494	\$ 151,215,692

Sub-Total Surplus/(Deficit)	\$ 6,185,650	\$ 4,282,709	\$ 5,438,626	\$ 5,903,930	\$ 7,001,834	\$ 7,632,719
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Capital Outlay (3% goal)						
Total Budget	\$ 132,141,017	\$ 140,249,543	\$ 143,653,954	\$ 147,280,549	\$ 151,451,291	\$ 155,005,328
Capital Outlay at 3%	\$ 3,964,231	\$ 4,207,486	\$ 4,309,619	\$ 4,418,416	\$ 4,543,539	\$ 4,650,160
Capital Outlay at 2%	\$ 2,642,820	\$ 2,804,991	\$ 2,873,079	\$ 2,945,611	\$ 3,029,026	\$ 3,100,107
Appropriated Capital	\$ 2,180,000	\$ 3,373,460	\$ 3,350,000	\$ 3,950,000	\$ 4,489,160	\$ 4,600,558

Sub-Total Surplus/(Deficit)	\$ 4,005,650.35	\$ 909,249.03	\$ 2,088,625.61	\$ 1,953,930.03	\$ 2,512,673.85	\$ 3,032,160.58
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OPEB Assessment	\$ 1,467,000	\$ 1,467,000	\$ 1,467,000	\$ 1,467,000	\$ 1,467,000	\$ 1,467,000
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Pension Reserve	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000
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Total Surplus/(Deficit)	\$ 888,650.35	\$ (2,207,750.97)	\$ (1,028,374.39)	\$ (1,163,069.97)	\$ (604,326.15)	\$ (84,839.42)
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Unused Levy Capacity	\$ 3,595,110	\$ 3,748,667	\$ 3,847,791	\$ 3,963,303	\$ 4,059,284	\$ 4,163,729
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Projected Unused Levy Capacity	\$ 3,595,110	\$ 1,540,916	\$ 2,819,417	\$ 2,800,233	\$ 3,454,958	\$ 4,078,890
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Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

8

Chair's Report

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

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



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

9

Discuss Select Board Liaison Report Updates

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

Board Action

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

Mary Hartman Liaison Report for Dec 2, 2024 Select Board meeting

Concord Municipal Affordable Housing Trust (11/19)

Continued discussion of a policy for buy-downs. CHDC chair attended the meeting and expressed his desire that the policy include small, stand-alone units that could potentially be torn down and lost forever as well as condos. A draft of a policy written by CMAHT articulated strong preference for units that would be lost without a buy-down, thereby excluding condos. The discussion will be continued with all housing groups at the Dec 10 Housing Roundtable. Either way, buy-downs have a high per/unit cost to add inventory to housing.

Community Preservation Committee (11/19)

Reviewed their FY26 applications. Approved some; others require more information (request from Thoreau school). They currently have \$2.9m to allocate yet are undersubscribed this year with only \$1.2 in total applications. We will learn more at their presentation.

FinCom (11/21)

FinCom presented a new approach to the guideline that would treat Middle School Savings (\$500K), Out of District tuition increases and CCRSD Tier I capital separate from the guideline, i.e. remove from the guideline and add back later. The rationale being these costs are either known, uncontrollable or unique to the budgeting entity (CCRSD)

After a good discussion, FinCom voted an aggressive preliminary guideline that holds excess levy capacity to 3.3% (FY25 level) as follows:

	<u>Preliminary Guideline %</u>	<u>Spending cut from preliminary FY26 budget presentation</u>	<u>Preliminary Guideline \$</u>
CPS before MS Savings	2.89%	\$514.7K	\$47,858,692
CPS after MS Savings	1.81%		\$47,358,692
CCRSD	3.48%	\$216.9K	\$23,957,154
<u>Town</u>	<u>2.60%</u>	<u>\$424.7K</u>	<u>\$33,597,025</u>
Overall	2.44%	\$1.156m	\$104,912,871

They are not yet able to project the impact on tax bills but will work to have that info at their next meeting.

They fully expect the budgeting entities to respond with a description of service cuts that would be necessary to meet the preliminary guideline. The final guideline is expected to be published at their Dec

FinCom also discussed establishing a working group with Select Board to establish policies that address:

- Free Cash
- Levy Capacity
- Cash Capital
- Tier II Capital

Finally, they discussed the format of the FinCom Report and considered adding (for illustration purposes) the cost of services provided to households from Enterprise Funds (light, water, sewer, recreation) to arrive at the total cost of municipal services. The idea was generally well-received but not discussed in detail.

Economic Vitality Committee (11/20)

The meeting was cancelled at the last minute b/c they did not meet quorum. The chair will determine if a letter to MCI Advisory Board and the Select Board can be sent before their next meeting since the committee had authorized the chair to write the letter.

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250th Task Force:

Regional transportation initiative for April 19 is now going into high gear:

- Invitation for bid for busing into Concord -- \$100,000 or more
- Working on busing initiatives within Concord
- MBTA will double their commuter rail service and temporarily provide full accessibility at the Concord Depot
- Nashawtac Country Club will provide golf carts
- Additional bike racks
- Signage, sandwich boards, “ambassadors” to assist in directing visitors
- Full presentation to SB on Dec 16

Major fundraising campaign occurring in December. We need to raise another \$250,000 to support port-a-potties, bike racks, buses, etc. Please consider donating and ask your friends and neighbors as well.

HFAC:

The economic benefits of Hanscom are often cited as one of the main justifications for expansion of the airport.

However, at the 11/9 HFAC meeting, Mimi Graine reported that Hanscom actually generates minimal economic activity, including a tech school and a few businesses on Virginia Rd. So minimal economic impact to Concord and to the region.

At that same meeting, Neil Rasmussen critiqued Massport’s Economic Report:

- The Air Force Base was inappropriately included in the study. If you exclude the AFB, the “economic benefits” shrink by 90%.
- The report did not follow the FAA protocols. For example, by FAA definition, “economic benefits” are only supposed to include economic activity (such as payroll and visitors) that would not have occurred without Hanscom.

- State/local tax breaks and carbon offsets were not included.
- If all of the above had been calculated correctly, the net economic benefit of Hanscom would actually be negative.
- A detailed report is available upon request.

PEG Access

Information Podcast for the 250th was recorded and will be aired soon. Watch for announcement. Lots of other interesting podcasts including MCI prison outreach and Daniel Chester French.

Comcast contract is wrapping up, but needs 1 more extension, which is scheduled for SB vote on December 2. Once the contract language is approved by our team and the Comcast team, it will go to Town Counsel for final review and then to the SB for discussion and vote.

CCHS student engagement is increasing.

MMN is a finalist for an award for their video of the 150th anniversary of the Concord Free Public Library.

Over the next few months, PEG Committee will be examining their charge and possibly recommending updates for the SB to consider.

- Flag Policy Subcommittee. Expect to be covered during our December 2 SB meeting. I would like to thank Wendy Rovelli and those in the Concord community who have participated in our meetings and discussion.
- Town Meeting Subcommittee. Expect to be covered during our December 2 SB meeting. I would like to thank Eric Moore and the entire committee for their efforts to date - a lot of work has gone into the survey, discussions and bringing forward of recommendations.

Zoning Board of Appeals

- 300-310 Baker Ave - Public hearing for a Special Permit for work in floodplain, relief of required parking and Site Plan Review continued to January 9, 2025

Council on Aging

- Monthly brochures sent to 1500 users. There are an estimated 8000 residents over 60.
- In FY24, 1,105 residents attended COA events (totaling 15,606 event/visits). Attendance was highest for Special events (419 residents), Providing Services (341 residents) and Recreation (310 residents). A total of 7,342 rides were provided to 234 residents. Outreach services were also received by 580 residents.

School Committee

- Amenities Building - Gale Associates reviewed 5 options/3 types of Amenities buildings 1. Pre-Fab units 2. Modular Construction and 3. Design/Bid/Build. The Pre-Fab options (2) were cheapest (\$445-\$646K), but only have a 10 year life span. Modular construction was most expensive \$1,600-\$1,900K and would require customization for MA plumbing code. The Design/Bid/Build options (2, \$1,420-\$1,700K) meets program needs, have a 50 year lifespan and appear to be the committee's preferred option. A Concrete building option is more durable while the wood frame option would require more maintenance The current Athletic Director would like a small trainer space as part of building and this will be explored with Gail Associates along with timing and potential pricing changes given a summer construction schedule. The committee expects to vote on the option at the December 3rd meeting.
- Peabody - Utility costs for Mar - Jun are estimated at \$30K and were not included in the FY25 CPS budget. Following the move, the plan is to minimize expense at Peabody with minimal utility use and no landscaping or cleaning.
- Based on the planned move into the new school building over February vacation, a Community Day for both buildings on Feb 15th is planned for residents to take unused furniture etc. 100K under the school building project has been set aside for disposal.

- Thoreau Playground Improvements - \$200K requested from CPC, PTG fundraising initiated with a total fundraising target of \$500K.

Climate Action

- Russ Karlstad, Town Facilities Director discussed the benefits of upcoming energy audits and the possibility of implementing energy services contract (ESCO). He shared a concern that a policy requiring solar on new building rooftops could impact an energy services contract and would prefer deferring any discussion or adoption of a solar policy for 6 months. The committee agreed on putting the policy on hold until more information about the audits and energy service contract strategy is finalized.
- Climate Action Plan - The committee does support the need for consulting services in FY26 to assist with updates to the plan. In the interim, the committee aims to document current progress against the blue print actions. A template for documenting progress has been developed and committee members were assigned to work through the status of the Natural Resources section of the plan.
- The committee discussed concerns regarding a waiver being sought by the developer of the 40B Thoreau Residents " to allow for a variety of energy options", despite the developer indicating the building would be all electric. The application was submitted prior to the Town's adoption of energy code which prohibits new combustion equipment for new construction. The chair will write a letter to the ZBA encouraging compliance with the new energy code siting the 40B NOVO projects compliance.
- The next Sustainability Roundtable is scheduled for Dec 11th, 6:30-7:45 at the Goodwin Forum, Concord Library.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

10

**Discuss and Vote to Approve a 120-Day
Extension for the Contract Negotiations with
Comcast set to expire December 20, 2024**

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Vote to Approve a 120-Day Extension for the Contract Negotiations with Comcast set to expire December 20, 2024

Additional Information

Board Action

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

Via email (dte.filing@mass.gov)

Ms. Shonda Green, Department Secretary
Department of Telecommunications and Cable
1000 Washington Street, Suite 6
Boston, MA/ 02118-6500

Re: Motion for Extension of Time to File the Preliminary Assessment of Denial

Dear Ms. Green:

The Town of Concord is in the midst of the cable license renewal negotiations with Comcast. Comcast issued its Formal Renewal Proposal on December 15, 2023. The Concord Select Board voted on March 18, 2024 to preliminarily deny Comcast's proposal. The Town has conducted an extensive ascertainment process and has been in negotiations with Comcast but was not prepared to approve Comcast's proposal by the license expiration date of April 23, 2024. The Town and Comcast have been meeting regularly for preliminary negotiations and will continue to negotiate, and the Town is confident that with additional time the parties can come to an agreement. The Town hereby moves for another one-hundred twenty (120) days for the Town to file its preliminary assessment of denial, from December 20, 2024 to April 19, 2025. Comcast has provided its assent to this motion.

Thank you for your consideration of this matter.

Sincerely,

Town of Concord Select Board:

Mary Hartman, Chair

Mark Howell, Clerk

Terri Ackerman

Cameron McKennitt

Wendy Rovelli



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

11

Discuss and Vote to Approve Select Board Licenses for 2025 Annual Renewal – Batch 1

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Vote to Approve Select Board Licenses for 2025 Annual Renewal – Batch 1

Additional Information

See Meeting Packet for details

Board Action

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



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: December 2, 2024

Re: 2025 Annual License Renewals – Batch 1

Enclosed please find the first batch of local licenses to be renewed for the 2025 calendar year. The list included in this memorandum reflects applications that are complete with required documentation, payment, and reviews from applicable departments. Many other applications are underway but are not 100% complete.

Last year, we launched the Select Board module on PermitEyes, the Town's online permitting system. All Select Board licenses are now available on PermitEyes and are reviewed by applicable departments online, such as the Building Department, Fire Department, Health Department, Police Department, and Treasurer/Collector, who are required to sign-off on the application before it moves forth to the Select Board for approval.

Please reach out to me with any questions regarding this first batch of local licenses to be renewed for 2025. The remaining licenses will be renewed at the Select Board meeting on December 16, 2024.

