



Town of Concord
Concord Finance Committee

AGENDA

April 10, 2024, at 7:00 PM

Concord Town House

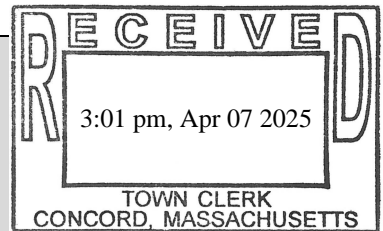
22 Monument Sq., 2nd Fl. Public Hearing Room

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

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Join the meeting: <https://us02web.zoom.us/j/85969973818?pwd=g1L3BuHTToJOCIZXgkUaJG2hgSdfnDA.1>

Meeting ID: 859 6997 3818 Passcode: 100387 Dial in Toll-Free: 833-548-0282



REVISED

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

7:00 PM

1. Call to Order

7:05 PM

2. Finance Committee Annual Town Meeting Public Hearing

- A. Article 17 – Minuteman Regional Technical School District Budget
- B. Article 22 – Retirement Board Stipends
- C. Article 23 – Acceptance of the HERO Act
- D. Article 25 – Transfer of Peabody School and Appropriate Funds
- E. Article 29 – Feasibility of Acquiring 2229 Main Street (NMI Starmet Site)
- F. Article 32 – Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets
- G. Article 33 – MCI Concord – Planning
- H. Article 47 – Community Preservation Recommendation Appropriations

8:30 PM

3. Close the Finance Committee Annual Public Hearing

8:35 PM

4. Finance Committee Meeting

Discuss and Potentially Vote on the Following Articles:

- A. Article 17 – Minuteman Regional Technical School District Budget
- B. Article 22 – Retirement Board Stipends
- C. Article 23 – Acceptance of the HERO Act
- D. Article 25 – Transfer of Peabody School and Appropriate Funds
- E. Article 29 – Feasibility of Acquiring 2229 Main Street (NMI Starmet Site)
- F. Article 32 – Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets
- G. Article 33 – MCI Concord – Planning
- H. Article 47 – Community Preservation Recommendation Appropriations

9:00 PM

5. Correspondence

9:05 PM

6. Minutes

- A. Approve the minutes of March 27, 2025

9:15 PM

7. Anticipated Adjournment

UPCOMING MEETINGS

Next Meeting: Tuesday, April 15th, @7:00 PM – Fin Com Public Hearing #2
Thursday, April 24, 2025 @ 6:30 PM Fin Com Regular Meeting
Thursday, May 1, 2025 @ 7:00 pm – Fin Com Public Hearing #3



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

1

Call to Order & Open Public Hearing

Requested by: FC Chair

Action Sought: Open Meeting

Proposed Motion(s)

MOVE that the Finance Committee opens their Annual Town Meeting Public Hearing #1

Additional Information

The Finance Committee is the principal financial advisor to the Town Meeting. It is a deliberative rather than a decision-making body. Finance Committee responsibilities are set forth in state law (Massachusetts General Law Chapter 39, §16), a Town Bylaw (1921) and standing votes of the Town Meeting (1976 and 2011).

One of the Committee's Operations is conducting public hearings on finance-related warrant articles before Annual and Special Town Meetings. Tonight, is the first of three public hearing prior to the 2024 Annual Town Meeting

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2A

Finance Committee Annual Town Meeting Public Hearing

Article 17 – Minuteman Regional Technical High School District
Budget

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article provides Concord's assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Each of the member town assessments is calculated by a formula established pursuant to the regional agreement. Concord's enrollment at Minuteman is currently 38 students. The formula for assessments relies in part upon a rolling 4-year average of enrollment for member communities.

Board Action

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

Heidi Driscoll, Superintendent-Director

Nikki Andrade, Business Manager

Steve Ledoux, School Committee Representative

April 10, 2025



MINUTEMAN
HIGH SCHOOL REVOLUTIONIZED

FY2026 Superintendent Final Recommended Budget



Minuteman Article #17

Mr. Ledoux moves that the Town appropriate \$1,772,373 as Concord's assessed share of the funds for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2026.

