



Town of Concord
Concord Finance Committee
AGENDA

February 13, 2025, at 6:30 PM

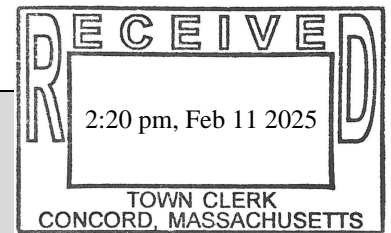
Town House, 22 Monument Sq., 2nd Fl. Select Board Conference Room

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

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Join the meeting: <https://us02web.zoom.us/j/81246261061?pwd=IBAOambxsLEiq8cgP16kKpZLxbCaKS.1>

Meeting ID: 812 4626 1061 Passcode: 372357 Dial in Toll-Free: 833-548-0282



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

6:30 PM	1. Call to Order
6:30 PM	2. Public Comment Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
6:40 PM	3. Liaison Report
6:50 PM	4. Correspondence
6:55 PM	5. Minutes <ul style="list-style-type: none">Discuss and potentially approve the minutes of January 9, 2025, Finance Committee meeting
7:00 PM	6. FY26 Town Budget Update
7:30 PM	7. June 2025 Annual Town Meeting <ul style="list-style-type: none">Discuss the Finance Committee sponsored warrant articles<ul style="list-style-type: none">Creation of a Debt Stabilization Fund, funded from free cashCreation of a Capital Stabilization Fund, funded from free cashFund the General Stabilization Fund with funds from free cashWithdraw Funds from the Middle School Stabilization to offset excluded debt
7:45 PM	8. FY26 Schools Budget Update <ul style="list-style-type: none">Concord Public SchoolsConcord Carlisle Regional School District
8:30 PM	9. Recap of Action Items/ Adjournment

UPCOMING MEETINGS

Next Meeting: Thursday, February 27, 2025 @ 6:30 pm,



Concord Finance Committee
AGENDA ACTION REQUEST

February 27, 2025

1

Call to Order

Requested by: FC Chair

Action Sought: Open Meeting

Proposed Motion(s)

None anticipated.

Additional Information

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

February 27, 2025

3

Liaison Updates

Finance Committee liaisons to provide updates

Requested by: FC Chair

Action Sought: to provide update

Proposed Motion(s)

None anticipated.

Additional Information

Attached is the Concord Finance Committee Liaison Report for the meeting on Thursday, February 13, 2025.

Board Action

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

Concord Finance Committee Liaison Report

For meeting on Thursday, February 13, 2025 | Last updated: 2/11/25 10:30 AM

Board/Committee	Liaison	Updates
Select Board and General Updates	Eric	<ul style="list-style-type: none"> Select Board appointed members to new Tax Relief Evaluation Task Force at its 2/10 meeting. CFO Anthony Ansaldi presented FY26 town budget at Select Board meetings on 2/3 and 2/10. Will meet with Town Meeting Study Committee members on 2/12 to hear suggestions on FinCom annual report. Will attend 2/13 Public Works Commission meeting to hear discussion on roads project and stormwater enterprise fund. Paul Rodriguez did a great job as FinCom member at commercial development forum on 1/29 – video here. Planning visits to several nearby towns with recent commercial developments in follow-up to forum. Next Chairs’ breakfast is Wed 2/19.
Board of Assessors	Pat	<p>Recapping 1/30 meeting:</p> <ul style="list-style-type: none"> The number of applications for abatement is down dramatically this season. Only 27 abatements have been filed. This seems characteristic across the region from Melrose with only 3 to Littleton with 2. Filing for abatements ends Feb 3 in Concord. The committee to re-examine the RTE has been authorized but has not established its membership yet. Select Board member Wendy Rovelli made this announcement to the BoA committee.
Planning Board	Sri	<p>Recapping 1/7 meeting:</p> <ul style="list-style-type: none"> Discussions on 300-310 Baker Avenue: <ul style="list-style-type: none"> Recommendation to ZBA: Taurus Investment Holdings & CD 211 Property LLC (Applicant/Owner) for a Special Permit and Site Plan Review under Zoning Bylaw Sections 7.2 (Floodplain Cons. Dist.), 7.7 (Parking Relief & Joint Parking), 11.6 (Special Permit), and 11.8 (Site Plan Review) at 300-310 Baker Ave (Parcel # 3794-1). Administrative business: <ul style="list-style-type: none"> Taurus explains parking requirements and counts and justification for the lower # of spots The Planning Board approved the projects Potential Zoning Bylaw Parking Requirement Amendment Discussion (1 space for 2 bedrooms or less, 2 spaces with 3 or more bedrooms, or 1.5 for subsidized/Low moderate-income housing and elderly development)
Concord Housing Development Corporation	Karlen	<p>Recapping 1/14 meeting (meeting agenda here):</p> <ul style="list-style-type: none"> Matt Johnson presented a draft Warrant Article for 2025 Town Meeting that would revise the income limits as a density bonus for PRDs (planned residential developments). This would be a zoning bylaw that could be sponsored by the Planning Board. The goal is to increase the availability of moderate housing (in the 110% and 150% SHI housing range) – Using a “bar bell” analogy, there are lots of low income (80% SHI) and market rate (above 200% SHI) housing, but very little in between. Matt noted that the 10% SHI threshold is no longer a concern for the Town, given current developments in the pipeline. He hopes this PRD modification would create 10 new moderate affordable housing units by 2040 without public funding.

Schools (CPS and CCHS)	Dee and Pat	<p>Recapping 2/4 meeting:</p> <ul style="list-style-type: none"> • Budget hearings for both the CPS and CCRSD were held. • The budget for the CPS budget is \$47,632,072. Reimbursements also added \$69,906. Other information provided included a cost savings of \$576,000 from the move, which was also factored into the budget. The “Budget objective” was to maintain a level service budget. • Other information from the CPS portion of the meeting: <ul style="list-style-type: none"> • The shelter is scheduled to be closed by August 21, 2025 (according to state information). • A \$138K increase (7.8%) in administration • 4.6% increase in teacher salaries, which includes COLA and steps/lanes • Other school services increased \$122K or 3.7% • Fixed charges increased by \$32K • Maintenance increased by \$89K or 2.79% • Out of District placements decreased by \$10K • The CCRSD budget is \$40,979,952, which is an increase of 3.86%. This is a level-service budget with no new initiatives. The per-pupil cost is \$26,663. Other info from the meeting includes drivers of the increase, such as: Software expenses, Increase in teacher salaries of 2.5% or \$522K, Increase in other services of \$311K, Maintenance increase of 4.7% or \$108K, Increase in out-of-district costs of 28% or \$532K, which is a “major driver”, Fixed charges amount of \$104K or 2.3% increase • OPEB is 60% funded. <p>Recapping 1/21 meeting:</p> <ul style="list-style-type: none"> • Metco was a large discussion. Highlights include: <ul style="list-style-type: none"> • For CPS, district contributes \$ 545,183 of total Metco costs of over \$1.2 MM—so about 44% of total— whereas for CCRSD, district contributes \$32,352 of total Metco costs of over \$500,000—so about 6.45%. Why such a difference? More staffing— including Sp Ed aides and tutors, monitors on buses for CPS. • One of the largest line items is transportation, which includes 2 morning buses, 1 afternoon bus, • 2 late busses and weekend busses. This item runs \$192,000-198,000 for each CPS and CCRSD. • Metco students are 74 in CPS and 40 in CCRSD. Metco Grant funding is \$9,300 per CPS student and \$11,700 per CCRSD student. District funding per pupil is about \$26,000 per pupil for CPS and CCRSD. • Some language about Metco funding at risk because of a change in “hold harmless” provisioning that could negatively impacting between 50,000-65,000 per district. • Metco asking for greater commitment to get their 40 students into AP classes. Major changes emerging regarding Honors classes in Social Sciences (presently we have zero AP and Honors classes) and AP classes in English. Dr. Hunter did not want to say more, but this is one way to help Metco students advance in AP classes. Currently, CCHS only offers A in math, science, foreign language, and a special forum called Capstone. As an aside, it may cost money to train teachers in AP.
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		<ul style="list-style-type: none"> • A much shorter discussion on Q2 FY 25 budget adjustments for CPS and CCRSD. The overage on Out of Districts is being taken care quarter-by-quarter through the over-funding of OPEB. The OPEB generated an amazing stock market return (2X what was contributed) so we are currently 99% funded. • Amenities building will go to warrant. The amount is in question since we have a range from 1.5-1.8 million. Carlisle CPC did approve that the amenities building present a petition for funding for a portion, but Concord has not gotten that far yet. Carlisle would remove their CPC funds, if Concord's CPC funds did not come through. Concord's warrant must be for the full amount. Carlisle will present a similar warrant.
Municipal Light Board	Karlen	<p>Recap of 1/8 meeting (video here / meeting materials here):</p> <ul style="list-style-type: none"> • The State is considering a replacement for the Mass Save program, which offers rebates for reducing energy consumption. The Schools are still reviewing the Light Plant (CMLP)'s site license agreement to install the solar panels on the middle school campus. This 30-year agreement must be in place before the CMLP issues the RFP for construction, which is targeted just for the rooftop placement of the panels. The new electric rates are now in place. On the broadband side, CMLP is reviewing and renewing leases for dark (unused) fiber to private parties as a way to generate revenue. • Chair Leon noted that the primary topic for the Board in 2025 is implementing the Time-of-use (TOU) rates, which are expected to go into effect in January 2026. The Board heard a presentation on TOU topics. The philosophy is to incentivize the shift away from fossil fuels and allow customers to reduce their bills by knowing when the peak usage rates are applied on an hourly basis, rather than on a monthly basis. The TOU rates will apply to all customers, unless they opt out of the program. Customer education will be key. • Staff gave the Board some samples for consideration of the new customer bills with TOU metrics. The general consensus was to keep a 12-month view of electricity use and to include simple graphics with a URL or QR code for more information. The Board will continue its discussion on this point at the next meeting. • The Board also saw a presentation on the annual hourly usage patterns (two humps in winter usage, one hump in summer usage), the capacity peak hours and costs. Solar usage is changing overall time of load and peak hours. <p>Recap of 1/22 meeting (video here / meeting materials here):</p> <ul style="list-style-type: none"> • The Board looked at how solar usage and generation information should be placed on customers' time of use bills. Board members wanted 14 months of data shown and a QR code included to bring people to a page with more information. They looked at a mock-up of a bill that reflects solar usage during three time of use rates (on peak, mid peak, and off peak), and discussed info that needs to be conveyed to solar and non-solar customers. • Next meetings are Feb. 12, Mar. 12, and April 9.
Warner's Pond Task Force	Karlen	<p>Recap of 1/16 full committee meeting (video here / meeting agenda here):</p> <ul style="list-style-type: none"> • The Facilitators announced there was a contract extension so they can facilitate the upcoming public hearing and four additional meetings. The Facilitators proposed that a smaller sub-group would be created to iron out issues among the proposals. • A public workshop will be held the week of Feb. 24; Task Force deliberations will be March-April, with final recommendations in April to the Natural Resources Commission. <p>Recap of 1/29 small reconciliation group meeting (meeting agenda here):</p>

		<ul style="list-style-type: none"> • Four members of the Task Force (one from each subgroup plus a facilitator) reviewed and revised the draft report, “WPTF Alternatives for Evaluation, Version 4.2” (37 pages) which will be presented to the full Task Force. This small group’s purpose is to reconcile different interpretations, language, and emphasis that was been raised by the three sub-groups (dredging, dam removal, and short term actions) in their proposals. The small group focused on using non-judgmental wording. • The Task Force identified five key questions that must be answered in the affirmative with respect to any course of action that the group might recommend: <ol style="list-style-type: none"> 1. Will this alternative support and preserve the historical character and cultural heritage of the area? 2. Will this alternative enhance Concord’s desirability as a place to live? 3. Will this alternative maintain/increase connectivity to Town centers and access to services by residents? 4. Will this alternative enhance the ecology/biodiversity of the water body and adjacent land? 5. Will this alternative support fiscal sustainability?
Public Works Commission	Karlen	<p>Recap of 1/15 meeting (video here / meeting agenda here):</p> <ul style="list-style-type: none"> • The PWC approved the Concord Museum’s request to install a “Concord Museum” sign in the Town’s right of way off Cambridge Turnpike. • The PWC approved a favorable recommendation on a petition for temporary repairs on Dover and Darton Streets, near White Pond, to correct flooding and stormwater management issues, which would require an easement over private property and, eventually, betterments to the neighboring properties to cover the costs of construction. The Public Works Commission agreed to support the easement and recommend such to the Select Board, who would accept the easement. A budget request of \$150K - \$200K under the Temporary Repairs Bylaw is expected to be presented as a stand-alone Warrant Article to 2025 Town Meeting for approval to move this project forward with design. • The PWC discussed the Tier III Roads Warrant Article which will be a cap of \$27.5M article to be spent over 5 years, consisting of \$25M for road maintenance and \$2.5M for traffic safety improvements (sidewalks, intersections, crosswalks). Typical capital funding for road maintenance is \$2M/year as a Tier II expense, which is in the Town’s FY26 Tier II capital request. Ms. Kerry Lafleur, Town Manager, discussed bringing the warrant article substance to a Town Election before the Town Meeting. She said that if the roads measure does not pass the during Town Election, the matter can be presented again to at a Special Town Election after Town Meeting. • The PWC also discussed the \$1M Stormwater Enterprise Budget Warrant Article for Town Meeting and a rate hearing on the stormwater rates before Town Meeting. The PWC also discussed \$25M in future warrant articles on MCI Concord wastewater improvements from FY27 – FY37. • The Water and Sewer division provided an update on the water distribution system and recent water leaks, which are being addressed as part of the PWC’s capital improvements program.
Other: Mass Municipal Association	Lois	<ul style="list-style-type: none"> • The MMA’s Association of Town Finance Committees will host regional spring meetings on 3/27, 5-7 PM. Topics include Capital Planning (session to be held in Hadley) and Creating Town Meeting Efficiency (session to be held in North Reading). More details here.