Class I and II Licenses:

1. Bradford Auto Sales Service Incorporated – DBA Bradford Auto Sales Service Incorporated

Common Victualler Licenses:

1. 80 Thoreau LLC – DBA 80 Thoreau
2. ACM Donuts LLC – DBA Dunkin
3. Caffe Nero Americas, Incorporated – DBA Caffe Nero
4. Colwen Management, Incorporated – DBA Residents Inn by Marriott
5. Concord Country Club
6. Corporate Chefs at 300 Baker Avenue
7. Debra's Natural Gourmet
8. Emerson Hospital Cafeteria
9. MDM Management Group LLC – DBA Dunkin at 1191 Main Street

10. MDM Management Group LLC – DBA Dunkin at 1643 Sudbury Road
11. MDM Management Group LLC – DBA Dunkin at 794 Elm Street
12. Nami Convenience Corporation – DBA Nine Acre Farm Convenience
13. Nashawtuc Country Club, Incorporated – DBA Nashawtuc Country Club
14. RK Earth Corporation – DBA Dino’s Kouzina and Pizzeria
15. RK Wing Corporation – DBA Rossini’s Pizzeria and Restaurant
16. Sebastians MXG – DBA New Leaf Café
17. Starbucks Coffee Corporation, #816 – DBA Starbucks Coffee
18. Trail’s End Café LLC – DBA Nosh by Concord Market
19. West Concord Tavern LLC – West Village Tavern

Innholder/Lodging Licenses:

1. Colwen Management, Incorporated – DBA Residents Inn by Marriott
2. Concord’s Colonial Inn One Corporation – DBA The Colonial Inn
3. Best Western Concord Hotel – DBA Best Western

Liquor Licenses:

1. 80 Thoreau LLC – DBA 80 Thoreau
2. Artichocq Incorporated – DBA Vintages of Concord
3. Colwen Management Incorporated – DBA Residents Inn by Marriott
4. Concord’s Colonial Inn One Corporation – DBA The Colonial Inn
5. Concord Market LLC – DBA Concord Market
6. Crosby’s Marketplace Incorporated – DBA Crosby’s Marketplace
7. Nashawtuc Country Club, Incorporated – DBA Nashawtuc Country Club
8. Nine Acre Wines Incorporated – DBA Nine Acre Wines
9. RK Earth Corporation – DBA Dino’s Kouzina and Pizzeria
10. RK Wing Corporation – DBA Rossini’s Pizzeria and Restaurant
11. Trail’s End Café LLC – DBA Nosh by Concord Market
12. West Concord Tavern, LLC – DBA West Village Tavern

Tour Guide Licenses:

1. Bonnie Beaudet
2. Shelley Belton
3. Victor Curran
4. Elisabeth DiCicco
5. David Flannery
6. Richard Gersh
7. Mary Margaret Griffin
8. Anne (Penny) Harrington
9. Noah Katz
10. Jacqueline Kluft
11. Barbara Olson
12. Joseph Palumbo
13. Martha Rohan
14. Frances Sacco
15. Ira Skolnik

Weekday Entertainment Licenses:

1. Colwen Management Incorporated – DBA Residents Inn by Marriott
2. Concords Colonial Inn One Corporation – DBA The Colonial Inn



Concord Select Board Meeting
AGENDA ACTION REQUEST

12

Monday, December 2, 2024

**Discuss Town Meeting Study Committee
(TMSC) Update**

Discuss Clicker Analysis

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

1. Discuss Town Meeting Study Committee (TMSC) Update
2. Discuss Clicker Analysis

Additional Information

Board Action

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

Town Meeting Study Committee Update for the Select Board

Eric Moore, Chair TMSC, 11/26/24

We ask for the Select Board's help with a Warrant Article to authorize a Home Rule Petition for Remote Participation and Voting for Open Town Meeting. Additionally, we seek the Select Board's guidance in determining or composing an appropriate body to guide the project of potential Home Rule Petition approval.

Since its inception May of 2024, Concord's Town Meeting Study Committee (TMSC) has met 22 times, through phases of mission statement development, peer town and past study review, issues research and framing, solutions brainstorming and framing, and public outreach with a town-wide survey and focus groups. Our focus this Fall has emphasized ways to streamline Town Meeting, and on diligent consideration of the three Citizen Petitions from TM24 that were deferred to the TMSC. This update will focus on near term actions we seek from the Select Board, specifically toward the goal of realizing "remote voting", and highlight the Citizen Petition questions.

We've interpreted our charge, to make Concord's Town Meeting more *inclusive, effective, and responsive*, as three points:

- Make it a better experience for the people who are at Town Meeting.
- Make it easier for people who want to be at Town Meeting to participate – serve the thwarted.
- Make it easier for people to be informed about the working of our legislative processes in boards and committees, which culminate in Town Meeting - and to potentially participate.

SUPPLEMENTS:

1. A broad list of solutions under consideration is attached to this update. There are four interleaved themes: **Streamlining**, so that Town Meeting demands less of the public's time; improving **Accessibility**, so that more may participate, improving **Meeting Culture**, so that participation in deliberation is more rewarding, and improving **Communications**, so that more may engage with and understand questions before the Town.
2. Results from the TMSC October 2024 Community survey are also attached. The survey [Questions](#) and open-form [Public Comments](#) are available on the [TMSC committee page](#).

Remote Participation and Voting at Town Meeting

With respect to [Remote Participation at Annual and Special Town Meetings](#), TMSC strongly endorses taking action to allow remote participation and voting in Concord Town Meetings. The TMSC is prepared to work with the Select Board toward this goal. It urges the Select Board to take immediate steps to begin developing and submitting a Home Rule Petition to make this legally possible, including sponsoring and submitting a Town Meeting 25 Warrant Article.

78% of survey respondents support being able to deliberate and vote remotely on issues during Town Meeting. The path to realizing this is lined with unknowns, beginning with the strategy behind a Home Rule Petition campaign and the composition of a "project" team to shepherd it.

While the wording from last year's Citizen Petition is a good start, we believe the principals behind a would-be Home Rule Petition, including Representatives Cataldo and Gentile and Senator Barrett, should be consulted anew before composing an Warrant Article for the coming Town Meeting.

A Home Rule Petition may be a multi-year project. Depending on the advice of principals, the scope of a Home Rule Petition project – is it just Concord, or an effort coordinated across multiple towns – will shape the workload of advancing a Petition. It will also shape the workload of researching potential technology solutions to support eventual deployment. There are many operational, usability, deployment, and security concerns and we are not aware of a complete deployed commercial solution.

Requested Action: Town Meeting approval is prerequisite to a Home Rule Petition. We ask for the Select Board’s help with that. Additionally, we seek the Select Board’s guidance in determining or composing an appropriate body to guide the project of potential Home Rule Petition approval.

Electronic Voting, aka Clickers

With respect to [Use of Handheld Electronic Voting at Town Meetings](#), the TMSC concludes that use of clickers may improve the experience of Town Meeting and therefore recommends use of clickers.

83% of survey respondents support using electronic voting at Town Meeting.

We recommend using clickers when clickers are needed or desired. Relative to our current voting system, raised paper ballot slips, clickers have advantages: clickers provide fast counts when accurate counts are needed. Accurate counts have not been frequently needed, but when they occur, they take a half hour or more. Further, clickers are the best way to implement secret ballots, when secret ballots are desired.

We recognize that there are significant cost and operational considerations to deployment, and that this matter is now in the Town’s hands.

“Town Meeting Voting Reform”

With respect to [Town Meeting Voting Reform](#), after research and discussion, the TMSC is not expecting to recommend action towards what is essentially a proposal to adopt NH's SB2 Referendum Ballot.

Survey support was 61% in favor of separating deliberation from voting on issues before Town Meeting. We recognize the public's desire to make it easier to vote on Town Meeting motions, but this scheme is difficult to make work robustly and is a wide-reaching change. It would also require a Warrant Article authorizing a Home Rule Petition, and then a Home Rule Petition Campaign. Overall, we conclude that Remote Participation and Voting is a preferable solution to the one proposed here.

Survey Highlights

Streamlining one's meeting participation is the dominant theme - both in terms of having a shorter meeting, and in terms of being able to pick and choose when one participates. There is strong support for "change" - remote participation, electronic voting, separating deliberation from voting. These changes ostensibly reduce one’s time spent at Town Meeting or make it more convenient to vote.

Over 50% of respondents think that they are spending too much time hearing others' views during deliberation. There's a distinct preference for all high interest items on one night - which suggests a time cap up front on deliberation of each of these items. We are exploring these issues with the Moderator.

While there is strong support for keeping Open Town Meeting, we note that nearly 40% said "I am dissatisfied with how Town Meeting and our local government represents my views."

SUPPLEMENT: TMSC Potential solutions – working document

Eric Moore 11/21/24

Potential Solutions, as ranked by the survey

The survey asked about potential improvements. They are ranked here by relative positive impact. There was consensus across different voter segments for the top 7. Items greyed out are not under active consideration.

Weight	Topic	Purview	Collaborating with..
1.0	Scheduling high interest agenda items (articles) on a single night.	Moderator	Select Board
0.86	Clearly define and encourage speaker norms.	Moderator	All article sponsors, Voters
0.84	Shorten Town Meeting by deliberating on fewer agenda items (articles). [More in the Consent Calendar]	Moderator	Select Board, All article sponsors, Voters
0.81	Improve town communications to increase voter knowledge before Town Meeting.	Town	All Article Sponsors
0.77	Have a Briefing Book.	Town	All Article Sponsors
0.76	Hold two shorter Town Meetings [Spring ATM, Fall STM]	Select Board	Town, FinCom, Planning Board, Moderator
0.76	Using a pre-meeting community survey.	Moderator	Town
0.7	Have a single consolidated guide to recommendations.	Town	Moderator, Reviewing Boards - SB, FinCom, Planning
0.56	Reduce speaker time [see speaker norms].	Moderator	
0.55	Scheduling high interest agenda items (articles) first on different nights. [precluded by single night option]		
0.54	Pre-meeting Hearings that are widely publicized early.	Reviewing Boards	Town
0.41	Stage debate before Town Meeting to help improve deliberation during Town Meeting.	Reviewing Boards	
0.28	Multiple sessions that end earlier each night [precluded by single night option]		
0.06	Have food available for purchase.	Town	
-0.06	Family-friendly setting where kids can attend with their parents. (in main meeting)		
-0.15	Hold Town Meeting on a Sunday.		
-0.19	Hold Town Meeting on a Saturday.		

Potential Improvements by area

Meeting culture improvements	<p>Less opportunity for dissonance; resolve differences <i>before</i> Meeting. <i>Concern: Are we keeping enough room for necessary debate?</i></p>
For Moderator, Select Board, Town	<ul style="list-style-type: none"> • Clickers, for easing secret ballots. Budget, IT impact
For Moderator	<ul style="list-style-type: none"> • More active moderation of speakers with respect to norms. • Poll from remote viewers during meeting? • “Call the question” microphone, or use voting slips for this?
For Select Board	<ul style="list-style-type: none"> • Continue pre-Meeting Hearings with remote participation. • Continue “cross functional” meetings.
Streamlining improvements	<p>Less time on low value deliberation. <i>Concern: Predicting what will be high value deliberation?</i></p>
For Moderator	<ul style="list-style-type: none"> • 1 Minute Question, 2 Minute PRO/CON • Presentation "review" – quality, timing, pose the motion. • Time capping discussion up front (better informed pre-meeting?)
For Moderator, Select Board, Article Sponsors	<ul style="list-style-type: none"> • More to Consent Calendar • Information, Consent, and Deliberation calendars? • Citizen Petition workflow ... work <i>with</i> Petitioners (?)
Accessibility improvements	<p>Reducing effort to participate. <i>Concern: What's the right level of accommodation? What is the cost of accommodation?</i></p>
For Moderator, Clerk, Town	<ul style="list-style-type: none"> • ADA policy, plan, and outreach for remote participation for disabled voters • Side room for parents w/ kids
For Moderator, Select Board, Article Sponsors	<ul style="list-style-type: none"> • Stack marquee items on one night (with time capped deliberation)
For Select Board	<ul style="list-style-type: none"> • Maybe Spring and Fall meeting – Budget, Culture impact • Seek Support for Remote Participation (project owner?) – Budget, Information, HRP impacts • Seek support for Limited Ballot Recall? –HRP impacts? • Task Force toward improving Board, Committee, and Town Meeting communication, participation, and engagement.
Information – Communications and capabilities improvements	<p>Better informed for meeting, better informed for the policy process. <i>Concern: What's the operational effort of getting it out there?</i></p> <ul style="list-style-type: none"> • Pre-Meeting Communication... • Meeting-specific Communication... • Policy-Process Communication...