Overall Budget Summary

FY2026 Operating & Capital Recommendation

\$32,461,056

2.99% above FY2025

Budget Summary

FY2026 Operating Recommendation = **\$25,504,611**
5.56% above FY2025

FY2026 Operating Capital Recommendation = **\$1,308,457**
-21.20% below FY2025

FY2026 Building Project Debt Recommendation = **\$5,647,988**
-0.84% below FY2025

Overall Budget Summary

FY2026 Assessment to Member Towns

\$26,406,736

2.79% above FY2025

FY2026 Assessment to Concord

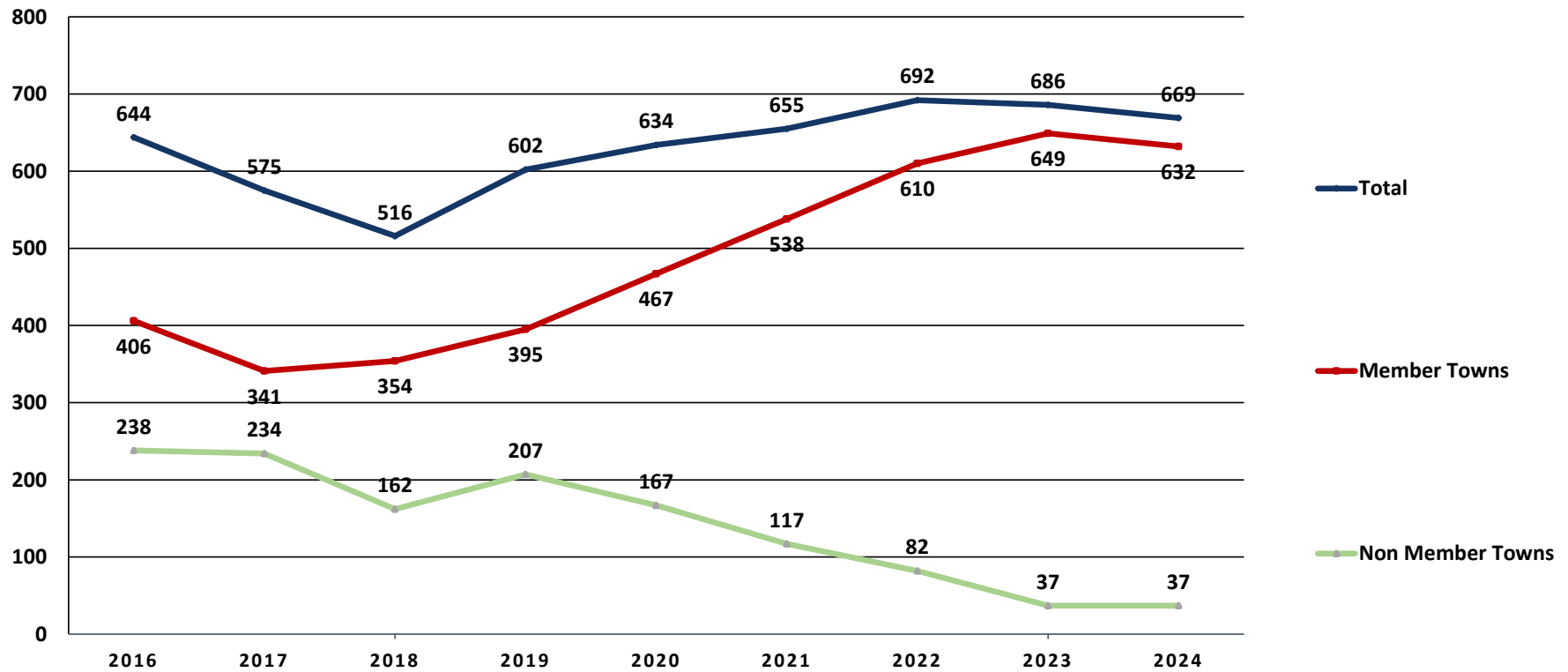
\$1,772,373

2.28% above FY2025

Concord: Preliminary Assessment

Minimum Required Contribution	\$ 680,158
Transportation Assessment	\$ 47,605
Assessment over Min. Req. Contr.	\$ 498,099
Operating Capital Assessment	<u>\$ 99,270</u>
Sub-Total	\$ 1,325,132
Building Project – Debt Service*	<u>\$ 447,241</u>
Total Assessment	<u>\$ 1,772,373</u>

Overall Enrollment as of October 1



Enrollment by Town as of October 1

Shift in Enrollment

- Enrollment is Primarily In-District
 - Out of District Tuition Revenue is Decreasing
 - Out of District Capital Fee Revenue is Decreasing