Concord Finance Committee
AGENDA ACTION REQUEST

February 13, 2025

4

Correspondence

Mail, letters, emails, presentation, etc.

Requested by: Chief Financial Officer

Action Sought: to provide update

Proposed Motion(s)

None anticipated.

Additional Information

Attached are all of the emails that have been sent to the Finance Committee email (finance@concordma.gov), since the meeting on January 9, 2025.

Board Action

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

From: [Miguel Echavarri](#)
To: [finance mail](#); [Mary Hartman](#); [Mark Howell](#); [Wendy Rovelli](#); [cameronmckennitt@gmail.com](#); [Terri Ackerman](#)
Cc: [Anthony Ansaldo](#); "Kath, Ryan (NBCUniversal)"
Subject: FY24 Books not closed | FY23 & FY24 Admin-to-Munis data was not reconciled
Date: Friday, January 24, 2025 12:03:51 PM

Dear Members of the Select Board and FinCom,

Please note that details and sources are covered in the Footnotes section.

By now it should be common knowledge that the Town has been **unable** to close-out FY24 and has hired CliftonLarsonAllen (CLA) to help close the books and ready them for audit by late February/early March. Due to the “amount of cleanup” involved, it’s unlikely the books will be closed prior to these dates(1)(2).

Based on results of a public records request, **problems** in closing FY24 are likely due to issues arising from the **conversion** of data from Admins-to-Munis(3). It appears that 15 months of Admins data and balances weren’t successfully converted and reconciled when the Town Manager approved a “go-live” Munis date in October 2023. This led to a situation where it was impossible for Munis to know how much money was left in a particular account. This contributed to the Town’s inability to close its books, necessitating the need to hire outside help at a cost upwards of \$295/hour and to relicense another year of Admins at a cost of \$60K(4).

- **Specifically**, the fifteen months referred to above relate to the Revenue-Expense and Asset-Liability-Fund-Balance data for all of FY23 and the first three months of FY24. As noted, without fund balance data converted, Munis can’t determine how much money is left in any given account thus putting the Town and the Finance Department in a difficult position that needs to be fixed before an audit can be performed(5)(6)(7).

It's **important** to note that FY18 to FY22 data was **successfully** brought over from Admins to Munis. This was done under the direction and approval of a program manager, the town accountant and a prior CFO. **However**, just months prior to the October 2023 “go-live” date, the program manager was given a separation agreement and a new team was organized under the Town Manager. It was this team (with the Town Manager’s approval) that moved forward with the October 2023 “go-live” date which appears to have created the problems CLA is addressing(8). Respectfully, this seems to be a self-inflicted wound.

In response to **questions** about the Admins-to-Munis conversion, the Town Manager’s Office **responded** that “...the data was **fully reconciled**...” and that “...**each fiscal year was reviewed, matched, tied and reconciled**...”(9). **But this isn’t true**, as noted above, the first of three months of FY24 and all of FY23 weren’t reconciled. **Why** tell the public each fiscal year was successfully converted when (in fact) they weren’t? It took me months and multiple back-and-forth emails before I finally submitted a records request to get answers that contradicted what the Town told me. This isn’t normal and frankly the public deserves better.

The Town **has** thankfully hired CLA to help our Finance Department close the books but this brings up another troubling fact, **why** does our Finance Department **remain** so woefully understaffed? They appear unable to fill open positions which brings up two scenarios, no-one wants to work for Concord anymore and/or the **compensation** offered is insufficient. This has been going on for months, why hasn't it been resolved? How can taxpayers afford to pay a project manager in HR ~\$175K/year but not offer suitable compensation to fill positions in Finance? BTW, our Chief Financial Officer makes ~\$161K/year, why are we paying a simple project manager (with an ill-defined job description) more than the guy in charge of safeguarding public funds? It doesn't make sense and makes me ask, what exactly are the Town's priorities?(10)

I'm writing this email because some of you aren't aware that **[a]** FY24 hasn't been closed, **[b]** that there were problems with the Admins to Munis conversion which **[c]** were severe enough to require outside help and extension of software licenses, **[d]** that Town leadership has not been forthcoming about these problems, **[e]** that problems with the conversion may tie back to the untimely firing of the conversion project manager, **[f]** to remind everyone that Finance still remains understaffed while HR remains overstaffed and **[g]** for some inexplicable reason we're still paying an HR project manager more than the Directors of Finance and Human Resources; in fact, we're paying this person as much (or more) than the below positions (please note that none of these positions are in Florida or require taxpayers to pay \$3,300/month in housing to work from the office)(10):

- Salary base-rate **equal to** the Police Chief and Director of Public Works...
- Salary base-rate **greater than** the Deputy Town Manager, CFO, Assistant Town Manager, Broadband Manager, Police Captain, Assistant Fire Chiefs, Directory of Library, Building Commissioner, IT Operations Manager, Recreation Director, Town Engineer, Facilities Manager, Natural Resources Director, etc...(10)

To the Select Board, excluding the footnotes below, this email is under 800 words. I would like it included in SB Correspondence. If the Board has approved any new policies or practices that (might again) restrict my input from being officially considered, then please let me know so I can begin appropriate action.

Sincerely,

Miguel Echavarri

Homeowner – 255 Commonwealth Ave

978-333-0385

Footnotes:

1. Source: 01/13/2025 email (titled "Status Update") from CLA to Anthony Ansaldi. Email available upon request.

2. Source: Town contract and statement of work with CLA. Documents available upon request.
3. Source: 01/02/2025 Public Records Request email from Miguel Echavarri requesting the following, “...reconciliation document(s) that have been reviewed, matched, tied, and reconciled for the data that have migrated from the Admins Unified Community software to the Munis software at the “go-live” date when the Munis software became operational on or about October 30, 2023”. Email available upon request.
4. Source: FY24 and FY25 Admins Software Contracts /CLA Contract and SOW – Documents available upon request.
5. Source FY23 Reconciliation: 01/14/2025 email response to public records request PRR2025-0001 citing, “Please note that there are no “reconciliation documents” for FY23...”. Email available upon request.
6. Source FY24 Reconciliation – Revenue Expenditures: On a 09/29/2023 email from Kerry Lafleur (delivered by the records request) approving a request from Jason Bulger for budget data to be “soft posted” into production. In the email string, Mr. Bulger noted there were problems in the transferred data from Admins and Munis, especially for Funds 3 and 30; he refers to an excel table with approximately 1,610 capital funds that hadn’t been added to Munis. Mr. Bulger represented this would be addressed by 10/06/2023 and that a follow up email confirming completion would be sent. The email wasn’t provided as part of the records request. When specifically asked about it, no responsive documents were delivered. It appears this email was never sent. Refer to link, note that it expires on ~02/13/2025. [\[2023-09-29 17-41\] klafleur@concordma.gov \[FW- FY2024 Original Budget and Revenue a\] 30afc](#)
7. Source: FY24 Reconciliation - Assets-Liabilities-Fund-Balance: Under the release of documents to the records request, documents were not provided regarding Assets-Liabilities-Fund-Balance. This information was specifically requested in a follow-up email and the Town responded, “there are no additional responsive records to this request”. Refer to link for all documents provided under the records request, note that it expires on ~02/13/2025. [PRR2025-0001](#)
8. Source: Records Request: Refer to pdfs of emails with “Munis production” “Review Package” in the subject line within FY18 to FY22 folders. Refer to link, note that it expires on ~02/13/2025 - [PRR2025-0001](#)
9. Source: Emails between Kerry LaFleur and Miguel Echavarri dated 11/15/2024 and 01/13/2025. Emails available upon request
10. Source: Salary tables from HR and prior emails: Much of this has been covered in prior emails, emails and tables available upon request.

From: [Miguel Echavari](#)
To: [finance mail](#); [Mary Hartman](#); [Mark Howell](#); [Wendy Rovelli](#); [cameronmckennitt@gmail.com](#); [Terri Ackerman](#)
Cc: "Kath. Ryan (NBCUniversal)"
Subject: Benchmarking FTEs: Concord vs Danvers | Detailed FTE Tables
Date: Friday, February 7, 2025 11:16:10 AM
Attachments: [image002.png](#)
[image004.png](#)
[image006.png](#)
[image008.png](#)

Dear Select Board and FinCom Members,

I wish to share some **observations** based on salary tables that I received via public records requests submitted to the towns of Concord and Danvers(1). I hope these observations and supporting data may inform the FTE debate and provide insight on where to trim ~\$700K from Concord’s budget.

Caveat: I selected **Danvers** as a benchmark because (like Concord) it has both light and water plants. And while Danvers has a larger population with 28K residents, compared to Concord’s 18K, it has approximately the same number of FTEs; Danvers has 320 while Concord has 316 FTEs(2).

The first notable observation is a **discrepancy** between Concord’s Town Manager’s Office (TMO) and Danvers. Concord has ten FTEs compared to Danvers three(3). At \$1.1M, Concord salaries are 2.5x greater than Danvers. Not shown but notable is that Concord doesn’t adequately fund TMO salaries. For example, in FY25 TMO was budgeted \$780K to cover \$1.1M in salaries(3).

Town Manager’s Office, Concord FTEs & salaries compared to Danvers

FTEs - Concord Town Manager's Office			FTEs - Danvers Town Manager's Office		
<i>Concord Population = ~18K</i>			<i>Danvers Population = ~28K</i>		
<i>Has Electric Light and Water Services</i>			<i>Has Electric Light and Water Services</i>		
Job Title Description	Yearly Salary	FTE	Job Title Description	Yearly Salary	FTE
Town Manager	\$ 237,544	1	Acting Town Manager	\$181,920	1
Deputy Town Manager	\$ 161,890	1			
Assistant Town Manager/ Interim HR Director(2)	\$ 160,555	1	Asst. Town Manager/ Communications Director	\$147,603	1
Sustainability Director	\$ 114,026	1			
Economic Vitality Manager	\$ 104,050	1			
Community Services Coordinator	\$ 99,996	1			
Communications Manager(3)	\$ 96,122	1			
			Procurement Specialist(5)	\$90,030	1
Risk & Compliance Programs Manager	\$ 88,787	1			
Management Specialist	\$ 77,485	1			
Executive Assistant to the Select Board(1)	\$ 81,120	1			
Executive Assistant to the Town Manager(1)	\$ 81,120	1	Executive Secretary to Town Manager	\$90,030	1
Total (4)	\$ 1,142,140	10	Total w/out Procurement Specialist(6)	\$419,552	3
(1) = base rate \$39/hour x 2,080 hours			(5) Procurement in Concord is included in Finance		
(2) Salary and FTE captured by HR, not included in Total			(6) For comparison reasons, Procurement has been excluded from total		
(3) In Danvers this position is part of Asst Town Manager's role					
(4) TMO budgeted FY25 at \$780K, short by ~\$344K					

Another discrepancy is with Concord’s **Human Resources Department**. As with the Town Manager’s Office, this department is far larger than Danvers with 7 versus 3 FTEs. Similar to the TMO, HR salaries are also 2.5x greater than Danvers. Further, Danvers highest paid HR employee is their director who makes \$118K, compare this to Concord which has two employees making over \$160K and \$176K. Why does Concord need two such highly paid staff members within Human Resources? (refer to below chart)

Human Resources, Concord FTEs & salaries compared to Danvers

Concord HR Department			Danvers HR Department		
Job Title Description	Yearly Salary	FTE	Job Title Description	Yearly Salary	FTE
HR Management Specialist/Consultant(1)	\$ 176,800	1.00			
Asst. Town Manager/ Interim HR Director	\$ 160,555	1.00	HR Director	\$ 118,481	1.00
Asst. HR Director	\$ 91,642	1.00	Asst. HR Director(2)	\$ 92,053	1.00
Management Analyst	\$ 83,803	1.00			
Human Resources Generalist	\$ 82,464	1.00			
Human Resources Generalist	\$ 79,258	1.00			
			Benefits Coordinator(3)	\$ 68,221	1.00
Senior Administrative Specialist	\$ 58,963	1.00			
Total	\$ 733,484	7.00	Total	\$ 278,755	3.00
(1) Doesn't include ~\$3,300 available housing allowance or other reimbursements. Is classified as a Full-Time Temp Employee			(2) Recently changed from HR Generalist		
			(3) Position maybe vacant. Position on website and budget book but not in salary table. Salary estimated by taking total department budget of \$278k shown in budget book and subtracting HR Director & assistant director salaries		

A look at the **top ten salaries** in Concord show that an **HR Project Manager** is among the highest paid FTE in Concord. This salary is **on-par** with the Chief of Police and the Director of Public Works. It should be noted that these positions oversee large departments with significant staff, equipment, supplies and responsibilities; the HR project manager isn't even required to work in Massachusetts, the position is based in Florida. Why is it necessary to compensate this position as much as department heads who have greater responsibilities? This seems to defy logic?