Potential Communications capabilities and IT improvements

Pre-Meeting Communication	Meeting-specific Communication	Policy Process Communication
<p><i>TM25:</i></p> <ul style="list-style-type: none"> Printed Warrant follows descriptive rubric for Articles “Briefing Book” online Warrant links to hearing, resource, and recommendation collateral for each article Town Report links to online videos reporting on departmental functions Expand The Bridge’s capacity for online-first publishing and search on Opinion content <p><i>Longer term:</i></p> <ul style="list-style-type: none"> Voter discourse around articles and issues via a Town-hosted online forum - text Video vox populi Moderated broadcast debate Referendum – gauge sentiment and interest Citizen Assembly drawn from pool of interested voters 	<p><i>TM25:</i></p> <ul style="list-style-type: none"> Quickly orient low information voters about Meeting at/before Meeting “Briefing Book” for “one stop” information at Meeting Information rubric for presentations at meetings FinCom plain language "Intro to Town Finance" for voters FinCom report with bottom line tax impact, CBO style Separate town-sourced handouts from other handouts <p><i>Longer term:</i></p> <ul style="list-style-type: none"> “Informational calendar” 	<p><i>Longer term:</i></p> <ul style="list-style-type: none"> Preferably Schedule B&C Meetings thirty days out Email opt-in through Town Census for “push” notifications Improve CivicPlus board meeting and agenda notifications Next-day turnaround for publishing MinuteMan meeting videos to YouTube Weekly feed of Town, B&C activity Facilitated Focus Groups as service to boards and committees Easy short surveys from committees on specific issues Town 311 Zip-file packet Collaborate over github Meeting summarization packets and minutes services
IT Impacts		
<ul style="list-style-type: none"> Survey Support - publish, promote, canvas, analyze & report Structured content over CivicPlus Fund expanded Concord Bridge online Opinion capacity Threaded discussion hosting and workflow Video workflow 	<ul style="list-style-type: none"> WIFI at Town Meeting venues Survey Support 	<ul style="list-style-type: none"> Emails via Town Census Easier Subscriptions over CivicPlus Aggregated Notifications over CivicPlus CivicPlus public folders for packets Survey Support AI-based Summarization services

SUPPLEMENT: Results from the Concord TMSO October 2024 survey

Analysis of survey [questions](#) reported by Eric Moore.

N = 1012

How old are you?

- 24% 50-59
- 24% 60-69
- 20% 40-49
- 19% 70-79
- 7% 80+
- 3% 30-39
- 0% 18-29

Which of the following best describes how you budget your time when attending Town Meeting?

- 36% I attend when I am interested in one or more specific articles.
- 26% I'm not able to attend all sessions. I attend based on my availability.
- 18% I never attend Town Meeting.
- 17% I attend most or all sessions.

How do you learn about the articles to inform your vote (select all that apply)?

- 66% Read the Town Meeting warrant before Town Meeting.
- 60% Talk with friends and neighbors.
- 35% Read the Finance Committee's Report and recommendations before Town Meeting.
- 24% View Town Meeting materials at the Town website.
- 18% View content on social media (e.g., Facebook, Instagram, Nextdoor).
- 16% Read the Town Meeting warrant at Town Meeting.
- 16% Attend, view, or read minutes from one or more pre-Town Meeting public hearings.
- 12% Attend, view, or read minutes from Town board and committee meetings.
- 12% Read the Finance Committee's Report and recommendations at Town Meeting.
- 8% Attend, view, or read minutes from the Annual Town Meeting Preview Meeting.
- 0% None of the above.

NOTE: We neglected to ask specifically about *The Bridge* as an information source. Many respondents noted our omission.

Which statements about Town Meeting and our local government are true for you (select all that apply)?

- 41% I trust the work done by boards and committees that result in warrant articles.
- 40% I'm generally satisfied with our local government and the decisions that are made at Town Meeting.
- 37% I am dissatisfied with how Town Meeting and our local government represents my views.
- 30% I find Town Meeting and processes of Town government difficult to follow, even when I am interested.
- 5% I'm not interested in attending Town Meeting.
- 4% None of the above.
- 1% I don't really understand what Town Meeting is or why it matters for me.

Which statements about attending Town Meeting are true for you (select all that apply)?

- 59% Sessions end too late at night.
- 57% Each session is too long.
- 49% It's difficult for me to attend in person.
- 44% Sessions occur on too many days in a row.
- 42% I often have scheduling conflicts.
- 37% I'm not able to attend as much as I would like to.
- 30% My caregiving responsibilities make it challenging to attend.
- 27% I am uncomfortable voting when my vote is not private.
- 23% I'm typically able to attend Town Meeting without significant barriers.
- 15% I feel discouraged by negative comments during deliberation.
- 12% I don't like to attend large indoor gatherings in person.
- 4% I don't have enough information to cast an informed vote at Town Meeting.
- 1% None of the above.

Do you want to be more informed about what is happening in local government (e.g., Town Meeting, Town board and committee meetings, School topics)?

- 84% Yes
- 15% No

The following are responses to How satisfied are you with the amount of time spent on the following elements of Town Meeting?

Presentations about each motion

- 55% Right amount of time
- 21% Not sure
- 16% Too much time
- 3% Not enough time

Opinions from the Select Board, Finance Committee, and other Town boards/committees after the motion presentation.

- 55% Right amount of time
- 21% Not sure
- 15% Too much time
- 4% Not enough time

Presentations about town services funded through user fees (e.g., water, electricity).

- 46% Right amount of time
- 28% Not sure
- 12% Too much time
- 8% Not enough time

Sharing my view during deliberation.

- 33% Right amount of time
- 33% Not sure
- 21% Too much time
- 5% Not enough time

Hearing others' views during deliberation.

- 50% Too much time
- 24% Right amount of time
- 17% Not sure
- 4% Not enough time

Voting.

- 59% Right amount of time
- 18% Not sure
- 13% Too much time
- 3% Not enough time

The following questions were presented as pro/con questions:

Should Concord use electronic voting at Town Meeting?

- 83% Yes, Concord should use electronic voting at Town Meeting.
- 14% No, Concord should not use electronic voting at Town Meeting.

Are you in favor of being able to deliberate and vote remotely on issues during Town Meeting?

- 78% Yes, I am in favor of being able to deliberate and vote remotely on issues during Town Meeting.
- 20% No, I am not in favor.

Are you in favor of separating deliberation from voting on issues before Town Meeting?

- 61% Yes, I am in favor of separating deliberation from voting on issues before Town Meeting.
- 34% No, I am not in favor.

Should Concord keep Open Town Meeting, or consider adopting Representative Town Meeting?

- 70% Yes, Concord should keep Open Town Meeting.
- 26% No, Concord should consider adopting Representative Town Meeting instead.

The survey asked about potential improvements. They are ranked here by relative positive impact.

ranked potential improvements, as difference of gains vs loss, scaled to max difference:

- 1.0 Scheduling high interest agenda items (articles) on a single night.
- 0.86 Clearly define and encourage speaker norms
- 0.84 Shorten Town Meeting by deliberating on fewer agenda items (articles).
- 0.81 Improve town communications to increase voter knowledge before Town Meeting.
- 0.77 Have a Briefing Book
- 0.76 Hold two shorter Town Meetings
- 0.76 Using a pre-meeting community survey
- 0.7 Have a single consolidated guide to recommendations
- 0.56 Reduce speaker time
- 0.55 Scheduling high interest agenda items (articles) first on different nights.
- 0.54 Pre-meeting hearings that are widely publicized early
- 0.41 Stage debate before Town Meeting to help improve deliberation during Town Meeting.
- 0.28 Multiple sessions that end earlier each night
- 0.06 Have food available for purchase.
- 0.06 Family-friendly setting where kids can attend with their parents.
- 0.15 Hold Town Meeting on a Sunday.
- 0.19 Hold Town Meeting on a Saturday.

Electronic Voting System: Modernizing Concord's Town Meeting

Welcome to this presentation on implementing an electronic voting system for the Town of Concord. We'll explore the background, considerations, and next steps in this initiative to enhance our democratic process.

 **by Amalia McCaffrey, Interim CIO**



Overview:

■ Key Topics

We'll cover background, system considerations, decision points, and notional timeline.

■ Improving Participation

Electronic voting aims to enhance the Town Meeting experience for all residents.

Background:

1

Nov 12

Town Meeting Study Committee (TMSC) recommends use of electronic voting devices.

2

Nov 13

IT and Town Clerk's Office complete initial research.

3

Nov 22-26

Meetings held with TMSC Chair and Town Moderator to discuss background.

System Considerations:



Ease of Use

Intuitive interface for residents of all tech-comfort levels.



Security

Robust data protection and system integrity measures.



Transparency

Clear audit trail to ensure voting process accountability.

Decision Points:

Purchase vs. Lease

Evaluate long-term cost-effectiveness and flexibility of ownership options.

Device Quantity

Determine optimal number of devices, including compatibility for borrowed systems.

Funding Source

Identify appropriate budget allocation or explore grant opportunities.

Implementation Timeline

Develop a realistic schedule for system deployment and training.

"Notional" Timeline:



1

Research & Planning (December /January 2024)

Gather information, consult stakeholders, and outline project scope.

2

Vendor Selection (February/March 2025)

Review proposals, conduct demos, and choose the best system.

3

Implementation (April 2025)

Install hardware, configure software, and train staff.

4

Launch & Evaluation (June 2025)

Introduce system at Town Meeting and gather feedback for improvements.

Questions & Discussion

We Value Your Input

Your questions and feedback are crucial for shaping this initiative. Please share your thoughts and concerns.





Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

13

Community Preservation Committee (CPC) Update

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

See Meeting Packet for details

Board Action

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



Town of Concord
Finance Department
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

TO: Community Preservation Committee
FROM: Richard P. Delorey, Town Accountant
CC: Ann Clifford, Senior Planner
DATE: November 26, 2024
RE: CPA Resources Available for FY26 Cycle

The following details the estimated CPA revenues available for the FY2026 (July 1, 2025 to June 30, 2026).

I.	Projected Surcharge	\$1,581,539
	State Match	\$ 277,734
	Earnings on Investments	<u>\$ 36,683</u>
	Estimated FY26 Fund Revenue	\$1,895,956
II.	Undesignated Fund Balance (Preliminary estimate, all prior years)	\$ 421,268
III.	Other Reserves Open Space Reserves	\$ 250,000
IV.	Estimate Total Available for Appropriation At 2026 Annual Town Meeting	\$2,567,224

Please let me know if you have any questions.

CPC Applications Received, September 13, 2024

CPA Project #	Project Name	Applicant	Co-Applicant	Project Description	Category	Amount Requested	CPC Member assignment
Housing Projects						\$783,500	
01-FY26	Implement Housing Production Plan	Concord Municipal Affordable Housing Trust		Implement Housing Production Plan strategies by advancing priority production projects	Housing	\$740,000	
02-FY26	RHSO	Town of Concord		Town of Concord's participation in the Regional Housing Service Program	Housing	\$43,500	
Open Space and Recreation Projects						\$590,000	
03-FY26	Recreational Athletic Fields and Green Space - Thoreau Elementary School	Concord Public Schools			Recreation	\$500,000	
04-FY26	Gerow Recreation Area	Recreation Commission		Phase 2 Gerow Recreation Area Activation - Design & Cost Estimation	Recreation	\$90,000	
Historic Preservation						\$82,000	
05-FY26	Historic Preservation Survey	Town of Concord-Planning	Concord Historical Commission	To hire a preservation consultant to conduct historic preservation survey work on Modern structures	Historic Preservation	\$50,000	
06-FY26	Conservation and Digitization of 18th-century Assessors Records	Town of Concord - Town Archives		Conservation and Digitization of 18th-century Assessors Records	Historic Preservation	\$32,000	
Administration						\$50,000	
07-FY26	Staff and Technical Services	Town of Concord-Planning		Administrative support for the CPC	Administration	\$50,000	
TOTAL Requested for FY26 (Town Meeting, Spring 2025)						\$1,505,500	



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

14

Discuss Boards & Committees Survey: Role of the Select Board Liaison

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

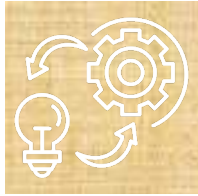
Motion: Note Anticipated

Additional Information

Board Action

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

Objectives of Board & Committees Survey



Clarify Role Expectations

To gather input from committees on what they view as the most critical functions of a Select Board liaison, helping to define the role more clearly and consistently across committees.