Class of	2028	2027	2026	2025	Subtotal
Acton	16	24	18	25	83
Arlington	43	42	56	57	198
Bolton	10	6	9	13	38
Concord	10	9	13	6	38
Dover	1	1	1	2	5
Lancaster	15	17	13	14	59
Lexington	27	26	19	14	86
Needham	20	17	11	10	58
Stow	12	21	15	19	67
Member City/Town	154	163	155	160	632
Other Non-Member	19	0	2	16	37
Total Students	173	163	157	176	669

FY2026 Preliminary Assessments

Member Town	FY2026 Preliminary Assessment	FY2025 Final Assessment	% Change	FY2026 4 Year Rolling Average Enrollment	FY2025 4 Year Rolling Average Enrollment	% Change
Acton	\$3,538,654	\$3,600,903	-1.73%	84.75	78.75	7.6%
Arlington	\$8,443,856	\$8,562,229	-1.38%	206.25	199.25	3.5%
Bolton	\$1,497,343	\$1,325,147	12.99%	32.75	27.00	21.3%
Concord	\$1,772,373	\$1,732,805	2.28%	37.00	33.75	9.6%
Dover	\$281,722	\$269,420	4.57%	4.25	4.00	6.3%
Lancaster	\$2,216,411	\$2,138,738	3.63%	56.00	55.25	1.4%
Lexington	\$3,606,312	\$3,406,394	5.87%	78.50	74.75	5.0%
Needham	\$2,231,674	\$1,823,777	22.37%	43.50	35.75	21.7%
Stow	\$2,818,390	\$2,754,051	2.34%	65.25	59.25	10.1%
Total	\$26,406,736	\$25,689,923	2.79%	608.25	567.75	7.1%

Minuteman Article #17

Mr. Ledoux moves that the Town appropriate \$1,772,373 as Concord's assessed share of the funds for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2026.



MINUTEMAN
HIGH SCHOOL REVOLUTIONIZED

Thank you! Questions?





Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2B

Finance Committee Annual Town Meeting Public Hearing

Article 22 – Retirement Board Stipends

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article is inserted in the warrant at the request of the Concord Retirement Board. By taking favorable action on this Article, the Town will accept a local option which pays the stipend available to members of the Concord Retirement Board. Chapter 176 of the Acts of 2011, An Act Providing for Pension Reform and Benefit Modernization, ("the Act"), substantively changed the retirement plan for public employees in Massachusetts by adjusting retirement benefits and by providing significant enhancements to the governance and operations of the Commonwealth's retirement boards.

With reference to governance of retirement boards, the Act requires that all retirement board members follow enhanced procurement requirements and apply increased fiduciary oversight of the retirement system's investments. Under the Act, retirement board members are required to complete mandatory education and training and must file annual statements of financial interests and acknowledgements of compliance with the conflict of interest and retirement laws. Penalties for non-compliance are substantial, and non-compliance may be considered a breach of fiduciary obligations for which a Board member would be personally liable.

In recognition of the increased responsibilities and accountability of retirement board members, the Legislature has provided a local option amendment to Mass. Gen. Laws. c. 32 § 20(6) which sets the stipend to be paid to board members from funds under the control of the Retirement Board in an amount "not less than \$3,000 and not more than \$4,500 per year."

ARTICLE 22. Retirement Board Stipends

Mr. Fulton moves that the Town take affirmative action on Article 22 as printed in the Warrant.

Board Members Responsibilities

As fiduciaries, Board members are responsible for the investment and management of the retirement fund. Members are required to comply with Massachusetts procurement laws for obtaining investment management services, actuarial services, accounting services, master trust/custodial services and legal services. Members are required to comply with the public employee conduct provisions in Chapter 268A

Increased Responsibilities and Accountability

- All board members must file a Statement of financial interest filed with PERAC
 - *Statement of Financial Interest (SFI) is an annual disclosure form required by the Public Employee Retirement Administration Commission (PERAC) to ensure no financial conflicts of interest exist, detailing personal assets and other financial holdings.*
- Actively engage in investing and managing approximately \$294M in the pension fund by diversifying the investments of the system so as to minimize the risk of large losses.
 - *This requires all board members to be bonded*
- Annual training requirements
 - *During each full term of service retirement board members shall undertake 18 hours of training during each year of their three-year term*
- Hiring and oversight of the Concord Retirement System, including the Executive Director and all supporting staff.