Top 10 Salaries in Concord

Concord Job Description	Concord Salary
Town Manager	237,544
Director of CMLP	230,082
Assistant Director of CMLP	180,966
Fire Chief	180,780
Assistant Director of CMLP	177,424
HR Mgt Specialist/Consultant(1)	176,800
Director of Public Works	176,800
Police Chief	176,800
Deputy Town Manager	161,890
Chief Financial Officer	161,760
(1) Doesn't include \$3,300/month housing reimbursement	

I would like to end this letter by **asking** the Town to start re-releasing **detailed** FTE tables that used to be the norm. For example, the FY24 budget book showed 28 active categories for the General Fund going back 10 years. Today, it only releases data on 11 categories and makes no distinction between General and Enterprise Funds. And based on a recent SB meeting, the Town will not provide historical FTE data beyond FY24. Respectfully, this is a significant lowering of the bar and if allowed, severely reduces public transparency which is a creeping problem with Town government(4). **Can** we get the detailed tables and if not, **can** the Town tell us why not and **how** this reduced transparency benefits Town Meeting voters and taxpayers?

Prior FTE Tables as posted by Concord Budget Books

Budget Unit	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24 Proposed
Town Manager's Office	5.48	6.01	5.53	5.53	5.00	5.50	5.50	5.88	6.00	5.00	5.00
Human Resources*	4.00	4.00	4.00	4.07	4.00	4.00	4.00	4.01	5.21	5.28	5.90
Information Systems	3.23	3.25	3.34	3.75	3.75	4.99	5.75	5.75	6.75	7.75	9.00
Town Meeting and Reports	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

To the Select Board. My last letter was withheld from SB Correspondence which unfortunately is not the first time. I would like this one to be included. **If (once again) my request is denied can you explain why?** On a personal

note, this is somewhat embarrassing for a town that's approaching its 250 Anniversary of the Shot Heard Around the World.

**Sincerely,
Miguel Echavarri**

Homeowner – 255 Commonwealth Ave
978-333-0385

Footnotes

1. Requests were for salary tables outputted from the Town's ADP system.
2. FTEs were determined by counting all employees listed as 1.00 in the FTE fields of the ADP salary output tables.
3. The Economic Vitality Manager position may be funded by the Planning Department. If so, why aren't those funds part of the TMO salary budget?
4. The FY24 budget book showed 5 FTEs in the Town Manager's Office when it was (in fact) 7 FTEs. The public wasn't aware the office had grown by two that year. The TMO now stands at 10 FTEs yet the public wasn't fully aware of this growth because the FY25 book was never published.

From: [Massachusetts Municipal Association](#)
To: [finance_mail](#)
Subject: Register Today: Finance Committee Regional Meetings, March 27
Date: Saturday, February 8, 2025 8:00:39 AM

You don't often get email from dbaker@mma.org. [Learn why this is important](#)



Association of Town Finance Committees
Regional Spring Meetings
March 27, 2025
5 - 7 p.m.
Hadley Senior Center
Reading Public Library

Join the ATFC at one of these two regional meetings this spring, both on Thursday, March 27 from 5 - 7 p.m. Both meetings are free, but registration is required. Light refreshments will be served at 5 p.m., the program will begin promptly at 5:30 p.m. Please use the Register link below each event.

Hadley Senior Center. Topic: Capital Planning, Monson Finance Director Jamie Farnum

Developing and implementing a successful capital plan is on every finance committee's to-do list. In this workshop, you'll learn how to develop, implement and maintain a capital plan. Resources that can assist you will be highlighted.

[Register](#)

Reading Public Library. Topic: Creating Town Meeting Efficiency

This session will focus on the finance committee's role in Town Meeting and how to create efficiencies. How does the finance committee make its budget presentation to town meeting? How can your committee improve communication with residents, during Town Meeting and throughout the year?

[Register](#)

Questions: Contact MMA Senior Member Program Coordinator Denise Baker,
dbaker@mma.org



Massachusetts Municipal Association
3 Center Plaza
Suite 610
Boston, MA 02108
(617) 426-7272 | [Email Us](#) | [View our website](#)

[Manage your email preferences](#) or [unsubscribe](#) from all MMA emails.



From: [Paul](#)
To: [Andrea Fountain](#); [Mary Hartman](#); [Mark Howell](#); [Terri Ackerman](#); [Cameron McKennitt](#); [Wendy Rovelli](#); [finance mail](#)
Subject: RE: Slide for Public Comments
Date: Sunday, February 9, 2025 3:02:42 PM

You don't often get email from mac.one@comcast.net. [Learn why this is important](#)

Hi Andrea,

I just want to confirm that my request to have the two slides I submitted last week, in a timely manner, up on the Public Screen is being denied. As far as printing out the slides for the SB and FinCom, they already have them attached to a letter sent last week. I'm asking that the denial of putting my slides up for this Public Meeting be confirmed via email.

Thanks,
Paul Macone

On 02/06/2025 1:37 PM EST Andrea Fountain <afountain@concordma.gov> wrote:

Hi Paul,

I want to follow up on your request and to clarify that the process for Public Comment is reserved for items not on the agenda.

The Select Board values input and comments from the public and wants to ensure your perspective is heard. To best accommodate your request, your slide will be printed and distributed to Select Board members as a handout for their reference. Since this is a budget item, you will have the opportunity to speak for 3 minutes during the FY26 Budget discussion (Agenda Item VII) at approximately 7:25 p.m. At that time, the chair will recognize you, allowing time for you to present your points and discuss the handout.

I would also like to encourage you to share this with the Finance Committee, as they are conducting a detailed review of the budget. This would be a great another occasion to further highlight your perspective during their budget discussions.

Please let me know if you have any questions—I'm happy to help!

Andrea

From: Andrea Fountain
Sent: Thursday, February 6, 2025 9:02 AM
To: Paul <mac.one@comcast.net>
Subject: RE: Slide for Public Comments

Thanks Paul, received.

Andrea

From: Paul <mac.one@comcast.net>
Sent: Thursday, February 6, 2025 9:00 AM
To: Andrea Fountain <afountain@concordma.gov>
Subject: RE: Slide for Public Comments

Hi Andrea,

Thanks for getting back to me. You will find attached 2 slides I want to show during this coming Monday's (Feb 10th) Citizens Comments. Both attached files are of the same slides but I have sent them in Both Power Point and a PDF so you can choose.

Could you please confirm you received this ASAP so I can confirm you have it by noon today.

Thanks!

Paul Macone

33 Grove Street

On 02/05/2025 4:45 PM EST Andrea Fountain
<afountain@concordma.gov> wrote:

Good afternoon Paul,

Thank you for your note. The deadline for submitting any materials for consideration at the Select Board meeting would be the by noon time on the Thursday *before* the following Monday Select Board Meeting. For example, for Monday, Feb 10th Select Board Meeting, the deadline for materials to be received is Thursday, February 6th by noon.

I hope this is helpful,

Thank you,

Andrea

From: Kaari Tari <ktari@concordma.gov>
Sent: Wednesday, February 5, 2025 3:18 PM
To: Paul <mac.one@comcast.net>
Cc: Andrea Fountain <afountain@concordma.gov>; Amanda Moore <amoore@concordma.gov>
Subject: RE: Slide for Public Comments

Hi Paul,

I'm copying Andrea on this reply as I am not involved with Select Board meeting logistics.

Kind regards,

Kaari

Kaari Mai Tari (she/her)

Town Clerk

Records Access Officer

22 Monument Square

Concord, MA 01742

Business Hours

Mon-Thu: 8:30 am – 4:30 pm | Fri: 8:30 am - 12:30 pm | and by appointment

Office email: townclerk@concordma.gov

Website: www.concordma.gov

Office phone: 978-318-3080

[Register to Vote!](#)

April 8, 2025

Annual Town Election

Voter Registration Deadline: March 28th, 5:00pm

June 2, 2025

Annual Town Meeting

Voter Registration Deadline: May 23rd, 5:00pm

From: Paul <mac.one@comcast.net>

Sent: Wednesday, February 5, 2025 11:21 AM

To: Kaari Tari <ktari@concordma.gov>

Subject: Slide for Public Comments

Hi Kaari,

Is it possible to have a slide (I make available) that can be put up on the Zoom screen during the citizens comments (while I make a comment) section at the beginning of a Select Board Meeting? If so, can I submit the slide before noon on Monday (day of the meeting) It would seem to be a simple task.

Thanks!

Paul Macone

From: [Enid Hart Boasberg](#)
To: [finance mail](#); [Mark Howell](#); [Wendy Rovelli](#); [Terri Ackerman](#); [Cameron McKinnett](#); [Kerry Lafleur](#)
Subject: the budget and staff
Date: Monday, February 10, 2025 4:04:02 PM

You don't often get email from harpplayer@comcast.net. [Learn why this is important](#)

Dear Ms LaFleur and Members of the Select Board,

It is my understanding that cuts are needed for the next budget. The Town Manager has proposed cuts to ambulance services among others. I fail to understand suggesting cuts to essential services when our HR department is so top heavy. Why do we have so many HR reps and why is the highest paid rep living in Florida? Apparently, we spend around \$3000 per month when she occasionally stays in Concord. As a former town employee I can tell you I would have loved such a sweet deal!

Please cut the fat, not essential services. I do not expect my tax dollars to go to supporting an unnecessary HR person who doesn't even live in this state.

Best,

-Enid Hart Boasberg



Concord Finance Committee
AGENDA ACTION REQUEST

February 13, 2025

5

Minutes

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

MOVE to approve the Finance Committee minutes for the on January 9, 2025.

Additional Information

Attached are the minutes from the January 9, 2025, meeting for review and potential approval.

Board Action

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

**Town of Concord
Minutes of the January 9, 2025
Meeting of Finance Committee Meeting and
Public Hearing – FY26 Capital Improvement Plan
Hybrid Meeting**

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

Members Absent: Kathy Cuocolo, Quazi Sadruzzaman

Others Attending: Anthony Ansaldi (CFO); Mary Hartman and Terri Ackerman (Select Board), Kerry Lafleur (Town Manager), Julie Viola (Concord-Carlisle Regional High School Committee chair); Dr. Laurie Hunter (Superintendent, on-line), Bob Conry (School Assistant Superintendent – Finance, on-line); Sven Weber (Public Works Commission chair); and members of the public.

Finance Committee Meeting

1: Call to Order of the Finance Committee Meeting at 6:30 p.m. by Chair Eric Dahlberg, who then presented an overview of the meeting.

2: Public Comment: None.

3: Finance Committee’s FY26 Guidelines / discussion of property tax implications: Mr. Ansaldi presented the updated FY26 Financial Forecast and budget projections, which Chair Dahlberg noted is a key input into the property tax impact table. The budget forecast for FY26 predicts \$143.6M in revenues and \$139.8M in expenses (Town Gov’t \$33.7M, Joint Accounts \$29.7M, Schools \$76.5M). Forecasted revenues for FY27-30 are based on an assumed 3½% annual increase. FinCom members questioned the fluctuations and validity of the projected revenues from local receipts, noting a \$1.7M decrease after FY25 and a \$2M discrepancy compared with the previous projection for FY26 that was presented in November 2024. Mr. Ansaldi explained that the decline in Local Receipts is due to lower revenue from MCI Concord and lower interest on Town balances. Members also questioned the line item support for Peabody Middle School carrying costs, as well as the forecasted \$1M budget deficit for FY26 and its expected impact on FY27 property taxes.

Ms Ackerman noted that all three budget entities have agreed to budget within the FinCom guidelines.

Members continued their inquiry; they asked about the need to set aside \$500K each year for the assessor’s overlay account for tax abatements, and they asked for an explanation of the assumptions surrounding the debt service within the levy limit and its tax impacts.

Chair Dahlberg highlighted the need for a FinCom meeting on February 13 to look at the FY26 budget again after it is presented to the Select Board on February 3.

Ms. Lis presented the FY25-29 estimated median residential property tax impact table and noted that the median residential tax bill estimates are \$17,653 for FY25 and \$18,713 is the base figure for FY26.

These figures do not include any additional amounts added through Warrant Articles by Town Meeting – therefore they serve as a base figure or starting point to calculate tax impacts.

Ms. Lis stated that the median residential assessed home value for FY25 is \$1,331,300. She observed that the big impacts to the tax bill are the 2½% levy limit, any reductions in the unused levy capacity, and any changes in the excluded debt and its debt service.

Ms. Lis noted that the unused levy capacity will drop from \$5.7M in FY25 to \$2.8M in FY26. Including the impact of exempt spending, the FY25 tax bill is to increase by 6%. Members discussed components of the table and the merit of including tax impact scenarios in our FinCom Report.

Mr. Kupka noted that as excluded debt is retired the Levy Limit is reduced as excluded debt is treated as a temporary increase in the Levy Limit. Ms Lis noted that the overall level of excluded debt is relatively unchanged, so this will not have a material impact on the Levy Limit.

Mr. Ansaldi said the upcoming digital Town Budget Book will contain a table that shows the debt within the levy and excluded debt which is outside the levy limit. Chair Dahlberg noted that the packet contains a memo with the key assumptions of the draft property tax impact table, which will serve as a starting point for the five-year tax projection. Members asked for more explanation about the change in the levy limit and expected revenues. Vice Chair Wasoff emphasized the use of scenarios to show the financial impact of decisions made at Town Meeting.