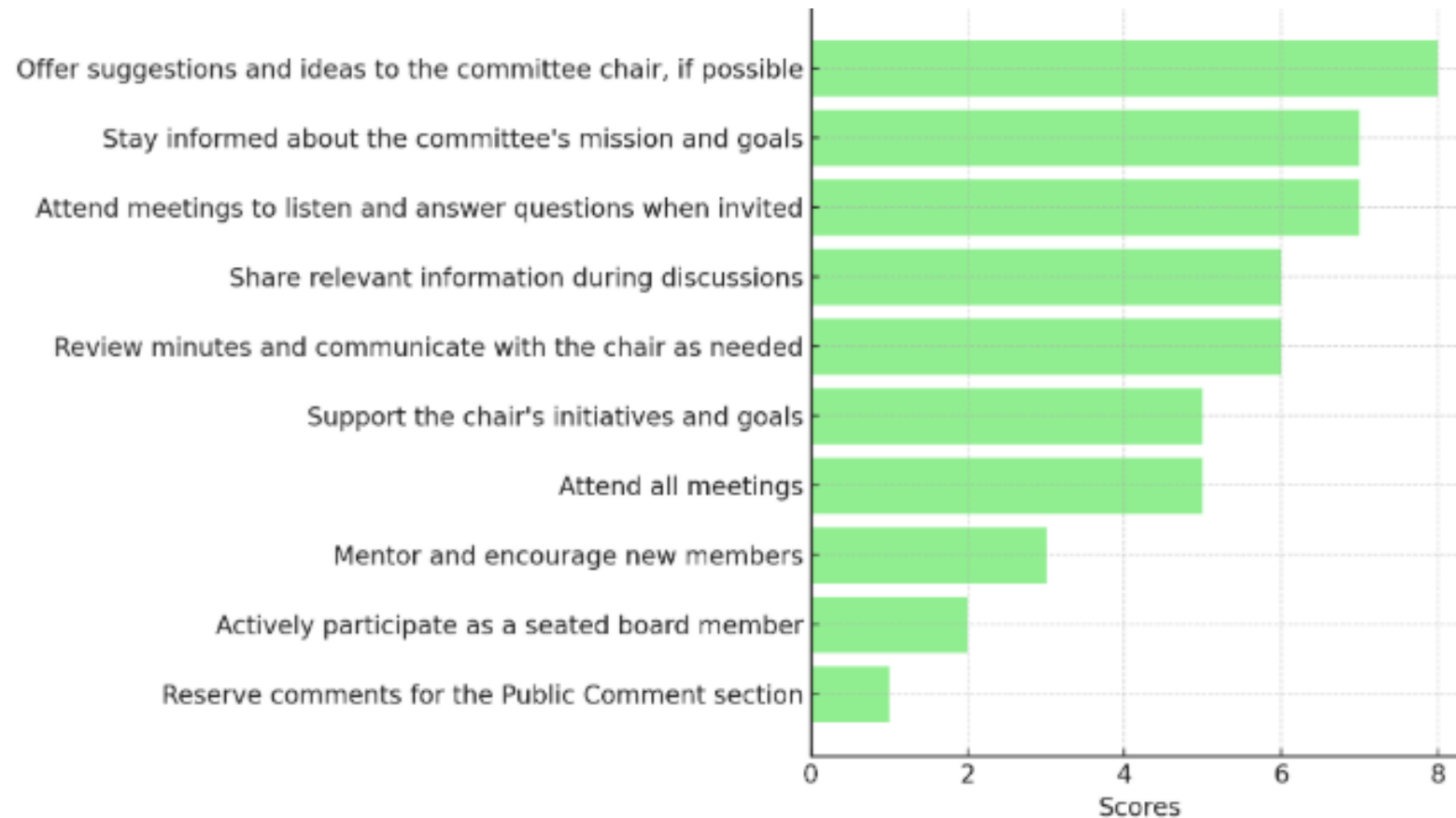


Strengthen Collaboration

To engage committees and liaisons to promote transparency, effective communication, and alignment between the Select Board, committees and the broader community.

Improve the function and collaboration between the Select Board and its committees, ultimately enhancing decision-making and governance processes.

Board & Committee Survey Scores (Highest to Lowest)



Key Highlights of Findings

Importance of Engagement Over Formality

High scores for suggesting ideas and staying informed highlight the value of active engagement in making meetings effective.

Flexibility and Selective Involvement are Key

The preference is for targeted, meaningful attendance over attending all meetings.

Role of Liaison Needs Clear Definition

Mixed feedback highlights the need for clearer role definitions whilst addressing concerns about conflicts of interest and blurred responsibilities.

Communication is Critical

Scores reflect the expectation that liaisons maintain a communicative role.

Opportunities for Improvement

Feedback indicates a need for improved support in leadership and onboarding processes.

Streamline Committees to Enhance Effectiveness

Suggestions highlight a structural challenges where streamlining might help focus efforts on the most impactful areas.

Potential Recommendations

Focus on Communication and Guidance

Liaisons should prioritize being a conduit of information and offering strategic input rather than over-participating in day-to-day operations.

Clarify Roles as part of installing new members

Establish clear guidelines for when liaisons should attend meetings, engage with chairs, or take on a more active role.

Support Training

Equip liaisons with tools to mentor and collaborate effectively with committee members.

Streamline Operations

Reducing the number of committees or redefining liaison assignments could prevent overload and ensure quality engagement.



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

15

Discuss and Vote to Approve the Flag Raising Policy Update

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Vote to Approve the Flag Raising Policy Updates

Additional Information

Board Action

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

Flag Raising Policy

Select Board

December 2, 2024

Concord Flag Raising Policy – Current Status

Flag Policy drafted and last discussed Sept. 23

- Proposed policy memorialized historical practice of flying Federal, State, Local flags on permanent flag poles and select “United Nations” international flags on temporary poles
- Importantly, the proposed policy also calls for allowing Ceremonial flags to be flown based on Select Board sponsorship in conjunction with town proclamation and/or celebration
- Outstanding issue: flying of Ceremonial flags on town light poles

Research and feedback from staff identified additional issues

- Policy omitted more recent practice of flying Gold Star flag in Town cemetery – this has been added in latest proposed draft
- New issue: The Town’s historical practice of flying United Nations (UN) flags needs review and discussion
 - The Town flies only a subset (89) of the 193 United Nation flags, with no rationale behind the choices
 - Some flags have deliberately been withheld, without a documented justification

Ceremonial Flag Language

Draft language being considered to add to the policy: “In addition to the town center flagpole, the Town with the approval of the Select Board, may fly Ceremonial flags on flag holders attached to Town light poles.”

Concern:

- How to differentiate when additional flags should be allowed to be flown
- Are we being equitable across different town celebrations
- Would we be less inclined to allow certain Ceremonial flags on the center flagpole, if we don't want them flown on light poles
- Additional administrative expense (DPW) associated with the flying of additional flags
- No other town flag policies reviewed contain this provision

Observations:

- The practice of flying additional ceremonial flags was well received by Pride Day participants

Select Board Decision:

- Do we include the additional proposed language in the policy as drafted?

United Nations Flags

Background:

The Town has historically flown a subset of United Nations (UN) flags on temporary flagpoles on town sidewalks. The practice started with the flying of the flags for the founding UN nations (N=51). An additional 54 flags have been purchased over time. Staff were previously directed to suspend flying of 11 nation flags (last change 2014).

Concerns:

- The town is not flying all 193 UN flags. There is no documented justification for which flags have been purchased over time, or suspended from flying
- The town side walks currently only support flying of approx. 100 flags
- How do you come up with a policy which can provide justification for which UN flags to fly? Town staff would need a simple policy with minimal annual maintenance
- There is administrative expense (DPW) associated with the flying of UN flags
- There are no towns we could find that have any policy related to broad, arbitrary decisions of which country flags should and shouldn't fly

Choices:

- 1) Eliminate the flying of UN flags from our Flag Policy
- 2) Fly flags for the founding UN states only, less the flags for those nation states that have full comprehensive sanctions* issued by the United States (Office of Foreign Asset Control)

Select Board Decision:

- Do we continue the practice of flying UN flags on United Nations Day and Peace Day?
- If yes, do we support the proposed policy language related to which UN flags to fly?

“The Town, at the Town Manager’s discretion, may fly the founding member state United Nation’s flags on temporary poles annually on United Nations Day and Peace Day.”

* - Cuba, North Korea, Syria, Iran, Russia. Note: Ukraine has partial sanctions in Donetsk, Luhansk, Crimea

Summary of Choices

	US, State, Town and Military Flags Only	US, State, Town and Military Flags Only, with very targeted exceptions	US, State, Town and Military Flags; Ceremonial Flags per Select Board (not First Amendment free speech)	US, State, Town and Military Flags; Ceremonial Flags per Select Board; Additional Ceremonial Flags on town flag poles per Select Board; select United Nations flags
Example Towns:	Carlisle, Wellesley, Lincoln, Stow, Billerica, Boxboro, Westwood	Acton (one pole, one day to display flag of a Sovereign Nation); Medford (Pride Day and Juneteenth only)	Bedford, Dedham, Amherst, Pepperell, Holliston Concord Proposed WITHOUT additional flagpole and UN language	None Concord Proposed WITH additional flagpole and UN language
Impact on Celebrations: - Proclamation, parade, carry flags, flags on private property	Yes	Yes	Yes	Yes
- Flag Raising Ceremony	No	Limited	Yes	Yes
- Flags Placed on other town poles by town admin at additional cost to town	No	No	No	Yes
- Selective UN Flags on UN and Peace Day	No	No	No	Yes

Appendix #1 – UN background

United Nations Day

- United Nations Day (24 October) marks the entry into force in 1945 of the United Nations Charter. On 31 October 1947, the UN General Assembly, by resolution (168 ((II))), declared that the Day would be devoted to raising awareness of the goals and achievements of the Organization and gaining support for its work.
- The main objectives of the United Nations are the maintenance of international peace and security, the promotion of the well-being of the peoples of the world, and international cooperation to these ends.

Peace Day

- The International Day of Peace was established in 1981 by the United Nations General Assembly.
- World Peace Day, is a United Nations-sanctioned holiday observed annually on 21 September. It is dedicated to world peace, and specifically the absence of war and violence.

Amended by Vote of SB: 12/13/93

Revised: 06/99

Revised: 06/05/23

Revised:

12/XX/2024

Town of Concord

APP # 16

Flag Raising Policy

1. Purpose

This policy establishes guidelines for flying flags on Town property, specifically (1) the flags of the United States of America, the Commonwealth of Massachusetts, the Town of Concord, and branches of the U.S. Military (“Federal, State and Local Flags”); (2) the flags of the United Nations and Sister Cities (“International Flags”); and (3) flags for other nations, parades, holidays, and celebrations (“Ceremonial Flags”).

In adopting this policy, the Select Board declares that flagpoles owned or maintained by the Town of Concord are not intended to and do not serve as a forum for free expression by the public, but rather as a forum for the display of governmental and nongovernmental flags authorized by the Select Board, either as required by law or as an expression of the Town’s official governmental speech and policy sentiments.

2. Policy

Flags exhibited from Town-owned property shall be displayed in conformance with "Our Flag" <https://www.govinfo.gov/content/pkg/CDOC-108hdoc97/pdf/CDOC-108hdoc97.pdf>

Federal, State and Local Flags

1. The Town, at the Town Manager’s discretion, may fly the following flags daily on permanent Town flag poles: the American flag (current or official historic), the Commonwealth of Massachusetts flag, official flags of the U.S. Military, the Town of Concord flag and the POW/MIA flag.
2. The Town, at the Town Manager’s discretion, may fly American flags (current or official historic) on flag holders attached to Town light poles or other temporary poles during federal and state holidays, Flag Day and Concord’s Birthday.
3. Only the American flag in the center of Town shall be lowered to half mast, unless otherwise determined by the Town Manager (see Flag Raising and Lowering section below).
4. The Town, at the Town Manager’s discretion, may fly the Gold Star flag on the Town Goldenrod Hill Cemetary flagpole on Gold Star Mother’s Day.

International Flags

1. **The Town, at the Town Manager's discretion, may fly the founding member state United Nation's flags on temporary poles annually on United Nations Day and Peace Day.**
2. The Town, at the Town Manager's discretion, may fly Concord Sister City flags on Concord Townhouse railings and/or temporary poles during related visitations and events.