ARTICLE 22: Retirement Board Stipends

Comparable Statistics

How many Massachusetts Retirement Boards Receive Stipends?

Of the 104 Retirement Systems in the state, 74 of them provide stipends to their Board Members, which is 71% of all boards.

What is the amount of the Board Stipend?

Of the 71 Retirement Boards who compensate their Board members, 31 or 44% receive \$4,500 annually. The minimum stipend is \$3,000 and the maximum is \$4,500.

Where does the money for the stipends come from?

The money comes out of the Retirement System's Operating budget which is taken from the investment income received.

ARTICLE 22. Retirement Board Stipends

Mr. Fulton moves that the Town take affirmative action on Article 22 as printed in the Warrant.



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2C

Finance Committee Annual Town Meeting Public Hearing

Article 23 – Acceptance of the HERO Act

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article would authorize additional tax exemptions for disabled veterans. The additional monies will come from the FY26 Overlay account and are not reimbursed from the state.

Board Action

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

Article 23: Acceptance of the HERO Act

Dr. Tilley moves that the Town take affirmative action on Article 23 as printed in the Warrant.

Session Law Acts of 2024 Chapter 178

Article 23: HERO ACT

Hero Act
MGL Ch.59, Sec. 5,
Clause 22I

Tax Exemption for Veterans
Chapter 178 of the Acts of 2024

ARTICLE 23: HERO ACT

Explanation of the Hero Act Exemption

To determine whether the Town will accept the provisions of Chapter 178 of the Acts of 2024 referred to as the “Hero Act” Property Tax Exemption for veterans in the Town of Concord

Explanation: additional monies and tax exemptions for disabled Veterans’. The additional monies will come from the Fiscal Year 2026 Overlay account. The additional monies are not reimbursed from the state, it will come from the town.

Session Law Acts of 2024 Chapter 178

Which if accepted, would increase the amount of tax exemption granted to veterans beginning in Fiscal Year 2026, on their domiciles under Clause 22, 22A, Clause 22B, Clause 22C, Clause 22D, Clause 22E, Clause 22F annually by cost-of-living adjustment (COLA) determined by Department of Revenue (DOR) based on the consumer price index (CPI).

MGL CHAPTER 59 SECTION 5, CLAUSE 22I

ARTICLE 23: HERO ACT

**Session Law Acts of 2024 Chapter 178
AN ACT COMMONLY REFERRED TO AS THE “HERO ACT”**

**MGL Chapter 59 SECTION 5, Clause 22I Acceptance of this act by the
Town of Concord needs to be a vote of approval at an Annual Town
Meeting.**

**Dr. Tilley moves that the Town take affirmative action on
Article 23 as printed in the warrant.**



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2D

Finance Committee Annual Town Meeting Public Hearing

Article 25 – Transfer of Peabody School and Appropriate Funds

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The Town opened the new Ellen Garrison Building at the Concord Middle School on February 24, 2025, officially replacing both the Sanborn and Peabody Middle School buildings. As a result, the Sanborn Middle School is slated for demolition, and the Peabody Middle School is no longer needed by Concord Public Schools.

This article proposes transferring the care, custody, management, and control of the Peabody School Properties—comprising three parcels at 1231 Old Marlboro Road, 78 Old Pickard Road, and 68B Powder Mill Road—to the Select Board. This transfer will allow the Town to assume responsibility for the property while evaluating future needs and opportunities. Additionally, the article authorizes a transfer from Free Cash to cover operational and maintenance costs for the property in Fiscal Year 2026.

Board Action

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



Article 25: Transfer of Peabody School & Appropriate Funds

Select Board moves that the Town authorize the transfer of property and further appropriate the sum of \$100,000 from free cash as printed in the warrant.