4: Minutes: Ms. Briggs moved and Mr. Rodriguez seconded approval of the minutes as presented for the December 16, 2024 Finance Committee meeting and the December 16, 2024 Joint Committee Meeting of Finance Committee, Select Board, and School Committee on FY26 Capital Budget Process. Vote: 10 aye, 0 nay, 2 abstained. Ms. Briggs moved and Ms. Ortner seconded approval of the December 19, 2024 Finance Committee meeting as amended. Vote: 12 aye, 0 nay, 0 abstained.

5: Correspondence: None aside from the documents in the meeting packet.

6: Recap of Action Items / Adjournment of Finance Committee meeting: Chair Dahlberg will schedule the Feb. 13 meeting; Mr. Ansaldi will refine the FY26 budget projections for the Feb. 13 meeting; and Ms. Lis will refine the estimated mean residential property tax impact table. Chair Dahlberg adjourned this meeting at 7:32 p.m. The next FinCom meetings are February 13 and 27, 2025, at 6:30 p.m.

FY26 Capital Improvement Plan

7: Public Hearing: Ms. Ortner moved and Ms. Briggs seconded the motion to open this public hearing on the FY26 Capital Improvement Plan at 7:32 p.m. Vote: 12 Aye, 0 nay, 0 abstained. Chair Dahlberg explained that the public hearing is part of the Town process on capital planning so that FinCom members may hear from the public.

Town projects – Mr. Ansaldi noted that another public hearing will be scheduled for April and that tonight’s presentation is preliminary. He presented his slide deck showing FY26 total capital requests of \$15.3M for 34 projects, including \$2.8M in Tier I projects, \$4.33M in Tier II projects, and \$4.35M in Tier III projects. These projects are requests from the cemetery, engineer, facilities, fire, highway maintenance, library, natural resources, parks & trees, police, resource sustainability, and school departments. He noted this is still in draft form and is prep for the public hearing in April. Mr. Ansaldi

reminded the Committee that the capital plan envisions a \$2M reduction in the roads program request if the Tier III roads Warrant Article passes, which would bring the total \$15M FY26 capital request level to \$13M.

Committee members asked about the levy limit calculation, the forecasted expense level for future years, and the tax impact estimates. Members asked if the capital plans for Tier I and Tier II spending could be reduced by \$1M by eliminating funding for most of the requests which contained a second-level or third-level priority rating (exempting cemetery and school requests). Questions were also raised about the cost of consultants and facilities studies, the \$5M debt stabilization fund, and the upcoming \$25M Tier III Warrant Article for road maintenance and traffic safety. Members voiced support for creating scenarios that estimate the tax impact of various borrowing and debt service costs, including the Roads Article which assumes \$5M borrowing per year for five years.

Concord Public Schools Capital Projects – Dr. Hunter and Mr. Conry discussed the CPS capital plan for \$1.56M, of which \$291.6K is Tier I and \$650K is Tier II. Committee members asked about the new middle school’s source of field irrigation water. Dr. Hunter noted that there is a well. Members also asked about funding the middle school field irrigation using the middle school building committee funds.

Concord-Carlisle Regional High School District – Dr. Hunter, Mr. Conry, and Ms. Viola explained that the Regional FY26 capital plan focus is for the amenities building and planning a future outdoor track facility, Memorial Field turf replacement, HVAC replacement, and capital stabilization fund. They summarized the amenities building options, durable life, funding options, and cost (roughly \$1.3M - \$1.8M). Committee members asked about funding options for the amenities building, including as a warrant article for FY26 Town Meeting, applying for CPC funds from the Town of Carlisle and Concord, private fundraising, and timing on construction bids.

Members of the Finance Committee asked Mr. Ansaldi questions about the prioritization of capital projects, the need for a table to illustrate the tax impact of warrant articles and various scenarios.

Sven Weber briefly spoke to the need for a multi-year program to improve our streets.

Ms Hartman asked if the impact of excluded debt includes the impact of the stabilization funds. Mr Ansaldi noted that it does not.

Ms Viola asked if there is a general philosophy governing when public funds or private fundraising are used for projects. Janet Miller (member of the public) noted that there should be a process so that an entity doesn’t go out to raise funds for a project the Town doesn’t want.

8: Adjournment of Public Hearing: Chair Dahlberg observed that the unified look at capital planning was a good experience. He closed the public hearing and adjourned at 8:35 p.m.

YouTube: Ctrl+Click to follow link: [January 9, 2025 Finance Committee meeting and FY26 Capital Improvement Plan Public Hearing](#)

Meeting Documents Link: [Combined packet for January 9, 2025 FinCom meeting and FY26 Capital Improvement Plan Public Hearing](#)



Concord Finance Committee
AGENDA ACTION REQUEST

February 13, 2025

6

FY26 Budget Update

FY26 Operating Budget Update

Requested by: Chair

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The Concord Finance Committee issued guidelines on December 19, 2024, recommending a 2.85% increase of FY26 for the Town, On Monday, February 11, 2025, the Chief Financial Officer and Town Manager provided an FY26 budget update that meets the guideline, to the Select Board, with the final Town Manager final budget due at the end of February. The CFO will provide the same presentation for the Finance Committee on Thursday, February 13, 2025.

Board Action

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



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Operating Budget Update

Select Board Meeting,
Monday, February 10, 2025



THE TOWN OF
CONCORD
MASSACHUSETTS

Agenda

- Discuss FY26 Operating Budget Update
- Discuss FY26 Operating Budget for Joint Accounts
- Overview of the Town FY26 Budget Calendar
- Review FY26 Departmental Requests



THE TOWN OF
CONCORD
 MASSACHUSETTS

Finance Committee Final Guideline for FY26

Budget Unit	FY26 final guideline for spending subject to guideline, \$	FY26 final guideline, % change YOY versus FY25 approved
Concord Public Schools	\$47,632,091	2.40%
Concord-Carlisle Regional School District	\$23,957,154	3.48%
Town	\$33,678,889	2.85%
Total	\$105,268,135	2.79%

Town

		FY26 vs FY25	Notes:
Town FY25 approved at town meeting	\$ 32,745,639		Operating costs not including Tier 1 capital
Town FY26 request	\$ 34,021,742	3.90%	Operating costs not including Tier 1 capital

FY26 at preliminary guideline target	\$ 33,678,889	2.85%
FY26 net preliminary guidelines for Town vs requested amount	\$ (342,852)	

FY26 Operating Budget Target \$33,678,889



THE TOWN OF
CONCORD
MASSACHUSETTS

Overview of FY26 Town Budget Calendar

- ✓ 9/13/2024 - FY26 Capital Budget Information Sent to Departments
- ✓ 10/31/2024 - FY26 Capital Budget Requests Due from Departments
- ✓ 11/18/2024 - FY26 Operating Budget Information Sent to Departments
- ✓ 12/20/2024 - FY26 Operating Budget Requests Due from Departments
- ✓ 1/9/2025 - Finance Committee Public Forum on Capital Plan
- ✓ 2/3/25 – FY26 Operating Budget Update for Select Board
- ✓ 2/10/25 – FY26 Operating Budget Update for Select Board



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Summary

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
General Government								
		Total: General Government	\$ 6,002,619	\$ 6,263,861	4%	\$ 434,268	\$ 5,829,593	-2.88%
Finance								
		Total: Finance	\$ 2,599,727	\$ 2,729,176	5%	\$ 35,317	\$ 2,693,859	3.62%
Planning & Land Management								
		Total: Planning & Land Management	\$ 2,628,721	\$ 2,463,717	-6%	\$ (124,569)	\$ 2,588,286	-1.54%
Human Services								
		Total: Human Services	\$ 3,488,951	\$ 3,698,610	6%	\$ 58,957.00	\$ 3,639,653	4.32%
Public Safety								
		Total: Public Safety	\$ 12,106,896	\$ 12,759,495	5%	\$ 168,932.00	\$ 12,590,563.00	3.99%
Public Works								
		Total: Public Works	\$ 5,112,219	\$ 5,555,695	9%	\$ 168,760.40	\$ 5,386,934.60	13.64%
Unclassified								
		Total: Unclassified	\$ 806,506	\$ 815,892	1%	\$ (134,108.00)	\$ 950,000	17.79%
Total Town Government								
		Total: Town Government	\$ 32,745,639	\$ 34,286,446	4.49%	\$ 607,557.00	\$ 33,678,889.00	2.85%
							\$ 33,678,889.00	Guidelines
							\$ -	Delta



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Reductions

- FTE Reductions
 - 2.5 FTE
 - Human Resources (1) Temp Services Management Specialist/Consultant
- FTE Staffing Salary Adjustments
- Elimination of all Vehicle Allowances
- Elimination of Overtime for all departments, except Public Safety and Public Works
- Reduction in Fire Department overtime
- Library Impact – Sunday Closure
- Adjusting expense accounts to align with historical spending



THE TOWN OF
CONCORD
MASSACHUSETTS

FY26 Recommendations

- An immediate hiring freeze (pause) and before positions are approved to be posted, they must be presented by the department head to a tripartite panel consisting of the Town Manager, CFO and Asst. TM/HR Director to evaluate necessity and if funding is sustainable.
- Beginning July 1st, the only take-home cars that should be allowed is Public Safety (Police & Fire) and the Director of Public Works. The vehicles that were assigned to these individuals should become “pool” vehicles for use by other departments. This will create a savings in gasoline, electricity, and future capital request for vehicles that we weren’t able to fund this year and will continue to be a challenge for funding in future years.
- Beginning July 1st, we reduce the number of P-Cards that currently are assigned to staff.
- During FY26, evaluate every department to determine if they are staffed appropriately.
- Consider consolidation of services with Concord Public Schools.



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

General Government

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
General Government								
1	A	Town Managers Office	\$ 864,166	\$ 999,501	16%	\$ 187,940	\$ 811,561	-6.09%
	B	Human Resources	\$ 481,562	\$ 660,629	37%	\$ 37,470	\$ 623,159	29.40%
	C	Information Systems	\$ 1,828,904	\$ 1,597,970	-13%	\$ (154,028)	\$ 1,751,998	-4.21%
	D	Town Meetings & Reports	\$ 100,000	\$ 134,100	34%	\$ 12,000	\$ 122,100	22.10%
	E	Facilities Administration	\$ 2,077,139	\$ 2,246,419	8%	\$ 320,926	\$ 1,925,493	-7.30%
	F	Parks & Playgrounds	\$ 110,848	\$ 75,278	-32%	\$ 18,960	\$ 56,318	-49.19%
	G	Resource Sustainability	\$ 140,000	\$ 149,964	7%	\$ 11,000	\$ 138,964	-0.74%
	H	Visitor's Center	\$ -	\$ -	0%	\$ -	\$ -	
	I	Adjustment	\$ -	\$ -	0%	\$ -	\$ -	
		Sub-total:	\$ 5,602,619	\$ 5,863,861	5%	\$ 434,268	\$ 5,429,593	-3.09%
2	A	Legal Services	\$ 400,000	\$ 400,000	0%	\$ -	\$ 400,000	0.00%
		Total: General Government	\$ 6,002,619	\$ 6,263,861	4%	\$ 868,535	\$ 5,829,593	-2.88%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Finance

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Finance								
	3 A	Finance Administration	\$ 756,342	\$ 670,289	-11%	\$ 36,771	\$ 633,518	-16.24%
	B	Treasurer - Collector	\$ 476,700	\$ 509,196	7%	\$ 13,571	\$ 495,625	3.97%
	C	Town Accountant	\$ 392,374	\$ 484,281	23%	\$ (30,168)	\$ 514,449	31.11%
	D	Assessors	\$ 442,730	\$ 494,106	12%	\$ 5,346	\$ 488,760	10.40%
	E	Town Clerk	\$ 457,834.00	\$ 495,628.00	8%	\$ 2,697	\$ 492,931	7.67%
	F	Elections	\$ 60,289	\$ 60,261	0%	\$ 6,000	\$ 54,261	-10.00%
	G	Registrars	\$ 13,458	\$ 15,415	15%	\$ 1,100	\$ 14,315	6.37%
		Total: Finance	\$ 2,599,727	\$ 2,729,176	5%	\$ 35,317	\$ 2,693,859	3.62%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Planning & Land Management

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Planning & Land Management								
4	A	Planning Administration	\$ 631,968	\$ 661,788	5%	\$ (1,993)	\$ 663,781	5.03%
	B	Natural Resources	\$ 456,982.00	\$ 475,997.00	4%	\$ 35,100	\$ 440,897	-3.52%
	C	Inspections	\$ 608,664	\$ 585,385	-4%	\$ 6,456	\$ 578,929	-4.89%
	D	Health	\$ 598,077	\$ 582,603	-3%	\$ 19,140	\$ 563,463	-5.79%
	E	Economic Vitality & Tourism	\$ 329,887	\$ 157,944	-52%	\$ (180,129)	\$ 338,073	2.48%
	F	141 Keyes Road	\$ 3,143	\$ -	-100%	\$ (3,143)	\$ 3,143	0.00%
		Total: Planning & Land Management	\$ 2,628,721	\$ 2,463,717	-6%	\$ (124,569)	\$ 2,588,286	-1.54%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Human Services