Ceremonial Flags

As an expression of the Town's official government speech, the Select Board may authorize the display of a Ceremonial Flag below the American flag on the Town center flagpole. The Town may fly Ceremonial Flags and authorize flag raising events to commemorate nationally recognized celebrations, days of observance, or other events which reflect the Town's official sentiment, as determined by the Select Board.

1. The Select Board shall consider the display of a Ceremonial Flag only when the request is sponsored by a Select Board member and is associated with a town celebration or proclamation. The Select board will confirm approval by a formal vote at a scheduled public meeting.
2. Ceremonial Flags are intended to be flown for one day. Same day removal will be subject to availability of staff resources and equipment. The Ceremonial Flag must be no larger in any dimension than the American flag flown above it. The flag shall only be raised and lowered by the Fire Department in accordance with this policy.
3. A Ceremonial Flag, or funding for such purchase, may be donated to the Town, or purchased at the Town's expense with Town Manager approval, subject to the availability of funds, and subject to all applicable laws regarding donations and appropriations. The Town Manager shall ensure that ceremonial flags are made available 48 hours before the scheduled flag raising. The Town shall own all such flags.
4. **[In addition to the town center flag pole, the Town, with the approval of the Select Board, may fly Ceremonial flags on flag holders attached to Town light poles. Light pole flags must be no larger in any dimension than 3'x5', with poles not greater than 6' in length and 3/4" in diameter.]**
5. Any request to display a flag shall be made in writing by a Select Board member at least 30 days in advance of the requested date for flying a flag. Requests should be forwarded to the Town Manager and presented to the Select Board by the Town Manager. Requests include the following information:
 - a) Requested date for display of the flag
 - b) Explanation or purpose of the request, including any local, national or international affiliation, and brief history including, where appropriate, links to relevant websites or organizations explaining

- the history of the flag.
- c) Whether the requesting Select Board member intends to hold a flag-raising ceremony
 - d) The proposed source of funding for flag acquisition by the Town.

Flag Raising and Lowering

The Fire Department will be responsible for the lowering and raising of the American flag in the center of Town, and any Ceremonial Flags on the flagpole per the policy described above.

The American flag in the center of Town shall be lowered to half-staff on any day:

1. When an elected Town official who dies during a term of office has a service or is buried in Concord;
2. When any former Select Board member has a service or is buried in Concord;
3. When any veteran or member of the armed forces has a service, or is buried, in Concord;
4. When any memorial exercises are held in Concord for any member of the armed services buried on foreign soil;
5. When any Honored Citizen has a service or is buried in Concord;
6. When any citizen with a record of significant service or contribution to the Town has a service, or is buried, in Concord;
7. On those holidays and occasions so designated by the State or Federal government;
8. On other occasions when appropriate in the determination of the Town Manager.

The Town will lower flags in town cemeteries for funerals related to situations 1 through 8 above. Flags will be lowered to half staff on Memorial Day in Town cemeteries, Kenny Dunn Square, Rideout and the War Memorial in Concord center.

In addition, on days of community mourning the Town Manager may order that all flags on Town property be placed at half-staff.

Flag Procedures

1. For occasions listed under items 1 through 5 and 7 under the Flag Raising and Lowering policy statement, the Fire Department shall lower the American flag upon notification of a service or burial by a Town official, the clergy, funeral directors, or citizens-at-large.
2. For situations covered by items 6 and 8 under the Flag Raising and Lowering policy statement, the Fire Department shall lower the American flag upon notification by the Chair of the Select Board, or the Town Manager.
3. Only the American flag in the center of Town shall be lowered, unless

otherwise determined by the Town Manager.

4. The Fire Department shall maintain a log of all American flag lowering. The log shall show the date, name of the individual, and how the individual qualified under the policy.

Distribution: All Department Heads
All Committee and Board Chairpersons



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

16

Discuss FY 2025 Goal Alignment

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

Motion: None Anticipated

Additional Information

1. Merit Pay Initiative.pdf
SUPPLEMENTAL MATERIALS
2. FY25 Select Board Goals.pdf
3. FY25 Town Manager Goals 10.01.24.pdf
4. Value Statement.pdf
5. MERIT Evaluation Form Grades 15-18 FINAL 11.27.24.pdf
6. MERIT Evaluation Form Grades 1-14 FINAL 11.27.24.pdf
7. Merit Pay EE Listening Sessions FINAL 11.19.24.pdf
8. Merit Supervisor Training 11.29.24.pdf

Board Action

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

Merit Pay Initiative

DECEMBER 2, 2024

A solid green horizontal bar at the bottom of the slide.

Pay Philosophy



**Retain qualified,
experienced
employees**



**Recruit most capable
employees**



**Maximize our
investment in
employees**

Skills development
Retained institutional
knowledge
Retained community
knowledge



**To provide exceptional
service to Concord
residents**

Creation of a Merit Pay Program

- Criteria-based evaluation system
- Provides larger payments for exceptional performance
- One-time cash incentive not included in base pay

Met with SMT Members

Met with supervisors across the organization

Completed listening sessions with employees

What's Next?

Why Merit Pay?

Merit Pay or 'Pay for Performance'

- Aligns employee behavior and performance with the Town's Mission & Goals
- Rewards and retains high-performing employees contributing to the Town's success
- Motivates and empowers employees to improve performance and enhance career development
- Cultivates a culture of excellence, accountability and innovation

Requires a clear understanding of the organization's objectives

Goal Setting

SMT Members:

- Select SB & TM goals most directly responsible for
- Identify department employee assignments
- Identify cross-departmental linkages
- Recommend:
 - Top 3 Consistent-level goals
 - Top 3 Stretch-level goals

Town Manager Approval

SMT have begun the collaborative process to cascade goals to Managers & Supervisors

Goal Setting – Police Department

WHO SET THE GOAL	GOAL NUMBER	INTERNAL PARTICIPANTS	LINKED PARTICIPANTS	SPECIFIC ACTIONS	BY WHAT DATE	RECOMMENDATION MEETS/STRETCH
Select Board, TM, Police Chief	SB 1, TM 1	Mulcahy, Goldman	Lafleur, Judge, Ansaldi	Deliver an updated law enforcement/public safety overview for the Town's 250th celebration, including a high-level safety and security plan, transportation plan, traffic management and road closure plan to the Select Board.	12/31/2024	Consistent
Police Chief	TM 1	Mulcahy, Goldman, Landers	Ansaldi, Cathcart, McClosko, Judge, Latta, Whitney, Williams, Dineen	Develop and implement a comprehensive public safety operations plan for the Town's 250th celebration, including a parade safety plan, pre-drone show music/events safety plan, and a drone show safety plan, ensuring all measures are tested by MEMA and personnel assigned to working groups are trained by April 18, 2025.	4/18/2025	Consistent
Police Chief	TM 1	Mulcahy, Goldman, Landers	Ansaldi, Cathcart, McClosko, Judge, Latta, Whitney, Williams, Dineen	Create and implement a comprehensive public safety and security plan, traffic and parking management plan for the Town's 250th celebration, which includes detailed road closure(s), schedules, designated satellite parking areas, and a transportation plan with shuttle bus services, ensuring all logistics are posted and communicated to the community in advance of the celebration events.	4/18/2025	Consistent
Police Chief	SB 24, TM 5	Mulcahy, Goldman, Mahoney	Lafleur, Ansaldi	Develop a comprehensive 5-10 year department capital plan, which will outline strategic priorities, project timelines, and funding requirements, to enhance departmental operations and services.	06/30/2025 & Ongoing	Stretch
Police Chief	SB 25, TM 5	Mulcahy, Monahan	Mulcahy, Monahan	Conduct a comprehensive analysis of department overtime expenses to identify possible cost-saving measures, targeting a reduction in OT expenditures for the next fiscal year by 04/30/2025, and implement one actionable strategy based on the findings.	6/30/2025	Stretch
Police Chief	SB 24, TM 5	Mulcahy, Goldman	Mulcahy, Goldman	Implement a rolling replacement program for body-worn and in-car cameras, replacing 25 body-worn cameras by June 30, 2025, and establishing a schedule in the department capital improvement plan (CIP) to replace cameras every 3-4 years thereafter to ensure the department maintains up to date technology and transparency.	6/30/2025	Consistent
Police Chief	SB 28, TM 13	Mulcahy, Monahan	Mulcahy, Monahan	Implement a comfort dog program, including selecting and training the comfort dog, comfort dog handler, establishing protocols for its use in community engagement, and conducting outreach to the community, particularly individuals with diverse needs.	4/1/2025	Stretch

Performance Assessment Process

Revamped Annual Performance Assessment program

- Self-assessment process
- Evaluation of essential skills
 - Confirms “meets expectation” performance
 - Basis for determining step increase
 - Identifies emerging talent for succession planning
- Evaluation of progress on goals established prior to evaluation period
 - Basis for awarding Merit Pay
 - Consistent Performance
 - Stretch Performance



THANK YOU!



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

Supplemental Materials

Requested by: SB Chair

Action Sought: None

Proposed Motion(s)

SUPPLEMENTAL MATERIALS

Additional Information

Board Action

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

Town of Concord
Select Board Goals - FY25
(July 1, 2024)

CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	Included in Current FY25 Work Plan	Additional work to be incorporated in existing FY25 Work Plan in support of Select Board Goals	Potential Obstacles
Effective and Transparent Governance	<i>Align Boards, Committees and Senior Management Team of the Town whenever possible.</i>	1. Establish goals that align and integrate between Select Board, Town Boards, Committees, Staff and town departments.			
		2. Conduct periodic joint Finance Committee and Select Board and joint School Committee and Select Board meetings.			
		3. Recommit to an annual capital planning process between the Select Board, School Committee and Finance Committee that includes Tier II and Tier III.			
	<i>Improve Committee Processes</i>	4. Periodic topical forums, such as housing, sustainability, planning and arts & culture.			
		5. Committee training, such as procurement, ethics, sexual harassment, etc.			
	<i>Improve Select Board Processes</i>	6. Ensure good process and governance; utilize data to make decisions; consider different viewpoints; delay decisions for one meeting whenever possible to enable community input.			
		7. Revise the Town flag policy.			
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	Included in Current FY25 Work Plan	Additional work to be incorporated in existing FY25 Work Plan in support of Select Board Goals	Potential Obstacles
Land Use Opportunities	<i>Engage the community, legislative delegation and state agencies in a robust planning process that ensures that Concord's interests are expressed and prioritized during the disposition of the MCI Concord property. Measurable outcomes include:</i>	8. Agreement(s) between the Town and the state that outline the disposition process for most of the land area.			
		9. Outline visioning and planning with broad community input.			
	<i>2229 Main Street</i>	10. Utilize the expertise of the 2229 Main Street Advisory Task Force and input from the community to determine the next steps for the 46-acre parcel at 2229 Main Street.			
	<i>Route 2 Rotary Improvements</i>	11. Work with State Representatives and MassSOT to advance design and implementation of Route 2 Rotary Improvements.			
	<i>Municipal Land Use Needs</i>	12. Work with the Senior Management Team to develop a land-use matrix and action plan to determine the best matches between municipal needs and potential land available.			
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	Included in Current FY25 Work Plan	Additional work to be incorporated in existing FY25 Work Plan in support of Select Board Goals	Potential Obstacles
Town Infrastructure and Planning	<i>Zoning Bylaw</i>	13. Review Zoning Bylaw parking Requirements to make sure that they are consistent with industry standards and address local business concerns; propose recommended zoning amendments for 2025 Town Meeting.			
	<i>Warner's Pond</i>	14. Develop a road map to achieve various community objectives.			
	<i>West Concord Master Plan</i>	15. Review and update West Concord Master Plan by June 2025 to reflect new and evolving residential, business and industrial changes and opportunities including MCI Concord.			
	<i>Climate Action</i>	16. Conduct review of Climate Action Plan, document GHG reductions and progress against original blueprint recommendations and establish revised recommendations for 2025 - 2030 to achieve targeted GHG reductions for 2030 (Article 31 in 2024 Town Meeting strives for a 50% reduction in GHG emissions)			
	<i>Take action to improve Town Infrastructure</i>	17. Cell phone service			
18. Road maintenance, funding and improvements (intersections, trails, curb bump outs, etc.)					

CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	Included in Current FY25 Work Plan	Additional work to be incorporated in existing FY25 Work Plan in support of Select Board Goals	Potential Obstacles
Financial Planning and Stability	Increase Revenue Generation	19. Pursue PILOT Agreements			
		20. Evaluate Town-owned properties for possible reuse or disposition.			
		21. Support Concord business community to enhance local receipts.			
		22. Support tourism and programs sponsored by arts and culture groups in town.			
		23. Update Revolving and Enterprise fees to reflect value of service.			
	Endorse and update Financial Stability Goals	24. Clarify 5-year priorities and expected financial impact.			
		25. Work to cut costs and tighten the Town's budget in FY2026.			
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	Included in Current FY25 Work Plan	Additional work to be incorporated in existing FY25 Work Plan in support of Select Board Goals	Potential Obstacles
Diversity, Equity and Inclusion	Create a welcoming, diverse and inclusive community	26. Protect and enhance the diversity of housing stock via continued focus on affordable housing.			
		27. Review impact and implications of the Residential Tax Exemption.			
		28. Expand underrepresented voices in Town programs and committees.			

Town Manager Goals & Objectives - FY25

1-Oct-24

Town Manager Goals & Objectives - FY25						
CATEGORY	GOAL/OBJECTIVE	RESULT	ACTION ITEMS TO SUPPORT GOAL	FISCAL YEAR END EXPECTATION	STATUS	STATUS UPDATE:
Strategic Planning	<i>Implement recommendations, goals and objectives of key planning documents and remain cognizant of emerging opportunities.</i>	Consensus on community priorities results in achievement of goals in an efficient and cost effective manner.	1. Identify and develop strategy to ensure implementation of recommendations, goals and objectives of key planning documents and a mechanism to track the same.	Goals and objectives from all (major) planning documents have been compiled, specifically identifying those at cross purposes. A process for building consensus across boards & committees has been developed, and at least one workshop has been held. Town opens FY26 with one set of goals set by the Select Board.		Town has committed to be part of <i>PolicyMind</i> 's initial pilot program; statement of work is currently in development and kick-off meeting with staff will happen in October.
		Residents have access to a safe supply of drinking water, and community has adequate supply to meet the demands of any future growth.	2. Plan for long-term utility needs by continuing to work with MWRA and other regional partners and neighboring communities to investigate the feasibility of regional water.	Working group has been established and is meeting as needed to advance this initiative. Working group, or specific individuals, are meeting with neighboring communities to understand and assess the best path forward.		
	<i>Plan for long-term utility needs</i>	A sustainable enterprise fund which assesses fees based upon an equitable allocation of capital expense.	3. In conjunction with the Public Works Commission (PWC), finalize Stormwater Utility asset inventory and capital improvement plan; set rates to fully fund program.	Stormwater Utility rates will be set through PWC rate hearing; fees will begin to be collected and accounted for within the new enterprise fund; 10-year capital improvement plan will be approved.		
		Redevelopment of property to add to taxbase while meeting community goals and priorities.	4. In conjunction with DCAMM, negotiate transfer of MCI-Concord WWTP thus adding significant treatment capacity allowing for both redevelopment of MCI-Concord and beneficial infill in CWMP-area.	Working group has been established and is meeting regularly to negotiate the best deal for transfer. Town Meeting action, if needed, occurred at the 2025 Annual Town Meeting. Any budget needed was included in the FY26 Budget that was approved.		
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Financial Resilience	<i>Promote fiscal responsibility and financial sustainability.</i>	Equitably plan for large capital expenses.	5. Develop Ten-Year Capital Plan for FY2026-FY2035; Include major projects, cost estimates, debt forecast and tax burden projections. Format should be more-user friendly & informative than what currently exists.	FY26 - 35 Capital Improvement Plan has been developed and vetted through the tri-board process: FY26 projects have been approved by Town Meeting as presented; Town has secured the funding needed to maintain roadways consistent with policy objectives.		
		User fees cover both the direct and indirect cost of programs, reducing tax payer burden.	6. Update methodology to fairly and accurately assign indirect costs to Enterprise and Other funds, including Recreation Revolving Fund, ensuring that user fees versus tax dollars are supporting business-type operations.	An updated methodology has been developed and presented to managers of Enterprise and Other funds; staff and Boards and Committees understand the indirect charges being assessed.		
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Effective & Transparent Governance	<i>Support town governance by fostering effective meeting management methods.</i>	Easily accessible information results in better decision making.	7. Develop standard agenda template and standard protocol for remote & hybrid meeting. Evaluate automated agenda management systems to improve efficiency, functionality, and access to information.	Documented protocol is available and appropriate training has been conducted. Standard agenda template has been developed and shared with all boards and committees. An evaluation of agenda management systems has occurred. Implementation is dependant upon available budget.		Remote & hybrid meeting protocol has been documented and all Zoom users have been trained. Printed guidance is/ will be available in each meeting room.
		<i>Resolve governance issues between Town and CMLP</i>	Unnecessary operational friction and/ or duplication of effort is eliminated.	8. Draft IMA, or other legally appropriate agreement, to address long-standing governance issues between Town and CMLP, generally surrounding appointment powers and procurement.	Working group has been established, meeting regularly and accessing the resources needed to fully analyze issues to make an informed recommendation, whether that be "interim" or "permanent."	
	<i>Facilitate effective communications between Town departments.</i>	A mission driven organization which performs at a level at or above its peers. Growth opportunities for staff creating an organization positioned to better weather turnover.	9. Monthly LMT meetings, inclusive of SMT and division managers; work from formal agenda, providing specific opportunities for division managers to make presentations and be directly involved in problem solving.	Monthly meetings are regularly occurring and addressing and resolving systemic organizational issues which have resulted in inefficiencies.	<input checked="" type="checkbox"/>	started in July 2024
	<i>Foster information sharing between the Town and Concord residents.</i>	Easily accessible information results in better decision making. Ability for users to access information on their own saves time and money.	10. Update website layout to a more user-friendly format; audit for inclusion of key documents; and dedicated pages for key projects & initiatives.	Document audit is well underway. Dedicated pages for key projects and initiatives are routinely developed. Staff is actively working with CivicPlus (web vendor) to provide a best-in-class local government website to meet community needs, which has enhanced trust in our government.		
		A well-informed public that is satisfied with the tax dollar value received.	11. Bi-weekly communication from Town Manager in a newsletter format (reboot of existing report).	A new template has been developed, is regularly used and modified based upon feedback received. Residents feel more informed about the work of the Town.		
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Diversity, Equity, Inclusion and Belonging	<i>Support, promote and engage economic, social, racial and cultural diversity and inclusion in the Town of Concord.</i>	Employee satisfaction and retention, resulting in increased efficiency and reduction in lost productivity.	12. Finalize a strategic plan that will move the Town from being (merely) EEO-compliant, to one that integrates and leverages differences to create business value; and begin implementation of plan.	Strategic plan has been drafted, vetted, finalized and is being implemented.		Plan has been drafted and is currently under review. Once in a final draft format, it will be shared with the DEI Commission for feedback and final revision.
		Implementation of best practices results in direct savings/ credits on insurance policies.	13. Complete a review and assessment of internal policies and practices; Identify opportunities to improve diversity, equity and inclusion efforts; incorporate best practices for Town operation.	Policy and practice assessment has been completed. Best practices have been identified and are beginning to be implemented.		
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
		Employee satisfaction and retention, resulting in increased efficiency and reduction in lost productivity.	14. Adapt existing compensation plan to create a system that recognizes growth in position resulting in value to the organization regardless of formal promotion.	The Town has started to identify pathways for growth in position.		

Organizational Resilience	A compensation plan that attracts and retains a highly competent municipal workforce.	Incentivize performance resulting in efficiencies and safety.	15. Implement a merit pay plan with a criteria-based evaluation system which provides larger increases for exceptional performance.	Merit Pay Plan has been drafted and reviewed by Personnel Board; training for managers & supervisors has been conducted; goals have been set for all (non-union) employees, and an annual review of each has been conducted. New plan also provides opportunity for managers & supervisors to identify emerging talent.	Policy has been drafted and presented to Personnel Board. All managers & supervisors have had individual conversations with HR staff to understand new program. All departments currently working on FY25 goal identification, both "regular" and "stretch," to be completed by end of October. New evaluation forms are in final draft. Manager & Supervisor training to be completed by mid-November. FY25 evaluation to be based upon period of December 1, 2024 - May 31, 2024. Evaluations to occur in June 2024.	
		A mission driven organization which performs at a level at or above its peers. Effective branding promotes safety by reducing opportunity for fraud.	16. Document recruitment strategy and develop recruitment materials which highlight Concord as employer of choice, with a specific focus on inclusion. Develop and promote organizational branding.	Strategy has been documented and recruitment materials are available, both of which have been reviewed and approved by the Personnel Board. A "Cost of Employee Turnover" calculator has been developed.	Cost of Employee Turnover is in final draft form.	
	Deliver high quality public services supported by a strong organizational culture that values exceptional customer service, efficient & effective operations while employing sustainable practices.	A better understanding of organizational values leading to an empowered workforce making decisions at the lowest appropriate level.	17. In conjunction with LMT, develop an organizational values statement.	Values statement has been adopted, and regular activities in support of the statement are being conducted.	<input checked="" type="checkbox"/>	completed in August 2024
		Cost-effective training which results in credits back to Town's various insurance policies.	18. Provide regular in-house training opportunities for employees with topics that are in alignment with the Organizational Values Statement, maximizing internal talent and free trainings offered through MIIA.	Monthly in-house trainings are being offered at no or minimal cost to the Town, resulting in budgetary savings.		Currently assessing available training and determining best staff availability.

Values Statement:



The Town of Concord is committed to delivering exceptional public service with integrity and accountability, grounded in our shared history, informed by diverse perspectives, and dedicated to continuous improvement.



We value the work-life balance and well-being of our employees, recognizing that their contributions are vital to sustaining our mission and ensuring Concord remains resilient and relevant.



By fostering an inclusive environment where every employee is united by a shared purpose, we preserve our traditions while building a strong future for our community.

Our Organization

A team of confident decision makers working in a supportive environment who collaborate for success!





Town Of Concord Performance Evaluation & Goal Setting for Merit Pay Leadership Team & Senior Managers, Grades 15-18

Employee Name: _____ Employment Date: _____
Classification Title: _____ Grade: _____
Department: _____ Date in Position: _____

The Town of Concord is committed to delivering exceptional service with integrity and accountability, grounded in our respect for diversity, shared history, and continuous improvement. We value the life-work balance and well-being of our employees, integrating their experience with fresh perspectives to foster innovation and ensure the Town of Concord remains relevant and resilient. By creating an inclusive environment where every employee contributes to our mission of excellence, we preserve our traditions while investing in the future of our community.

OVERALL RATING

QUALITY PERFORMANCE

The employee consistently meets, and may at times exceed, the requirements of the position with few problems or mistakes. Work is accomplished in an accurate, efficient and timely manner; the employee interacts effectively with others; all work rules, policies and procedures are consistently followed; and goals are regularly met.

4- Top Performer Who Consistently Exceeds Objectives for Notable Achievements

3- Solid Performer Who Consistently Meets and Occasionally Exceeds Objectives

2- Satisfactory or Emerging Performer with Areas for Development

NOT YET A QUALITY PERFORMANCE

The employee is performing below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas. **Reach out to Human Resources prior to discussion with the employee for assistance with a Performance Improvement Plan.**

1- Not Yet a Quality Performance

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period.