Major Project Elements: new middle school

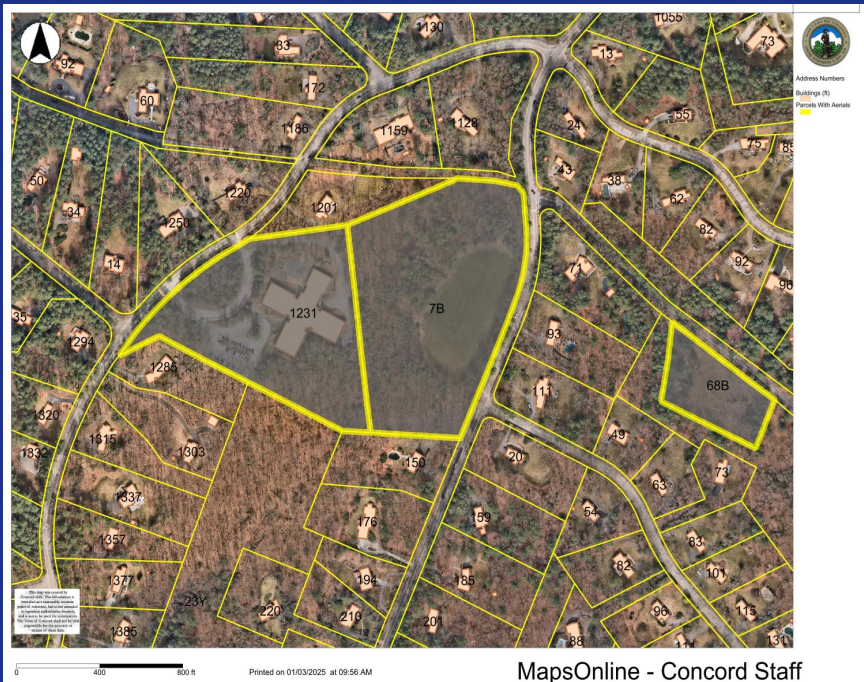
- Construct new building & fields
- Demolish existing Sanborn School
- Surplus Peabody School & related properties

The purpose of this article is to allow for the transfer of the property and to provide funding for carrying costs while future use is being considered.



ARTICLE 25: Transfer of Peabody School

Property Site Map & Description





What does it mean to surplus a property?

- MGL c. 40, sect. 15A establishes a process for transfer of property when land is no longer needed for specific purpose
- Transfer must be approved by Town Meeting by 2/3rd majority vote
- In the case of Peabody, on 2/4/25, the School Committee voted to *“declare that the 3 parcels are no longer necessary for school purposes and recommends the transfer of care, custody, management and control to the Select Board.”*
- If the article is approved, the Town will undertake a process to determine future use



Building Carrying Costs: Outside of Town Budget

Item	Cost, fully occupied	Cost, pro-rated (40%)
Utilities, Natural Gas	\$ 57,331	\$ 22,932
Utilities, Electric	\$ 23,496	\$ 9,398
Utilities, Septic Pumping	\$ 3,190	\$ 1,595
Other, Maintenance		\$ 5,000
Property Insurance	\$ 20,906	\$ 55,000
Legal, inc. title exam		\$ 5,000
total:	\$ 104,923	\$ 98,926



Future Use: Undetermined

MCI Concord – +53 acres

2229 Main Street – 46 acres

Junction Village – 14 acres

Peabody Property – 20 acres

Harrington House - 4 acres

Total = 137 acres

Introducing the Land-Use Matrix (the oversimplified version)

	Uses				
	DPW	Public Safety	Housing	Etc.	Etc.
Sources					
MCI	XXX	XXX	XXX	XXX	XXX
2229 Main	XX	XX	XX	XXX	XXX
Peabody		X	XXX	XXX	XXX
Junction Village			XXX	X	X
Harrington House			XXX	XX	XX
Others					



Article 25: Transfer of Peabody School & Appropriate Funds

Select Board moves that the Town authorize the transfer of property and further appropriate the sum of \$100,000 from free cash as printed in the warrant.

**CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

120 MERIAM ROAD
www.concordps.org

CONCORD, MA 01742

PHONE: 978.318.1500

FAX: 978.318.1537

February 6, 2025

To Whom It May Concern:

I certify that on February 4, 2025, the Concord School Committee unanimously declared that the three parcels of land known collectively as the "Peabody School Property" and comprised of 1231 Old Marlboro Road (Parcel ID 3000), 78 Old Pickard Road (Parcel ID 2999), and 68B Powder Mill Road (Parcel ID 2991-7), are no longer necessary for public school purposes and recommends the transfer of care, custody, management, and control of said parcels to the Select Board.