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Human Services								
5	A	Library	\$ 2,505,138	\$ 2,684,668	7%	\$ 87,496.00	\$ 2,597,172	3.67%
	B	Senior Services						
		B1. Senior Services	\$ 670,851	\$ 742,132	11%	\$ 40,535.00	\$ 701,597	4.58%
		B2. Harvey Wheeler Community Cent.	\$ 67,277	\$ -	-100%	\$ (72,074.00)	\$ 72,074	7.13%
	C	Recreation Services						
		C1. Recreation	\$ -	\$ -	0%	\$ -	\$ -	
		C2. Hunt Recreation Center	\$ -	\$ -	0%	\$ -	\$ -	
	D	Human Services	\$ 97,738	\$ 103,578	6%	\$ -	\$ 103,578	5.98%
	E	Veteran's Services	\$ 84,525	\$ 95,082	12%	\$ -	\$ 95,082	12.49%
	F	Ceremonies & Celebrations	\$ 63,422	\$ 73,150	15%	\$ 3,000.00	\$ 70,150	10.61%
		Total: Human Services	\$ 3,488,951	\$ 3,698,610	6%	\$ 58,957.00	\$ 3,639,653	4.32%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Public Safety

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Public Safety								
6	A	Police Department	\$ 5,232,210	\$ 5,717,143	9%	\$ 28,650.00	\$ 5,688,493	8.72%
	B	Animal Control Office	\$ 29,393	\$ 31,100	6%	\$ 200.00	\$ 30,900	5.13%
	C	Police - Fire Station	\$ 40,406	\$ -	-100%	\$ (52,918.00)	\$ 52,918	30.97%
	D	Fire Department	\$ 6,789,002	\$ 6,996,552	3%	\$ 180,400.00	\$ 6,816,152	0.40%
	E	Emergency Management	\$ 14,194	\$ 14,700	4%	\$ 12,600.00	\$ 2,100	-85.21%
	F	West Concord Fire Station	\$ 1,691	\$ -		\$ -	\$ -	-100.00%
		Total: Public Safety	\$ 12,106,896	\$ 12,759,495	5%	\$ 168,932.00	\$ 12,590,563.00	3.99%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Public Works

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Public Works								
	7 A	Public Works Admin	\$ 458,696	\$ 519,252	13%	\$ 25,500.00	\$ 493,752	7.64%
	B	Engineering	\$ 693,132	\$ 777,094	12%	\$ 79,551.00	\$ 697,543	0.64%
	C	Highway Administration	\$ 2,031,753	\$ 2,092,871	3%	\$ 20,596.00	\$ 2,072,275	1.99%
	D	Winter Maintenance	\$ 655,500	\$ 655,500	0%	\$ -	\$ 655,500	0.00%
	E	Parks & Trees	\$ 873,271	\$ 1,062,067	22%	\$ 59,511.00	\$ 1,002,556	14.80%
	F	Cemetery	\$ 282,838	\$ 398,691	41%	\$ -	\$ 398,691	40.96%
	G	133/135 Keyes Rd	\$ 75,000	\$ -		\$ (10,424.00)	\$ 10,424	-86.10%
	H	Street Lighting	\$ 42,029	\$ 50,220	19%	\$ (5,973.60)	\$ 56,194	33.70%
		Total: Public Works	\$ 5,112,219	\$ 5,555,695	9%	\$ 168,760.40	\$ 5,386,934.60	13.64%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Update

Unclassified

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
Unclassified								
8		Employee Wellness	\$ 25,000				\$ -	
	A	Unused Sick Leave	\$ -				\$ -	
	B	Public Safety Disability	\$ -				\$ -	
	C	Employee Assistance Program	\$ -				\$ -	
		Sub-total:	\$ 25,000	\$ -			\$ -	
9		Reserve Fund	\$ 200,000	\$ 200,000	0%	\$ (50,000.00)	\$ 250,000	25%
10		Salary Reserve Fund	\$ 581,506	\$ 615,892	6%	\$ (84,108.00)	\$ 700,000	20%
11		Land Fund	\$ -	\$ -	0%		\$ -	
		Total: Unclassified	\$ 806,506	\$ 815,892	1%	\$ (134,108.00)	\$ 950,000	17.79%



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating Budget Summary

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change	Reductions	Recommended FY26 Budget	FY25-26 % Change
General Government								
		Total: General Government	\$ 6,002,619	\$ 6,263,861	4%	\$ 434,268	\$ 5,829,593	-2.88%
Finance								
		Total: Finance	\$ 2,599,727	\$ 2,729,176	5%	\$ 35,317	\$ 2,693,859	3.62%
Planning & Land Management								
		Total: Planning & Land Management	\$ 2,628,721	\$ 2,463,717	-6%	\$ (124,569)	\$ 2,588,286	-1.54%
Human Services								
		Total: Human Services	\$ 3,488,951	\$ 3,698,610	6%	\$ 58,957.00	\$ 3,639,653	4.32%
Public Safety								
		Total: Public Safety	\$ 12,106,896	\$ 12,759,495	5%	\$ 168,932.00	\$ 12,590,563.00	3.99%
Public Works								
		Total: Public Works	\$ 5,112,219	\$ 5,555,695	9%	\$ 168,760.40	\$ 5,386,934.60	13.64%
Unclassified								
		Total: Unclassified	\$ 806,506	\$ 815,892	1%	\$ (134,108.00)	\$ 950,000	17.79%
Total Town Government								
		Total: Town Government	\$ 32,745,639	\$ 34,286,446	4.49%	\$ 607,557.00	\$ 33,678,889.00	2.85%
							\$ 33,678,889.00	Guidelines
							\$ -	Delta



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY26 Operating – Joint Accounts

Line No.	Item No.	Department	FY25	FY26	FY25-26 % Change
Joint Accounts (Town - Concord Public Schools)					
12	A	Group Insurance	\$ 8,000,000	\$ 9,405,564	17.57%
	B	Property/ Liability Insurance	\$ 539,412	\$ 617,087	14.40%
	C	Unemployment	\$ 140,760	\$ 143,575	2.00%
	D	Worker's Compensation	\$ 176,149	\$ 193,764	10.00%
	E	Social Security & Medicare	\$ 1,028,735	\$ 905,172	-12.01%
		sub-total:	\$ 9,885,056	\$ 11,265,162	
13	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ -	
	B	Retirement Assessment, Pension Rese	\$ 1,650,000	\$ 1,650,000	0.00%
		sub-total:	\$ 5,999,746	\$ 1,650,000	
14	A	Debt Service, Within Levy Limit			
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,533,436	26.75%
		A2. CPS, Principal & Interest	\$ 806,651	\$ 904,470	12.13%
		A3. Interest on Short-Term Notes	\$ 70,000	\$ -	-100.00%
		sub-total:	\$ 4,453,350	\$ 5,437,906	
	B	Debt Service, Excluded from Levy Limit			
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294	-2.80%
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 7,670,889	22.01%
		B3. Interest on Short-Term Notes	\$ -	\$ -	
		sub-total:	\$ 6,590,674	\$ 7,966,183	
		total: Joint Accounts	\$ 26,928,826	\$ 26,319,251	
				\$ 32,511,099	



THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Government FTE Count

Town Government FTE Count									
			FY24'	FY25'	FY25 vs FY24	FY26 Request	FY26 vs FY25	FY26 Budget Rec.	FY26 Rec. vs FY25
General Government									
1	A	Town Managers Office	5.00	7.00	2.00	7.00	0.00		
	B	Human Resources	5.90	6.00	0.10	6.00	0.00		
	C	Information Systems	9.00	9.70	0.70	8.00	-1.70		
	D	Town Meetings & Reports	0.00	0.00	0.00	0.00	0.00		
	G	Resource Sustainability	1.00	1.00	0.00	1.00	0.00		
	H	Visitor's Center	0.00	0.00	0.00	0.00	0.00		
	E	Economic Vitality & Tourism	3.18	2.00	-1.18	2.00	0.00		
Total: General Government			24.08	25.70	1.62	24.00	-1.70	21.75	-3.95
Finance									
3	A	Finance Administration	6.00	5.00	-1.00	5.00	0.00		
	B	Treasurer - Collector	4.00	4.00	0.00	4.00	0.00		
	C	Town Accountant	3.00	4.00	1.00	4.00	0.00		
	D	Assessors	4.38	4.38	0.00	4.38	0.00		
	E	Town Clerk	5.52	5.00	-0.52	5.00	0.00		
	F	Elections	0.98	0.00	-0.98	0.00	0.00		
	G	Registrars	0.00	0.00	0.00	0.00	0.00		
Total: Finance			23.88	22.38	-1.50	22.38	0.00	22.38	0.00



THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Government FTE Count

Town Government FTE Count									
Planning & Land Management									
4	A	Planning Administration	6.00	6.00	0.00	6.50	0.50		
	B	Natural Resources	5.41	4.00	-1.41	4.00	0.00		
	C	Inspections	6.51	5.75	-0.76	5.75	0.00		
	D	Health	5.00	5.00	0.00	5.00	0.00		
		Total: Planning & Land Management	22.92	20.75	-2.17	21.25	0.50	20.75	0.00
Human Services									
5	A	Library	31.38	31.38	0.00	31.38	31.38		
	B	Senior Services							
		B1. Senior Services	10.86	9.86	-1.00	8.86	-1.00		
		B2. Harvey Wheeler Community Cent.	1.00	1.00	0.00	1.00	0.00		
	C	Human Services	1.00	1.00	0.00	2.00	1.00		
	D	Veteran's Services	0.46	0.46	0.00	0.46	0.00		
	E	Ceremonies & Celebrations	0.00	0.00	0.00	0.00	0.00		
		Total: Human Services	44.70	43.70	-1.00	43.70	0.00	43.95	0.25



THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Government FTE Count

Town Government FTE Count									
Public Safety									
6	A	Police Department	49.03	49.03	0.00	49.03	0.00		
	B	Animal Control Office	0.00	0.00	0.00	0.00	0.00		
	C	Fire Department	50.04	50.04	0.00	50.04	0.00		
		Total: Public Safety	99.07	99.07	0.00	99.07	0.00	99.07	0.00
Public Works									
7	A	Public Works Admin	4.00	5.00	1.00	5.00	0.00		
	B	Engineering	6.23	6.00	-0.23	6.00	0.00		
	C	Highway Administration	12.80	19.00	6.20	19.00	0.00		
	D	Winter Maintenance	1.72	0.00	-1.72	0.00	0.00		
	E	Parks & Trees	7.84	8.00	0.16	8.00	0.00		
	F	Cemetery	2.24	2.00	-0.24	2.00	0.00		
	G	Street Lighting	0.00	0.00	0.00	0.00	0.00		
	E	Facilities Administration	9.00	8.00	-1.00	9.00	1.00		
	F	Parks & Playgrounds	2.00	2.00	0.00	0.00	-2.00		
		Total: Public Works	45.83	50.00	4.17	49.00	-1.00	49.00	-1.00
		Total: Town Gov't	260.48	261.60	1.12	259.40	-2.20	256.90	-4.70
								net:	-2.50



THE TOWN OF
CONCORD
 MASSACHUSETTS

Town Government FTE Count

Town Government FTE Count							
Town Government, FTE Count							
	FY24'	FY25'	FY25 vs FY24	FY26 Request	FY26 vs FY25	FY26 Budget Rec.	FY26 Rec. vs FY25
Internal Service, FTE:	42.28	42.58	0.30	40.88	-1.70	39.13	-3.45
External Service, FTE:	<u>218.20</u>	<u>219.02</u>	<u>0.82</u>	<u>218.52</u>	<u>-0.50</u>	<u>217.77</u>	<u>-1.25</u>
Total: FTE	260.48	261.60	1.12	259.40	-2.20	256.90	-4.70



THE TOWN OF
CONCORD
MASSACHUSETTS

Thank you!

Questions?



Concord Finance Committee
AGENDA ACTION REQUEST

February 13, 2025

7

2025 Annual Town Meeting

Discuss Finance Committee Sponsored Articles

Requested by: Chief Financial Officer

Action Sought: Seek Approval

Proposed Motion(s)

Discussion Dependent

Additional Information

The Chief Financial Officer is seeking guidance on whether the Finance Committee wants to sponsor the following warrant articles:

- Creation of a Debt Stabilization Fund, funded from free cash
- Creation of a Capital Stabilization Fund, funded from free cash
- Fund the General Stabilization Fund with funds from free cash
- Withdraw Funds from the Middle School Stabilization to offset excluded debt

Board Action

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

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Highly Recommended: Financial Reserves

Importance of building financial reserves using sound formal policies governing their funding, use and replenishment.

Author: Financial Management Resource Bureau

The DLS [Financial Management Resource Bureau \(/financial-management-resource-bureau\)](#) (formerly the Technical Assistance Bureau) has offered financial management advice to municipalities across the state for over 30 years. To share this guidance more broadly, we thought it would be helpful to highlight some of our more useful, timely, or interesting recommendations for the benefit of City & Town readers.

Cities and towns should manage reserves based on sound formal policies governing their funding, use, and replenishment. Over the last two years, communities have followed conservative budgeting practices,

delayed capital investment, and seen an influx of federal assistance which has resulted in historically high reserve levels. Therefore, as we enter this next season of municipal budgeting and financial planning, and with anticipation gaining for an economic downturn, it is more important than ever for local officials to review and update their strategy on building and expending reserves.

When well-planned, a community can use its reserves to protect from the usual unevenness in revenue and expenditure patterns that occur with changes in economic conditions, finance emergencies and other unforeseen needs, accrue money for specific future purposes, or in limited instances, serve as revenue sources for the annual budget. It is important that communities maintain financial flexibility to ensure they are in a position to react and respond to financial challenges without incurring significant financial stress. In all cases, reserves should be used to fund unanticipated or one-time costs rather than to regularly fund operating expenses unless provisions are made to replenish the reserves. The following reserve types are available to communities to support financial stability.