PERFORMANCE CRITERIA

1. DEPARTMENTAL LEADERSHIP/SERVICE DELIVERY/PERSONNEL MANAGEMENT	4	3	2	1
a. Provides effective oversight and direction of Town programs and services for which position has responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Identifies long- and short-term Departmental goals that anticipate future needs; initiates programs/projects to achieve goals and establishes appropriate timetables to enhance or expand services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Work is organized and prioritized appropriately; plans ahead, anticipates needs and recognizes potential problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Consults with Town Manager/Supervisor regarding Department workload management when necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Consistently exhibits the values of a Town of Concord employee, including personal integrity and accountability; creates an inclusive, respectful work environment and requires the same of staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Values, supports, and encourages fresh, new approaches to evaluating Departmental services and serving citizens or users of departmental services; encourages others to express innovative ideas and perspectives for continuous improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Observes employee performance and behavior on an on-going basis and through performance feedback, coaching and evaluations as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Addresses performance issues and/or employee behaviors that might adversely affect the morale of staff, the quality of services, or the image of the Town by taking timely and appropriate action to resolve such issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Fosters continued professional development, personal growth and learning among staff; promotes training and development opportunities for employees at all levels of the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Promotes use of technology and innovation in service delivery within Department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. (continued)	4	3	2	1
k. Enforces and ensures compliance with required safety management and loss prevention goals and adheres to Town's health and safety policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
2. FINANCIAL MANAGEMENT	4	3	2	1
a. Effectively develops and communicates long-range budgeting and capital planning needs of the Department and considers needs, goals and priorities as set by the Select Board and Town Administration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Presents budget information in a manner that promotes full understanding of the Department's issues and needs; requests reflect the Department's major objectives and are accurate and well-substantiated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Effectively and efficiently manages Department budget and resources; maximizes use of funding to meet Departmental goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Seeks to identify and secure alternative sources of funding for Department initiatives and goals. Researches local, state, federal and private resources to accomplish goals.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Effectively manages capital projects to ensure that they are accomplished on time and within budget.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				

3. COMMUNITY LEADERSHIP/ PUBLIC LEADERSHIP/ PUBLIC RELATIONS/ COMMUNICATION	4	3	2	1
a. Provides leadership within the community by being visible and approachable; conveys an attitude and feeling of professionalism when interacting with the public by demonstrating courtesy, sensitivity and tactfulness and promotes the same behavior in Town employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Effectively communicates information, orally, and in writing, to the public and co-workers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Provides timely communication to keep the public informed of pertinent matters and conducts outreach activities to improve dissemination of information to the diverse local community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Cooperates with other Town departments and other agencies to achieve common goals; is proactive in developing and sustaining partnerships with other regional, state and federal governmental agencies which improve Departmental functions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Ensures organized responses and timely follow through to public requests and complaints.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
4. PERSONAL & PROFESSIONAL LEADERSHIP DEVELOPMENT	4	3	2	1
a. Demonstrates integrity in all dealings and a commitment to the Town of Concord Values, displaying high working standards and an attitude that is a model for staff, volunteers, and the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. continued	4	3	2	1
b. Addresses situations involving conflict calmly and constructively by reducing tensions, focusing on the actual issue and reconciling differences.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Effectively and promptly responds to concerns and inquiries and takes timely and appropriate follow up action.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Demonstrates flexibility by adjusting to unexpected situations/requirements; uses new methods for improved efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Demonstrates critical thinking and the display of sound decision-making in directing the Department. Decision-making processes indicate fairness and impartiality and are based on logic and reason.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Demonstrates commitment to continuously enhancing his or her own professional knowledge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				

EVALUATOR'S COMMENTS

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

Goal-Setting for Merit Pay

The supervisor and employee should collaboratively complete the sections below to identify performance objectives and/ or project tasks that provide the greatest contribution to the success of the division/department or Town during the next evaluation period. "Consistent Performance" Goals should be attainable with considerable effort. "Stretch Performance" Goals should require greater coordination/ effort. You may consider a developmental opportunity, activity, on-the-job experience or continuing education that will challenge the employee to improve performance. Be specific about expected areas for improvement where needed and be specific when describing the intended outcome. The supervisor will provide the completed draft form to their Department Head for approval.

A. Consistent Performance Goals: *(Identify priority responsibilities, programs and/or projects that will be evaluated in the next review cycle.)*

1. _____

2. _____

3. _____

B. Stretch Performance Goals: *(Identify priority projects, programs, and/or responsibilities that will be evaluated in the next review cycle.)*

1. _____

2. _____

3. _____

I acknowledge that I have provided input in the goal setting process.

Employee: _____ Printed Name: _____

Supervisor: _____ Date Reviewed: _____

Signatures and Employee Comments

Supervisor:

This evaluation is based on my observation and knowledge. It represents my best judgment of the employee's performance:

Supervisor Signature: _____

Approved:

Immediate Supervisor: _____

Department Head: _____

Town Manager (if required): _____

Employee:

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it.

Employee Signature: _____

Evaluation Meeting Date: _____

Employee Comments:

Department Supervisor Instructions:

Once the evaluation meeting has occurred, supervisor should provide a printed final copy for the employee to review and sign. Once the final document has been signed by both parties, the original will be provided to the Assistant Human Resources Director for the personnel file of the employee and the Assistant Human Resources Director will provide an electronic copy to the employee and the supervisor.



Town Of Concord Performance Evaluation & Goal Setting for Merit Pay Non-Union Employees, Grades 1 - 14

Employee Name: _____ Employment Date: _____
Classification Title: _____ Grade: _____
Department: _____ Date in Position: _____

The Town of Concord is committed to delivering exceptional service with integrity and accountability, grounded in our respect for diversity, shared history, and continuous improvement. We value the life-work balance and well-being of our employees, integrating their experience with fresh perspectives to foster innovation and ensure the Town of Concord remains relevant and resilient. By creating an inclusive environment where every employee contributes to our mission of excellence, we preserve our traditions while investing in the future of our community.

OVERALL RATING

QUALITY PERFORMANCE

The employee consistently meets, and may at times exceed, the requirements of the position with few problems or mistakes. Work is accomplished in an accurate, efficient and timely manner; the employee interacts effectively with others; all work rules, policies and procedures are consistently followed; and goals are regularly met.

- 4- Top Performer Who Consistently Exceeds Objectives for Notable Achievements**
- 3- Solid Performer Who Consistently Meets and Occasionally Exceeds Objectives**
- 2- Satisfactory or Emerging Performer with Areas for Development**

NOT YET A QUALITY PERFORMANCE

The employee is performing below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas. **Reach out to Human Resources prior to discussion with the employee for assistance with a Performance Improvement Plan.**

- 1- Not Yet a Quality Performance**

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period.

PERFORMANCE CRITERIA

TOWN OF CONCORD EMPLOYEE VALUES	4	3	2	1
a. Consistently exhibits the values of a Town of Concord employee, demonstrating integrity in all dealings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Exhibits a positive attitude toward the job with a consistently pleasant manner; willingness to cooperate with peers and supervisors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ability to effectively handle complaints and problems both on the phone and in person; propensity for resolving conflict rather than creating animosity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Expresses innovative ideas and perspectives for continuous improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Supports an inclusive environment with employees, vendors and the public.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
JOB KNOWLEDGE	4	3	2	1
a. Acquires and maintains the technical skills and knowledge required by the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Understanding of departmental rules, procedures, workflow, policies, and operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Willingness and initiative to acquire additional knowledge and assume new tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Knowledge of when to answer a question, when and how to refer it to someone else, and to whom it should be referred.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				

QUALITY OF WORK	4	3	2	1
a. Thoroughness, accuracy, orderliness and consistency with which work is performed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Acceptance of constructive feedback and ability to take appropriate action to correct and improve.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Measures business decisions with customer/public satisfaction in mind.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Information shared publicly is accurate, thorough and complete.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Adherence to safety and wellness protocols, wherever appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
QUANTITY OF WORK	4	3	2	1
a. Volume, timeliness, and pace of the work produced on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Willingness and capability to perform additional duties as requested. Contributes to overall team efficiency.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
COMMUNICATION SKILLS	4	3	2	1
a. Ability to communicate clearly and concisely, both orally and in writing as required by the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Maintains open communication with others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Exhibits active listening skills; ability to understand directions, information and questions communicated by others and obtain additional information needed to respond correctly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMUNICATION SKILLS (continued)

Comments:

DEPENDABILITY	4	3	2	1
a. Punctuality and conscientious attendance including arrival, being ready to start work on time and taking breaks when scheduled.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Ability of supervisor to rely on work being completed accurately and in a timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Participates fully during emergency operations as required, in preparation, response or recovery activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

JUDGEMENT	4	3	2	1
a. Presence of mind and ability to make decisions without direct supervision.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Ability to grasp a situation and develop appropriate and logical conclusions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Ability to learn from decision making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Ability and willingness to evaluate and change work methods to improve efficiency and operations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

FOR EMPLOYEES WITH SUPERVISORY FUNCTIONS:

LEADERSHIP SERVICE DELIVERY	4	3	2	1
a. Consistently exhibits the values of a Town of Concord employee, including personal integrity and accountability; creates an inclusive, respectful work environment and requires the same of staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Displays high working standards and attitude that is a model for staff, volunteers, and the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Organizes resources and tasks effectively; manages multiple priorities, projects, and tasks achieving goals within scheduled time and fiscal limits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Enforces and ensures compliance with Town’s and required safety management, loss prevention goals, and adheres to Town’s health and safety policies and procedures.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments:				
PERSONNEL MANAGEMENT	4	3	2	1
a. Supports organizational goals and objectives and maximizes performance and productivity of others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Values, supports, and encourages fresh, new approaches to evaluating departmental services and serving citizens; encourages others to express innovative ideas and perspectives for continuous improvement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Observes employee performance and behavior on an on-going basis and through performance feedback, coaching and evaluations as appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Addresses performance issues and/or employee behaviors that might adversely affect the morale of staff, the quality of services, or the image of the Town by taking timely and appropriate action to resolve such issues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Success in training employees in skills required for their position, providing for flexibility in back-up; coaches employees for optimal performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Fosters continued professional development, personal growth and learning among staff.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

EVALUATOR'S COMMENTS

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

Goal-Setting for Merit Pay

The supervisor and employees should collaboratively complete the sections below to identify performance objectives and/or project tasks that provide the greatest contribution to the success of the division/department or Town during the next evaluation period. "Consistent Performance" Goals should be attainable with considerable effort. "Stretch Performance" Goals should require greater coordination/effort. You may consider a developmental opportunity, activity, on-the-job experience or continuing education that will challenge the employee to improve performance. Be specific about expected areas for improvement where needed and be specific when describing the intended outcome. The supervisor will provide the completed draft form to their Department Head for approval.

A. Consistent Performance Goals: *(Identify priority responsibilities, programs and/or projects that will be evaluated in the next review cycle.)*

1.

2.

3.

B. Stretch Performance Goals: *(Identify priority projects, programs, and/or responsibilities that will be evaluated in the next review cycle.)*

1.

2.

3.

I acknowledge that I have provided input in the goal setting process.

Employee:

Printed Name:

Supervisor:

Date Reviewed:

Signatures and Employee Comments

Supervisor:

This evaluation is based on my observation and knowledge. It represents my best judgment of the employee's performance:

Supervisor Signature: _____

Approved:

Immediate Supervisor: _____

Department Head: _____

Town Manager (if required): _____

Employee:

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it.

Employee Signature: _____

Evaluation Meeting Date: _____

Employee Comments:

Department Supervisor Instructions

Once the evaluation meeting has occurred, supervisor should provide a printed final copy for the employee to review and sign. Once the final document has been signed by both parties, the original will be provided to the Assistant Human Resources Director for the personnel file of the employee and the Assistant Human Resources Director will provide an electronic copy to the employee and the supervisor.

Town of Concord

Employee Listening
Sessions on Merit Pay



Pay Philosophy

- Retain qualified, experienced employees
- Recruit the most capable employees
- Maximize our investment in employees:
 - Skills development
 - Retained institutional knowledge
 - Retained community knowledge
- To provide exceptional service to Concord residents

Pay Philosophy

- Compensate employees at a competitive rate for:
 - Level of experience
 - To account for variations in level of contribution

Classification & Compensation Study

The Classification & Compensation Study Established:

- Internal equity among positions across departments
- External competitiveness across comparable Towns
- The minimum of each pay grade at the 85th percentile
- Midpoint rates set at full market rates
- Ranges that are 40% wide for future advancement
- Expectation of exceptional service delivery

FY25 Salary Enhancements

Salary Advancement

- Implemented a Step Pay Plan that provides predictable annual advancement through the pay grade
 - Once an employee reaches the maximum of their pay grade, the annual adjustment is a one-time payment not included in base pay
- Provided equity adjustments for tenured employees who meet certain criteria
- Provided merit pay as cash incentive

What's Next?

- Creation of a Merit Pay Program
 - Criteria-based evaluation system
 - Provides larger payments for exceptional performance
 - One-time cash incentive not included in base pay
 - Requires longer-term planning
- Met with supervisors across the organization to obtain input on Merit Pay Initiative
- Completing listening sessions with employees

Why Merit Pay?

- Merit Pay or 'Pay for Performance'
 - Aligns employee behavior and performance with the Town's Mission & Goals
 - Rewards and retains high-performing employees contributing to the Town's success
 - Motivates and empowers employees to improve performance and career development
 - Cultivates a culture of excellence, accountability and innovation

Discussion

- How did you enjoy the merit pay you received this year?
- How do you feel about future merit pay?
- Particularly, how do you feel about pay tied to performance?
- How ready is Town culture for merit pay?
- What steps are required to effectively prepare for this?