- Annual Reserve Funds – Cities, under [M.G.L. c. 40, §5A](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter40/Section5A) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter40/Section5A>) and towns provided by [M.G.L. c. 40, §6](https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter40/Section6) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter40/Section6>) establish reserve funds appropriated as part of the annual budget, to provide for extraordinary or unforeseen expenditures. The purpose of this reserve is to meet unexpected increases in departmental operational costs, such as legal fees, major equipment repairs, and unanticipated increases in service costs. The amount of appropriation reflects a financial management decision. During difficult economic periods, a higher reserve can meet the expectation of more frequent transfer requests from departments that struggle with lean budgets. During periods of revenue growth when departments are given more spending latitude, the likelihood of fewer requests justifies a lower reserve balance. Given the diverse range of financial conditions among communities, there is no consensus best practice on an appropriate reserve

fund size, either in absolute dollars or as a percentage of the total budget. Historical practice can serve as a guide if reserve fund transfers have been tightly managed under consistent rules.

- General Stabilization Funds – Communities establish general stabilization funds ([M.G.L. c. 40, §5B](#) (<https://malegislature.gov/Laws/GeneralLaws/PartI/TitleVII/Chapter40/Section5B>)) as reserve accounts to provide emergency funds for use in a major or significant event, such as natural disaster, an uninsured loss, damage to a capital asset, or prolonged decrease in revenue. Although a general stabilization fund may be appropriated for any lawful purpose, withdrawals should be limited to mitigating emergencies or other unanticipated events that cannot be supported by current general fund appropriations. A community's target balance for a general stabilization fund varies by budget, experience, and other available reserves. A recommended goal is typically in the five to seven percent of the current operating budget range.
- Special Purpose Stabilization Funds – A community can create special purpose stabilization funds and designate specific allowable expenses. The most common special purpose stabilization fund is for funding capital related project, equipment, and maintenance. Other special purpose funds include vehicle replacement, technology upgrades, and road maintenance. Target balances should be defined based on the specific purpose and expenditures; however, these reserves may be supported by dedicating a particular fee, charge, or other receipt to provide a consistent funding source. More information on [stabilization funds](#) (<https://dlsgateway.dor.state.ma.us/gateway/DLSPublic/IgrMaintenance/Index/811>) can be found via the link.
- Free Cash – Free cash is the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the prior year, or simply the available fund balance in the general fund as of June 30. Because free cash is based on the annual financial operations as certified by the Bureau of Accounts, the amount of certified free cash cannot be known with certainty during the fiscal year. Therefore, we recommend that as much as practicable, communities limit their use of free cash to funding one-time expenditures (e.g., capital projects, snow and ice deficits, or emergencies), or use it to

fund other reserves. Further, we recommend defining a target balance for free cash certification as a percentage of the general fund budget, such as five to seven percent, and striving to keep a targeted year-end unappropriated free cash balance to fund the next certification.

- Other Continuing Balance Accounts – State statute allows communities to establish accounts that protect against financial consequences of certain risks and liabilities. These include the account for allowance for abatements and exemptions, known as the overlay, and accounts for future expenses for unemployment compensation, workers' compensation, compensated absences, and retirement. These accounts are not closed at the end of the fiscal year and should be funded and routinely monitored to ensure that the reserves are adequate but not overfunded.

We consistently recommend that communities review and update all financial policies at the beginning of the budget season. Specifically to reserve funds, confirm the policies:

- Establish target balances for the stabilization fund, annual free cash, and other reserves, either as a total dollar amount or as a percentage of the annual budget. It will set a schedule of annual appropriations (e.g., to stabilization) or limitations on use (e.g., of free cash) designed to gradually reach and sustain the target balances over time.
- Direct the use of all or portions of free cash as a funding source for stabilization or as an outlay for one-time capital projects. It can also direct the use of revenue from a specific, recurring income source (e.g., rental income) for a special purpose stabilization fund.
- Restrict the use of unexpected, nonrecurring revenue, or surplus revenue, to one-time costs.
- Restrict the use of stabilization funds to nonrecurring expenditures and only in amounts above a certain dollar threshold. Set similar guidelines on the use of free cash.
- Measure performance to policy statements and determine remedies for noncompliance.

More information on reserve funds and financial planning can be found on our website in [Municipal Finance Best Practices Training and Resources webpage](#) (/info-details/municipal-finance-best-practices-training-and-resources).

Helpful Resources

[Municipal Finance Training and Resource Center](#)

(/municipal-finance-training-and-resource-center)

[City & Town Data Visualizations & Reports](#)

(/info-details/division-of-local-services-municipal-databank)

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For any municipality criticized for operating in perpetual crisis mode, allowing municipal assets to deteriorate, or being generally shortsighted, special purpose stabilization funds can provide an effective planning tool. Under [M.G.L. c. 40 § 5B](#), a city or town can create multiple stabilization funds and assign a different purpose to each. The community may also take advantage of a unique funding source available under [M.G.L. c. 59, § 21C\(g\)](#).

An example of a special purpose stabilization fund would be one created to supplement state reimbursements received under Chapter 90 to cover the costs of an ongoing street improvement program. A fund established solely to pay for building repair and maintenance would be another. A city or town might set up a fund to finance a vehicle replacement program. In this example, a community anticipating the need to purchase a \$400,000 fire truck in five years could reserve \$80,000 a year in such a fund and retain the interest earned.

A special purpose stabilization fund helps a community to:

- Think long term. Any program to replace vehicles, maintain buildings, or improve roads requires ongoing evaluation of the assets, management of a repair/replace schedule, and calculations of long-term projected costs.
- Save money. If a community purchases a \$400,000 fire truck by borrowing over 15 years instead of paying cash in full, interest payments could add about \$150,000 to the total cost, depending on rates. Even if this represents a nominal impact on the tax rate, the community can instead achieve a savings or expend the money elsewhere.
- Manage debt. A plan to accumulate cash over time and pay outright for a moderate-range capital expenditures helps preserve debt capacity for major, higher-dollar purchases or projects. An approach that balances debt with pay-as-you-go practices and protects against unforeseen costs is viewed in a positive light by credit rating agencies.
- Build resident confidence in government. Special purpose stabilization funds directly address resident concerns and provide assurance that money appropriated for a particular purpose will be used for that purpose and not be diverted.

The creation of a special purpose stabilization fund requires a two-thirds vote of a city or town council, town meeting, or district prudential (or similar) committee, and this vote must clearly define the purpose of the fund being established. As with a general stabilization fund, a city or town council, district committee, or town meeting may appropriate into a special stabilization fund by majority vote and may appropriate out of one by two-thirds vote.

There are three options for building up the balance in special purpose stabilization fund. One is as a traditional appropriation, presented either as a budget line item or in a separate article and sourced from within the levy or from other general fund revenues, such as a transfer of funds from another account. The second funding option is a unique type of Proposition 2½ override. Like a general override, additional tax revenue can be raised year after year without a communitywide ballot question beyond the year of inception. For this kind of override, however, the addition to the levy limit can be discontinued in a future year. Third, any fee, charge or other receipt may be dedicated to a stabilization fund, except locally assessed taxes, excises and property tax surcharges, or revenues reserved by law for a particular purpose, such as betterments that are dedicated to pay debt services.

In each succeeding year after a community has approved a stabilization fund override, the select board, city council or town council can continue the additional tax earmarked for the fund or may lower it, defer it, or resume a prior deferral solely through an annual two-thirds “appropriation” vote. The additional tax that can be appropriated for any year is limited to 102.5 percent of the amount when it was last appropriated.

For example, in FY2017, residents approve a \$100,000 override for a special purpose stabilization fund and town meeting appropriates that amount. In FY2018, \$102,500 (1.025 x \$100,000) is available for "appropriation" and that entire amount is "appropriated." For FY2019, \$105,062 is available (1.025 x \$102,500), but only \$80,000 is "appropriated." The amount available in FY2020 now becomes \$82,000 (1.025 x \$80,000), but the select board choose to make no appropriation. The amount available in FY2021 is \$82,000 (1.025 x last appropriation made, which was \$80,000 in FY2016).

Building up stabilization balances through an override unquestionably involves an increase to the tax levy but, as important, the creation of a special purpose stabilization fund provide a means for a municipality to respond to resident concerns about a lack of long-term planning. If considered thoughtfully and implemented prudently, these funds offer strategic mechanisms to help plan for future costs. Ultimately, they are most effective as a revenue source for anticipated expenditures, similar to a savings account. They work best when used to build moderate balances and pay midlevel expenditures the community will eventually need to make, like building maintenance, road repairs, and vehicle purchases.

For more information, please see the Information Guideline Release [2017-20 Stabilization Funds](#)



Concord Finance Committee
AGENDA ACTION REQUEST

February 13, 2025

8

FY26 Budget Update

FY26 CPS & CCRSD Operating Budget Update

Requested by: Chair

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The Concord Finance Committee issued guidelines on December 19, 2024, recommending a 2.40% increase of FY26 for Concord Public Schools and 3.48% for Concord-Carlisle Regional School District.

Board Action

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

FY26 CPS SUPERINTENDENT'S RECOMMENDED BUDGET

January 7, 2025

Presentation to Concord School Committee

Budget Process Overview

ZERO BASED BUDGETS

- Build from ground up, re-evaluate each line item each year
- Built by principals / administrators

Town Budget Process

- “Guidelines” established by Town of Concord, communication with Carlisle



PRELIMINARY FY26 BUDGET + OPEN HEARING (FEBRUARY 2025)

Present to School Committee, and share with Town officials

Feedback loop

- Town officials
- SCOM

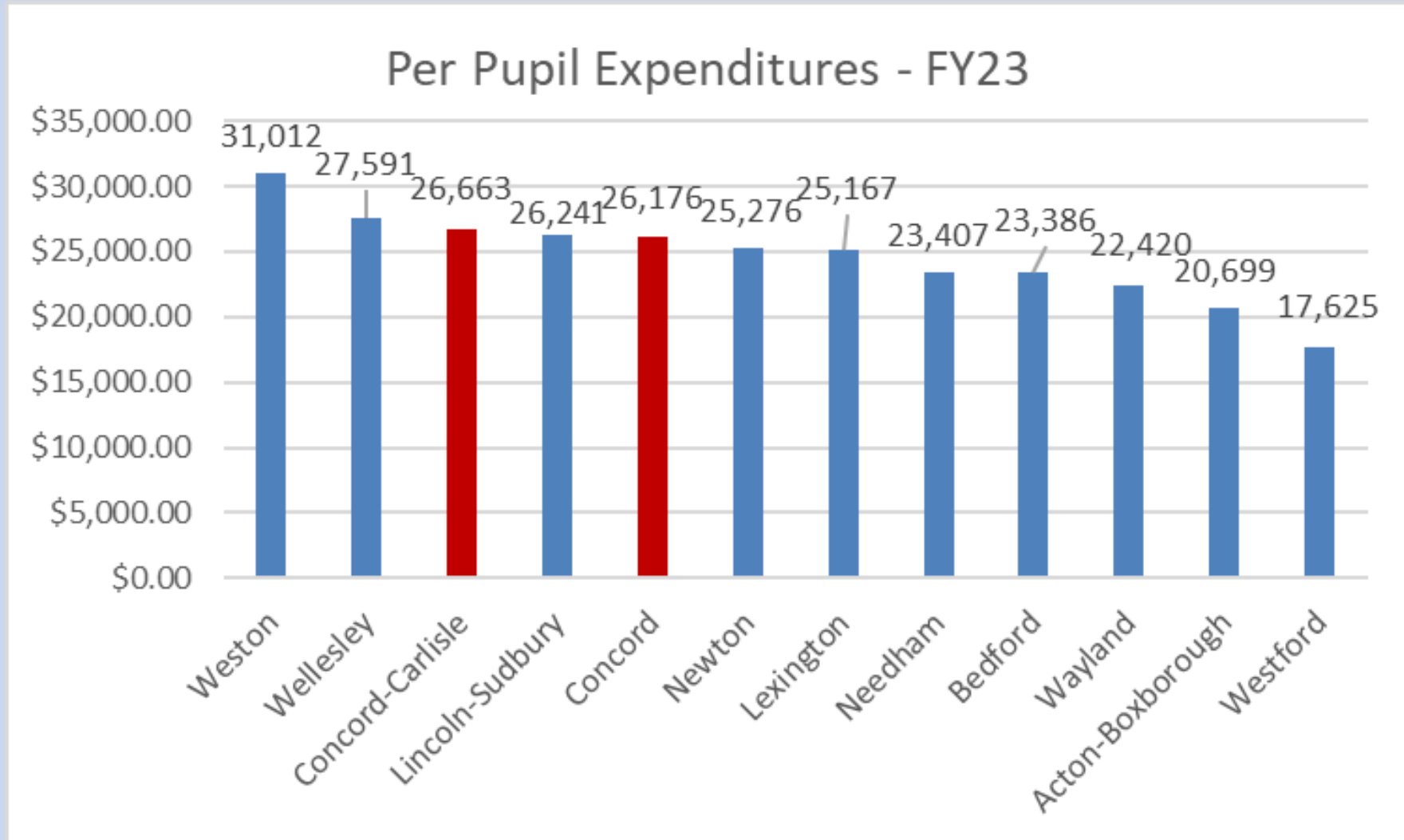
Review & Revise

New information (Jan)

- State Aid (Ch. 70, et al)
- Expense/service changes

REVISED FY26 BUDGET (AS NEEDED)

Per Pupil Expenditure Data – FY23



Budget Objectives

- Maintain existing programs and supports to students
- Support Strategic Plan initiatives
- Meet legal mandates for special education, and homelessness, and other requirements
- Balance school/student needs with fiscal capacity of the Town of Concord

Budget Planning Assumptions

- Successfully transitioned into the new Concord Middle School
- CMS consolidation savings of \$576K factored into the FY26 budget
- Cost for Peabody and Sanborn are not part of the FY26 budget, as Sanborn is being demolished, and Peabody will be ceded to the Town
- Level service budgets, while meeting legal mandates
- Homeless transportation costs not budgeted, will seek to have town designate and appropriate receipts from state for homeless transportation to the school district (similar to FY25).
- Anticipate the state phasing out of Concord homeless shelter over next 18 months, with grant funding remaining available to offset costs through FY26 for shelter students attending CPS schools.

FY26 CPS BUDGET SUMMARY - BY DESE FUNCTION

Expense Category	FY25 Adopted Budget (*)	FY26 Proposed Budget	\$ Difference	% Difference
District Administration	1,764,568	1,901,341	136,773	7.8%
Teaching & Instructional Support	36,997,241	37,705,006	707,765	1.9%
Other School Services	3,290,871	3,412,901	122,030	3.7%
Maintenance	3,686,528	3,775,513	88,985	2.4%
Fixed Charges	226,216	278,237	52,020	23.0%
Community Services	108,023	111,264	3,241	3.0%
Fixed Assets	330,500	346,000	15,500	4.7%
Programs with Other Districts	111,766	101,772	(9,994)	-8.9%
Grand Total	46,515,714	47,632,034	1,116,321	2.40%

** Note - FY25 Adopted Budget excludes funds appropriated and added to FY25 budget for homeless transportation reimbursement (~\$76K)*

FY26 CPS BUDGET – FTE SUMMARY

School	FY25 FTE	FY26 FTE	Diff.
Preschool	20.36	20.56	0.20
Alcott	69.36	70.46	1.10
Thoreau	84.23	85.23	1.00
Willard	68.35	64.03	(4.32)
CMS	116.92	112.02	(4.90)
Administration / Operations	72.14	71.49	(0.65)
Total	431.36	423.79	(7.57)

*Note: Above figures do not include grant funded FTEs (approximately 14 FTEs in both FY25 and FY26)
 - Positions funded by State Homeless Grant, Metco grant and Title I grant*

FTE Summary of Changes

- Preschool – 0.20 FTE increase for O/T staff
- Alcott – Add 1.0 FTE for classroom teacher, -1.0 FTE kindergarten teacher, + 0.6 FTE SLP, -0.5 FTE special education aide, + 1.0 FTE special education teacher realized in FY25 (offset at Thoreau)
- Thoreau – Increase of 1.5 FTE SPED Aides, 0.5 FTE Adjustment Counselor, offset by decrease of 1.0 FTE SPED teacher (realized in FY25)
- Willard – Due to reduction of SPED aides, partly realized in FY24, FY25
- CMS – Consolidation reduction of 6.9 FTE, partially offset by increase of 2.0 FTE instructional aides (following students from elementary-CMS).

Key Drivers – by DESE 1000 FUNCTION

District Administration (1000)

- **Increase of \$138K (7.8%) over FY25 Budget**
- \$71.6K salary increases
- \$52.9K increase in software costs
 - \$18.6K for Tyler Tech accounting software conversion to cloud based product hosted by vendor, to enhance cybersecurity
 - Panorama \$12K, previously covered by grant funds
 - Google Education Plus subscription \$9.4K
 - Remainder price increases on existing subscriptions

Key Drivers – by DESE 1000 FUNCTION

Teaching & Instructional Support (2000)

- **\$708K, 1.9% increase over FY25 Budget**
 - Teacher Salaries increased by \$1.231M (4.6%)
 - Includes 3.0% COLA, plus step and lane increases
 - Non-teacher salaries increased by \$169K (2.1%)

Offset by:

- CMS consolidation savings of (\$576K), budgeted in “Contingency” salary line
- Supplies and materials decreased (\$72K), or (4.7%)
- Contract services decreased (\$42K) or (7.8%)

Key Drivers – by DESE 1000 FUNCTION

Other School Services (3000)

- **Increase of \$122K (3.7%) over FY25 Budget**
- Special Education transportation increased by \$67K vs. FY25 budget
 - Includes CASE transportation assessment and parent reimbursements
- Remainder is primarily regular ed transportation COLA and inflationary increases (wages, contractual services, parts, fuel)

Key Drivers – by DESE 1000 FUNCTION

Maintenance and Operations (4000)

- **Increase of \$89K (2.7%) over FY25 Budget**
- \$62K increase in IT Networking Services primarily due to the addition of threat detection software, plus increases in support contracts for network, wireless, and telephone infrastructure
- \$38K contractual wage increases for Building Service and Maintenance staff
- \$40K increase in trash/recycling costs, to align with FY24 actuals
- Partially offset by (\$91K) decrease in utilities costs (CMS consolidation savings)

Key Drivers – by DESE 1000 FUNCTION

Fixed Charges (5000)

- **Increase of \$52K (23%) over FY25 Budget**
- Due to insurance premium increases for property, liability and vehicle coverage; aligned with FY25 actuals, plus inflationary rate increase

Key Drivers – by DESE 1000 FUNCTION

Fixed Assets (7000)

- **Increase of \$16K (4.7%) over FY25 Budget**
- Increased funding for replacement equipment / furniture by \$15K
 - To be allocated amongst elementary schools based on identified needs

Key Drivers – by DESE 1000 FUNCTION

Out of District Tuitions (9000)

- **\$10K decrease from FY25 Budget (net)**
 - Gross tuition costs for special education, prior to offsets, decreased from \$1.472M to \$1.452M, equating to (\$20K) decrease
 - Budget offsets from Circuit-breaker and IDEA grant decreased by \$10K
 - Circuit-breaker decrease from (\$840,000) to (\$830,000)
 - IDEA offset level with FY25 at (\$520,000)

Salaries / Non-Salary accounts Breakout

Expense Category	FY25 Adopted Budget	FY26 Proposed Budget	\$ Difference	% Difference
Salary Accounts	39,978,910	40,943,724	964,814	2.4%
Non-Salary Accounts	6,536,804	6,688,310	151,507	2.3%
Total	46,515,714	47,632,034	1,116,321	2.4%

Concord Middle School - Transition

- Consolidating savings of \$576,000 from moving to the new Ellen Garrison Building at Concord Middle School are factored into the FY26 budget
- Electricity costs for new CMS projected based on guidance from SMMA
- Wastewater treatment facility contract services are factored into the budget for the full year in FY26; some offsetting savings in maintenance costs are anticipated from moving out of two old buildings and also factored in
- No costs for Sanborn or Peabody are factored into the FY26 budget.

Supporting Homeless Students – Financial update

Educational program funding

- Estimated FY25 grant funding of ~\$600K
- Expected extension of grant program beyond 12/31/24

Homeless transportation (travel to home district)

- Homeless transportation costs for FY25 have increased significantly and are currently projected at \$254,000
 - Unbudgeted, separate mechanism to fund these costs, albeit on a lag basis

*(see two slides in reference section on how these funds are being appropriated to the schools, **it is critical that this process continues**)*

Homeless Grants– Use of Funds

- Family / Shelter Liaison (1.0 FTE split across CPS and CCRSD)
- Special Education Instructional Aide – Alcott (1.0 FTE)
- Adjustment Counselor - Willard (1.0 FTE)
- ELL Teacher – Willard (1.0 FTE)
- Instructional Aides – Willard (8.0 FTE)
- Summer school programming
- Contract services, trauma based support and prof. development

Additional Items for Town Meeting

1. Request the creation of a Non-Resident Tuition revolving fund

- The same as the fund created for the regional school district
- For municipal school districts, requires Town Meeting approval to establish the fund
- Students may be tuitioned in to Concord Public School special education programs, for a fee, if our programs have capacity and it is mutually beneficial to our district, the student, and the sending district

Additional Items for Town Meeting

2. Request the creation of a Facilities Rental revolving fund

- The same as the fund created for the regional school district
- For municipal school districts, requires Town Meeting approval to establish the fund
- Will enable CPS to offset costs associated with building usage
 - Electricity, heat, maintenance
- Revenues for rentals currently going to the Town of Concord as general fund revenue

Additional Items for Town Meeting

3. Declare Peabody building surplus to requirements of school district

- Specific warrant language to be provided by Legal Counsel
- School Committee vote required
- Town Meeting approval required

QUESTIONS ?

REFERENCE SLIDES

The next two slides show how the
FY25 CPS Budget was voted at 2024
Town Meeting

(1st slide is the core budget)
(2nd slide is the supplement for
homeless transportation)

ARTICLE 23: CONCORD PUBLIC SCHOOLS BUDGET

Ms. Anderson moves that the Town appropriate the sum of \$46,515,714 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2025; and that the same be expended only for such purposes and under the direction of the Concord School Committee....

Department	FY2023 Adopted	FY2024 Adopted	FY25 SC Vote 01/23/2024
CPS Budget	\$43,010,486	\$45,047,176	\$46,515,714

ARTICLE 23: CONCORD PUBLIC SCHOOLS BUDGET

Motion - continued

...and further that an additional sum of **\$76,308** be transferred from Free Cash, said sum representing the specific amount received by the Town , on behalf of Concord Public Schools, through the Commonwealth's School of Origin Transportation Pilot program, for the purpose of reimbursing additional transportation expenses arising from students residing at the homeless shelter at 740 Elm St, Concord, MA, said sum requiring further municipal appropriation by Town Meeting.

Expenditure Budgets: DESE Categories

- **ADMIN (“1000”)** = SCHOOL COMMITTEE, SUPERINTENDENT, BUSINESS OFFICE, ADMIN TECHNOLOGY, LEGAL SERVICES
- **INSTRUCTIONAL SERVICES (“2000”)** = TEACHING & LEARNING STAFF & MATERIALS, STUDENT SVCS, CLASSROOM INSTRUCTION, TEACHERS, PARAS, PROFESSIONAL DEVELOPMENT, CLASSROOM SUPPLIES, ETC, GUIDANCE, & PSYCHOLOGICAL SVCS
- **OTHER SCHOOL SERVICES (“3000”)** = NURSING, FOOD SERVICE, TRANSPORTATION, STUDENT ACTIVITIES, & ATHLETICS
- **OPERATIONS & MAINTENANCE (“4000”)** = CUSTODIAL SERVICES, UTILITIES, MAINTENANCE OF BUILDINGS / GROUNDS, TECH NETWORK & INFRASTRUCTURE
- **FIXED CHARGES (“5000”)** = LEASES, INSURANCE COSTS, RETIREMENT COSTS, OPEB
- **TUITIONS (“9000”)** = SPED OOD PLACEMENTS, SCHOOL CHOICE, CHARTER TUITION

FY26 CCRSD SUPERINTENDENT'S RECOMMENDED BUDGET

January 7, 2025

Presentation to Concord-Carlisle Regional School Committee

Budget Process Overview

ZERO BASED BUDGETS

- Build from ground up, re-evaluate each line item each year
- Built by principals / administrators

Town Budget Process

- “Guidelines” established by Town of Concord, communication with Carlisle



PRELIMINARY FY26 BUDGET + OPEN HEARING (FEBRUARY 2025)

Present to School Committee, and share with Town officials

Feedback loop

- Town officials
- SCOM

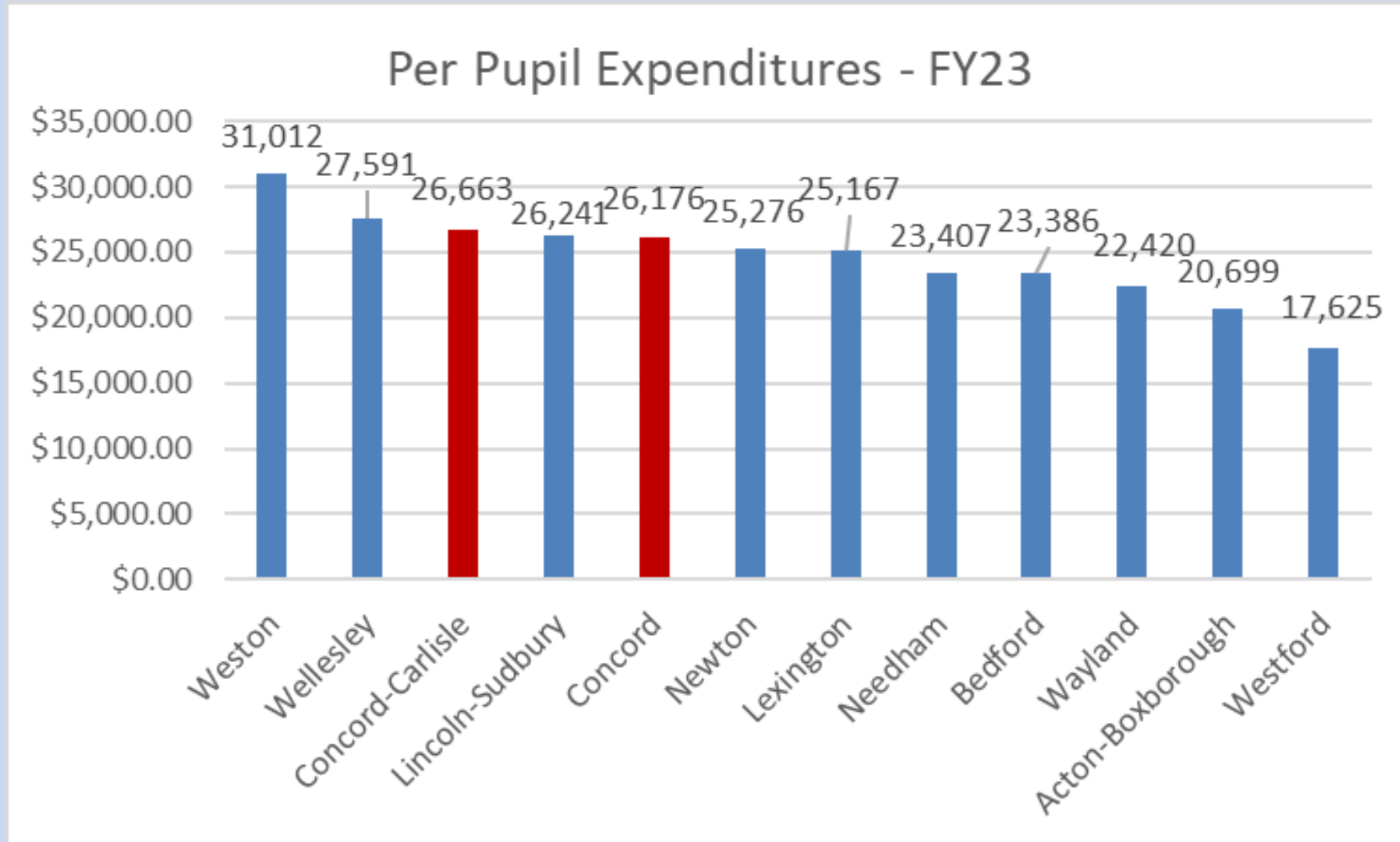
Review & Revise

New information (Jan)