Implementation of Merit Pay

- Communicate the “Why”
- Assess Organizational Readiness
- Determine Performance Criteria to be Rewarded by Work Group
- Determine Evaluation Process
- Communication & Training for Supervisors and Employees
- Ensure Fairness and Integrity

Goal Setting

- Where do we want to go? How do we get there?
- Goals Motivate Us
 - Give direction
 - Provide focus
 - Energize us
 - Present a challenge & a sense of accomplishment when achieved
 - Can urge us to think outside the box on how we are working
- We need to have a clear understanding of the organization's objectives

Town of Concord

Values Statement:



The Town of Concord is committed to delivering exceptional public service with integrity and accountability, grounded in our shared history, informed by diverse perspectives, and dedicated to continuous improvement.



We value the work-life balance and well-being of our employees, recognizing that their contributions are vital to sustaining our mission and ensuring Concord remains resilient and relevant.



By fostering an inclusive environment where every employee is united by a shared purpose, we preserve our traditions while building a strong future for our community.

Town Manager Goal Categories

- Strategic Planning
- Financial Resilience
- Effective & Transparent Governance
- Diversity, Equity, Inclusion & Belonging
- Organizational Resilience

Overview of FY25 Performance Assessment Process

- Merit Pay Goal Setting
- Merit Pay Check-In Meetings
- Employee Self-Assessment
- Performance Evaluation
- Merit Pay Evaluation
- Merit Pay Goal Setting for FY26

Collaborative Goal Setting

- Review your responsibilities and prepare several goals for discussion
- Collaborate with your Supervisor/Manager on development of goals
- Arrive at a set of goals that are:
 - Consistent with job responsibilities
 - SMART format
 - Appropriate for your level of position
 - Subsequently approved by your Department Head

Performance Criteria

As you meet with your supervisor or manager, consider goals regarding:

- Customer Satisfaction
- Quantity of Work
- Quality of Work
- Timeliness
- Innovation/ Improvement
- Safety
- Teamwork
- Professional Development

SMART Goals

Setting SMART goals

BiteSize Learning



Specific

The goal is concrete and tangible - everyone knows what it looks like.



Measurable

The goal has an objective measure of success that everyone can understand.



Attainable

The goal is challenging, but should be achievable with the resources available.



Relevant

The goal meaningfully contributes to larger objectives like the overall mission.



Timely

This goal has a deadline or, better yet, a timeline of progress milestones.

Goal Maintenance

- Your supervisor will schedule a series of individual meetings with you to:
 - Discuss progress on work and goal achievement; celebrate successes
 - Provide current feedback, guidance and support
 - Share important organizational updates
 - Continue to build an ongoing positive relationship
- Come prepared to actively participate in those meetings
 - What can your supervisor do to support your goal achievement?
 - What barriers can your supervisor remove to help with your goal achievement?

Performance Assessment Process

- Revamped Annual Performance Assessment program
 - Self-assessment process
 - Evaluation of essential skills
 - Confirms “meets expectation” performance
 - Basis for determining step increase
 - Identifies emerging talent for succession planning
 - Evaluation of progress on goals established prior to evaluation period
 - Basis for awarding Merit Pay
 - Consistent Performance
 - Stretch Performance

THANK YOU!



Evaluation & Merit Pay Process for Mid-Year FY25

Supervisor Training

December 2024

Getting to Know You

- Pair Up
- Introduce One Another
 - Name
 - Position
 - Concord arrival
 - One fun fact

Ground Rules

- Be fully present; avoid distractions
- Be an active listener
- Balance air time; all engaged
- Be respectful; value different perspectives
- Create a safe space
- ELMO

Course Objectives

- Review of:
 - Pay Philosophy
 - Town Goals
 - Values Statement
- Goal Setting for FY25 (Jan – Jun)
- Conducting Effective Performance Discussions
- Utilizing Applicable Forms
- Understand the Timeline and Next Steps
- Leverage Available Resources

Pay Philosophy

- Retain qualified, experienced employees
- Recruit the most capable employees
- Maximize our investment in employees:
 - Skills development
 - Retained institutional knowledge
 - Retained community knowledge
- To provide exceptional service to Concord residents

Pay Philosophy

- Compensate employees at a competitive rate for:
 - Level of experience
 - To account for variations in level of contribution

FY24 Salary Plan Implementation

- The Classification & Compensation Study Established:
 - Internal equity among positions across departments
 - External competitiveness across comparable Towns
 - The minimum of each pay grade at the 85th percentile
 - Midpoint rates set at full market rates
 - Ranges that are 40% wide for future advancement
 - Expectation of exceptional service delivery

FY25 Salary Plan Enhancements

- Salary Advancement
 - Implemented a Step Pay Plan that provides predictable advancement through the pay grade
 - Once an employee reaches the maximum of their pay grade, the annual adjustment is a one-time payment not included in base pay
 - Provided equity adjustments for tenured employees who meet certain criteria
 - Provided merit pay as cash incentive

What's Next?

- Creation of a Merit Pay Plan
 - Criteria-based evaluation system
 - Provides larger payments for exceptional performance
 - One-time cash incentive not included in base pay
 - Requires longer-term planning
- Met with supervisors across the organization to obtain input on Merit Pay Initiative
- Completed listening sessions with employees

Why Merit Pay?

- Merit Pay or ‘Pay for Performance’
 - Aligns employee behavior and performance with the Town’s Mission & Goals
 - Rewards and retains high-performing employees contributing to the Town’s success
 - Motivates and empowers employees to improve performance and career development
 - Cultivates a culture of excellence, accountability and innovation

Some Steps to Implementing Merit Pay

- Communicate the “Why”
- Assess Organization Readiness
- Determine Performance Criteria to be Rewarded by Work Group
- Determine Evaluation Process
- Communication & Training for Supervisors and Employees
- Choose Pay Incentives
- Ensure Fairness and Integrity

Town of Concord Values Statement

Values Statement:



The Town of Concord is committed to delivering exceptional public service with integrity and accountability, grounded in our shared history, informed by diverse perspectives, and dedicated to continuous improvement.



We value the work-life balance and well-being of our employees, recognizing that their contributions are vital to sustaining our mission and ensuring Concord remains resilient and relevant.



By fostering an inclusive environment where every employee is united by a shared purpose, we preserve our traditions while building a strong future for our community.

Goal Setting

- Where do we want to go? How do we get there?
- Goals Motivate Us
 - Give direction
 - Provide focus
 - Energize us
 - Present a challenge & a sense of accomplishment when achieved
 - Can urge us to think outside the box on how we are working
- We need to have a clear understanding of the organization's objectives

Town of Concord Goal Categories

- Effective and Transparent Governance
- Land Use Opportunities
- Town Infrastructure and Planning
- Financial Planning and Stability
- Diversity, Equity, Inclusion and Belonging

Overview of FY25 Performance Assessment Process

- Merit Pay Goal Setting
- Merit Pay Check-In Meetings
- Employee Self-Assessment
- Performance Evaluation
- Merit Pay Evaluation
- Merit Pay Goal Setting for FY26

Critical Role as a Supervisor

- People most vital to an organization's success are its first-line supervisors
- According to the ICMA, Gallup developed a list of twelve questions that measure the strength of a workplace and its ability to attract, focus and retain qualified employees
- Seven are the direct responsibility of the Supervisor

Critical Role as a Supervisor

- Do I know what is expected of me at work?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?
- At work, do my opinions seem to count?
- In the last six months, has someone at work talked to me about my progress?

Goal Setting – Setting Expectations

- Work with your Department Head/Manager to develop/ cascade appropriate goals
- Prepare several types of goals for discussion
- Collaborate with employee on development of goals
- Arrive at a set of goals that are:
 - Consistent with job responsibilities
 - SMART format
 - Appropriate for the level of position across your team
 - Subsequently approved by your Department Head

SMART Goal Format

Setting SMART goals

BiteSize Learning



Specific

The goal is concrete and tangible - everyone knows what it looks like.



Measurable

The goal has an objective measure of success that everyone can understand.



Attainable

The goal is challenging, but should be achievable with the resources available.



Relevant

The goal meaningfully contributes to larger objectives like the overall mission.



Timely

This goal has a deadline or, better yet, a timeline of progress milestones.

Performance Criteria

As you meet with your employees, consider goals regarding:

- Customer Satisfaction
- Quantity of Work
- Quality of Work
- Timeliness
- Innovation/ Improvement
- Safety
- Teamwork
- Professional Development

Goal Management

- Weekly or Bi-weekly conversations, designed to:
 - Build an ongoing positive relationship with your employee
 - Discuss progress on work and goal achievement
 - Provide current feedback, guidance and support
 - Share important organizational updates
 - Remember Emotional Intelligence
 - Empathy
 - Relationship skills
 - Building trust

Meeting Preparation Criteria

- Schedule the meetings
- Review the employee's responsibilities, projects and assignments
- List some key topics for discussion
- Prepare notes or organizational updates so communication is consistent
- Remain open and listen to feedback
- Accept your responsibility, where appropriate

Tips for Building Trusting, Positive Relationships

- Open, transparent communication
- Show appreciation
- Demonstrate empathy
- Demonstrate servant leadership
- Be friendly and respectful, accepting of differences, collaborative
- Be eager to learn from others
- Schedule time together

Making Your Check-Ins Productive

- Keep these meetings focused and casual
- Allow the employee to do most of the talking
- Prepare some questions that can get the conversation started
- Celebrate successes & thank employee for contributions
- Feedback Best Practices
 - Straightforward
 - Specific
 - When corrective, focus on the desired state
 - Document any follow up required
 - Solicit how you as supervisor can help
- Focus on growth/ what is learned/ how it is being applied

Feedback Process: Situation - Behavior - Impact

- **Situation:** describe the situation. Be specific about when and where it occurred
- **Behavior:** describe the observable behavior. Don't assume you know what the other person was thinking
- **Impact:** describe the consequences and the impact of the behavior you observed
- **Question:** explore intent

Let's Look at Some S-B-I Examples:

Example 1:

- S: At Thursday evening's Board meeting,
- B: You ensured that the meeting started on time and that everyone had copies of the information in advance. All of your slides were correct, and each of the Board Member's questions were answered.
- I: I am please you did such a great job and put our department in such a good light. I feel confident they had what they needed to make an informed decision due to your efforts.

S-B-I Examples

Example 2:

- S: At our team meeting this morning,
- B: I noticed you didn't take part in any of the discussions. You sat at a distance.
- I: Because of that, we didn't get any contributions from you, and your contributions are very valuable.
- Q: That's unusual. Is anything the matter?

S-B-I Examples

Example 3:

- S: At our team meeting this morning,
- B: I noticed that you interrupted Maria a few times while she was speaking.
- I: When that happens, it seems like what you have to say is more important than what others have to say.
- Q: What was going on for you at that time?

Time to Practice

- Activity
- Divide into groups of three
- Choose one of each role: Supervisor, Employee and Observer
- Practice skills
- Observer will report out to the class:
 - What did the Supervisor do well?
 - What was learned from the practice?

Receiving Feedback Effectively

- Employees may have requests for you as their supervisor
- Put yourself in their shoes to gain perspective
- What can you:
 - Begin to do
 - Do more of
 - Do less ofto assist them in their goal progress?
- Where can you remove barriers to assist them in their goal progress?

Review of Evaluation Forms

- Revamped Annual Performance Review Process
 - Assessment of essential skills
 - Confirms “meets expectation” performance
 - Basis for determining step increase
 - Identifies emerging talent for succession planning
 - Evaluation of progress on goals established prior to evaluation period
 - Basis for awarding Merit Pay
 - Consistent Performance
 - Stretch Performance

Timeline

FY25 Goal Setting

In Process

FY25 Goals Approved

December 31

Goal Achievement/Meetings

Jan 1 – Jun 30

Performance Evaluation (Step)

May 31

Step Increases Effective

Jul 1

Merit Pay Evaluation (Merit)

Jul 31

Merit Pay

1st Payroll in Sept

Next Steps

- Review the information provided in training
- Department Head meetings to collaborate on your goals and determine your department process for cascading goals
- Schedule goal setting meetings, where appropriate
- Schedule check-in meetings with your employees at regular intervals
- Begin to plan and prepare for those conversations
- Schedule individual mid-point meet-ups
- Schedule Annual Performance Assessment Meetings

A decorative graphic consisting of several concentric, overlapping curved lines. The lines are primarily light blue and light green, with some darker shades of blue and green. The lines are arranged in a way that they appear to flow and curve around the central text. The overall effect is a modern, clean, and professional look.

THANK YOU!



Concord Select Board Meeting
AGENDA ACTION REQUEST

Monday, December 2, 2024

17

Adjournment

Requested by: SB Chair

Action Sought: Approve

Proposed Motion(s)

Motion: Move to Adjourn

Additional Information

Board Action

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