- State Aid (Ch. 70, et al)
- Expense/service changes

REVISED FY26 BUDGET (AS NEEDED)

Per Pupil Expenditure Data – FY23



Budget Objectives

- Maintain existing programs and supports to students
- Support Strategic Plan initiatives
- Meet legal mandates for special education, and homelessness, and other requirements
- Balance school/student needs with fiscal capacity of the Towns of Concord and Carlisle

Budget Planning Assumptions

- Level service budgets, while meeting legal mandates
- Homeless transportation costs not budgeted, for homeless transportation will be reimbursed to the school district the following year as revenue.
- Anticipate the state phasing out of Concord homeless shelter over next 18 months, with grant funding remaining available to offset costs through FY26 for shelter students attending CCHS

FY26 CCRSD BUDGET SUMMARY- BY DESE FUNCTION

DESE FUNCTION	DESE FUNCTION DESCRIPTION	FY25 ADOPTED BUDGET	FY26 PROPOSED BUDGET	Change (\$) FY26 BUD vs. FY25 BUD	Change (%) FY26 BUD vs. FY2 BUD
1000	DISTRICT ADMINISTRATION	1,701,705	1,773,398	71,693	4.2%
2000	TEACHING & INSTR. SUPPT.	20,909,588	21,431,651	522,064	2.5%
3000	OTHER SCHOOL SERVICES	3,399,887	3,710,816	310,929	9.1%
4000	MAINTENANCE & OPERATIONS	2,324,240	2,432,358	108,118	4.7%
5000	FIXED CHARGES	4,456,572	4,560,733	104,161	2.3%
7000	FIXED ASSETS	391,900	366,562	(25,338)	-6.5%
8000	DEBT SERVICE	3,913,137	3,795,034	(118,103)	-3.0%
9000	OUT OF DISTRICT TUITIONS	1,877,880	2,409,400	531,520	28.3%
	TOTAL	38,974,907	40,479,952	1,505,045	3.86%

Key Drivers – by DESE 1000 FUNCTION

District Administration (1000)

- **\$72K, 4.2% increase over FY25 Budget**
- \$39.2K increase in software/support costs
 - \$12.2K for Tyler Tech accounting software conversion to cloud based product hosted by vendor, to enhance cybersecurity
 - Panorama \$8K, previously covered by grant funds
 - Google Education Plus subscription \$6.3K
 - Remainder price increases on existing subscriptions
- Administrative salaries increased \$26K (1.9%), COLAs offset by savings on replacement/retirement savings for instructional technologist

Key Drivers – by DESE 1000 FUNCTION

Teaching & Instructional Support (2000)

- **\$522K, 2.5% increase over FY25 Budget**
- **CCTA salaries increased \$345K (2.1%)**
 - **Reduction in 0.92 FTE**
 - **Additional Pathways tuition offset to salaries of \$45K**
 - **Savings on replacement hires and above two items significantly offsetting COLA and steps/lanes**
- **Supplies / materials / equipment increased \$118K, primarily due to additional \$90K in tech. budget to begin replacing interactive boards**
- **Non-teachers salaries increased \$54K (1.8%), 0.25 FTE reduction**

Key Drivers – by DESE 1000 FUNCTION

Other School Services (3000)

- **\$311K, 9.1% increase over FY25 Budget**
 - \$122K due to increase in SPED transportation costs
 - \$58K Athletic Coaches salaries (benchmarked and adjusted in 3 year cycles up until FY25, resulting in ~9% increase; tied to COLA going forward)
 - Add 1.0 FTE Assistant Athletic Director \$60K
 - Regular Ed Transportation increased \$23K (2.4%)

Key Drivers – by DESE 1000 FUNCTION

Maintenance and Operations (4000)

- **\$108K, 4.7% increase over FY25 Budget**
 - IT Networking Costs \$29K increase due primarily to adding cyber threat detection services and support
 - CCHS Heating costs \$13K (11%) due to rate increases for gas supply
 - Water / sewer \$12K increase for estimated storm-water assessment costs
 - Remainder primarily due to contractual wage increases

Key Drivers – by DESE 1000 FUNCTION

Fixed Charges (5000)

- **\$104K, 2.3% increase over FY25 Budget**
 - \$137K increase (6.1%) in Medical Insurance (active and retiree)
 - \$42K increase in property / liability insurance
 - \$31K rental costs for lease of Launch retail space

Offset by reductions in:

- Social Security Tax -\$63K
- Concord Retirement Assessment -\$31K

Key Drivers – by DESE 1000 FUNCTION

Fixed Assets (7000)

- **(\$25K) , -6.5% reduction from FY25 Budget**
 - Due to one time cost to replace computer lab hardware budgeted in FY25

Key Drivers – by DESE 1000 FUNCTION

Debt Service (8000)

- **-\$118K, -3.0% decrease from FY25 Budget**
 - Access Road Bond Anticipation Note (BAN) added in FY25, interest and small principal re-payment budgeted in FY26
 - Other BAN (landfill remediation) is being paid down, with final payment in FY26
 - Existing Bonds related to CCHS Bldg Project are level principal, declining interest, driving the decrease in debt service

Key Drivers – by DESE 1000 FUNCTION

Out of District Tuitions (9000)

- **Increased \$532K, (28%) over FY25 Budget**
 - Gross tuition costs for special education, prior to offsets, decreased from \$3.541M to \$4.003M, equating to \$462K increase (13%)
 - Budget offsets from Circuit-breaker and IDEA grant are flat (\$1.720M)
 - State assessments for Charter Schools (\$20K), School Choice (\$17K), and other organizations (\$32K) increased by \$69K

Salaries / Non-Salary accounts Breakout

Expense Type	FY25 ADOPTED BUDGET	FY26 PROPOSED BUDGET	\$ Difference	% Difference
Salary accounts	24,267,142	24,912,614	645,472	2.66%
Non-Salary accounts	14,707,765	15,567,338	859,573	5.84%
Total	38,974,907	40,479,952	1,505,045	3.86%

Staffing: FTE's decreased by 0.2 FTE, from 225.20 FTE's in FY25 to 225.0 FTE's in FY26

Supporting Homeless Students – Financial update

Educational program funding

- Estimated FY25 grant funding of ~\$72K
- Expected extension of grant program beyond 12/31/24

Homeless transportation (travel to home district)

- Homeless transportation costs for FY25 have increased and are currently projected at \$69,000
 - Unbudgeted, reimbursed from state/fed on a lag basis

Other Post-Employment Benefits

- OPEB Trust value @ 06/30/2024 \$10,382,872
- OPEB Liability @ 6/30/2024 \$17,421.857

60% Funding Level

- *FY26 Budgeted Contribution of \$425,000*

FY26 Revenue Budget – Comparison to FY25

Revenue	FY26	FY25	Difference	Diff. %
Chapter 70	\$ 3,421,429	\$ 3,351,654	\$ 69,775	2.1%
Excess & Deficiency (E&D)	\$ 300,000	\$ 300,000	\$ -	0.0%
Misc Revenue	\$ 30,000	\$ 30,000	\$ -	0.0%
Rental Income	\$ -	\$ -	\$ -	0.0%
Interest	\$ 275,000	\$ 275,000	\$ -	0.0%
Charter Reimbursement	\$ 25,000	\$ 1,359	\$ 23,641	1739.6%
Chapter 71	\$ 825,815	\$ 810,000	\$ 15,815	2.0%
Total	\$ 4,877,244	\$ 4,768,013	\$ 109,231	2.3%

FY26 Assessments

SCOM BUDGET SLIDE - ASSESSMENTS					
	Total	Concord	Carlisle		
Total CCRSD Expenditure Budget	40,479,952				
less: Chapter 70 Revenue	-3,421,429				
less: Chapter 71 Revenue	-825,815				
Misc Revenue	-30,000				
Rental Income	0				
Interest	-275,000				
Charter Reimbursement	-25,000				
Utilitization of Excess & Deficiency	-300,000				
Total Assessment to Towns - FY26	35,602,708	27,282,355	8,320,353		
Assessment to Towns - FY25	34,206,894	26,140,908	8,065,986		
\$ Difference	1,395,814	1,141,447	254,367		
% Difference	4.08%	4.37%	3.15%		
% of Students - CCHS FY25 (10/1/24)		76.63%	23.37%		

FY26 Assessments

Assessment Comparison w/o Debt				Concord	Carlisle	Total
FY2025				23,150,489	7,143,268	30,293,757
FY2026				24,374,220	7,433,454	31,807,674
Difference				1,223,731	290,186	1,513,917
				5.29%	4.06%	5.00%
<hr/>						
Assessment Comparison w/ Debt Service				Concord	Carlisle	Total
FY2025				26,140,908	8,065,986	34,206,894
FY2026				27,282,355	8,320,353	35,602,708
Difference				1,141,447	254,367	1,395,814
				4.37%	3.15%	4.08%

FY26 Assessments – Enrollment Shift Impact

	Concord		Carlisle	
	%	Students	%	Students
FY25 Enrollment %	76.42%	885	23.58%	273
FY26 Enrollment %	76.63%	859	23.37%	262

Approximately \$75K impact/shift on assessments due to enrollment changes

Assessment Comparison to Finance Committee Guideline

Finance Committee guidelines are exclusive of debt; for FY26, the Finance Committees established a 3.48% guideline for CCRSD that had a one time exclusion of the impact of out of district tuition increases

	CARLISLE	CONCORD
FY26 CCRSD Assessment, Including Debt	\$ 8,320,353	\$ 27,282,355
Less: Debt Service	\$ (886,899)	\$ (2,908,135)
Assessments, excl. Debt	\$ 7,433,454	\$ 24,374,220
Exclude OOD Tuition Increase	\$ (107,969)	\$ (354,031)
FY26 Assessment Total Excl. Debt, OOD Increase	\$ 7,325,485	\$ 24,020,190
Finance Committee Guideline	\$ 7,391,853	\$ 23,957,154
Gap to Guideline	\$ (66,368)	\$ 63,036

Excess & Deficiency

- June 30, 2023 Certified E&D Balance: \$1,776,766 (4.7%)
- Limited to 5% of Operating + Capital Budget (current year)
- Cap = 1,892,555
- Will provide an update at upcoming meeting when June 30, 2024 certification is obtained by Division of Local Services (MA Dept. of Revenue)

Potential Areas for Cuts, if needed

- OPEB Trust Contribution is currently \$425,000, consider reducing by up to \$50,000
- Technology Budget – consider reducing 50% of the cost related to interactive board replacement (\$45K)

QUESTIONS ?

REFERENCE SLIDES

Expenditure Budgets: DESE Categories

- **ADMIN (“1000”)** = SCHOOL COMMITTEE, SUPERINTENDENT, BUSINESS OFFICE, ADMIN TECHNOLOGY, LEGAL SERVICES
- **INSTRUCTIONAL SERVICES (“2000”)** = TEACHING & LEARNING STAFF & MATERIALS, STUDENT SVCS, CLASSROOM INSTRUCTION, TEACHERS, PARAS, PROFESSIONAL DEVELOPMENT, CLASSROOM SUPPLIES, ETC, GUIDANCE, & PSYCHOLOGICAL SVCS
- **OTHER SCHOOL SERVICES (“3000”)** = NURSING, FOOD SERVICE, TRANSPORTATION, STUDENT ACTIVITIES, & ATHLETICS
- **OPERATIONS & MAINTENANCE (“4000”)** = CUSTODIAL SERVICES, UTILITIES, MAINTENANCE OF BUILDINGS / GROUNDS, TECH NETWORK & INFRASTRUCTURE
- **FIXED CHARGES (“5000”)** = LEASES, INSURANCE COSTS, RETIREMENT COSTS, OPEB
- **TUITIONS (“9000”)** = SPED OOD PLACEMENTS, SCHOOL CHOICE, CHARTER TUITION