Sincerely,



Erin Higgins
Secretary, Concord School Committee



ARTICLE 29: 2229 Main Street

Article 29: Feasibility of Acquiring 2229 Main Street (NMI Starmet Site)

No motion anticipated



Funding to evaluate feasibility of acquisition

Background:

- 2015 STM vote authorized the Select Board to acquire property by various methods
- Since 2015:
 - Private parties & Federal govt: Consent Decree taking responsibility for & funding environmental clean-up at the site;
 - two Town committees issued reports (in 2021 and 2024) with recommendations on reuse and development of the site by the Town; and
 - 2229 Main Street Oversight Committee: closely tracking progress of site clean-up since 2003.
 - Select Board: sent letter to U.S. EPA and U.S. Department of Justice conveying the Town's interest in entering into discussions to acquire the site.



Funding:

- The amount needed for the next phase of work (up to \$50k) can likely fit within the General Fund's FY26 Legal appropriation.
- Additional grant funding may be available for other due diligence work.

As a result: No Motion Anticipated



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2E

Finance Committee Annual Town Meeting Public Hearing

Article 29 – Feasibility of Acquiring 2229 Main St (NMI Starmet Site)

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article seeks funding to evaluate the feasibility of the Town acquiring 2229 Main Street, the former NMI/Starmet site. The Town has been considering the feasibility of acquiring the site for ten years, beginning in 2015 when a Special Town Meeting vote authorized the Select Board to acquire or take by eminent domain the property, subject to terms and conditions agreeable to the Select Board. Since then: four parties (2 corporations and 2 US Government agencies) entered into a Consent Decree to take responsibility for and to fund environmental clean-up at the site; two Town committees issued reports (in 2021 and 2024) with recommendations on reuse and development of the site by the Town; and the 2229 Main Street Oversight Committee has followed closely the progress of site clean-up since 2003. This year, following the 2229 Main Street Advisory Task Force recommendation that the Town move forward toward acquisition of the site, the Select Board voted to send a letter to U.S. EPA and U.S. Department of Justice conveying the Town's interest in entering into discussions to acquire the site. Funding is necessary in order to formally evaluate the feasibility of site acquisition.

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2F

Finance Committee Annual Town Meeting Public Hearing

Article 32 – Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The intersection of Dover Street and Darton Street, both private roads located within the White Pond watershed is subject to recurring flooding issues which create egress as well as localized water quality issues for nearby residents. In response to a petition submitted to the Public Works Commission, offered in accordance with the Private Ways in White Pond Watershed: Temporary Repairs Bylaw, Concord Public Works' Engineering Division has finalized a stormwater design and roadway restoration plan to address this flooding and related road condition problem. If the appropriation is approved, and the plan is accepted by abutters pursuant to the process described in the bylaw, the costs of construction and related services will be paid back through a betterment assessed by the Public Works Commission.

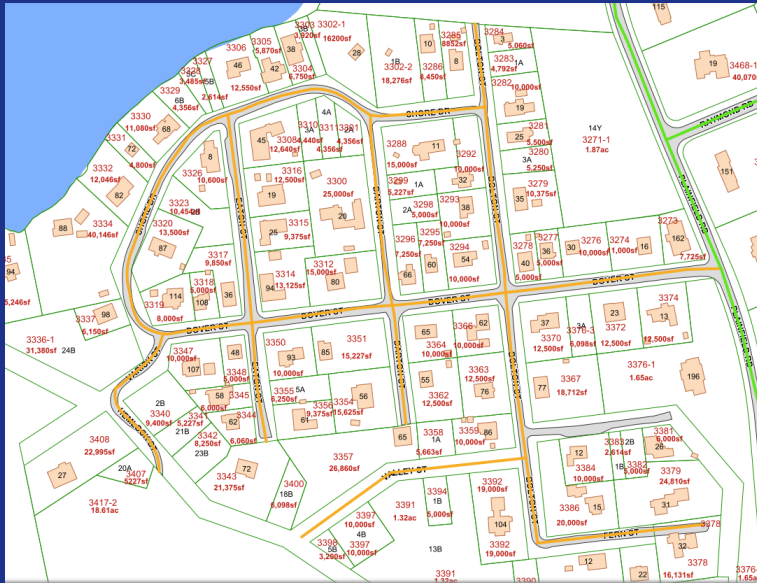
Board Action

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

ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

Motion: Commissioner [TBD] moves that the Town take affirmative action on Article 32 as printed in the Warrant.

ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS



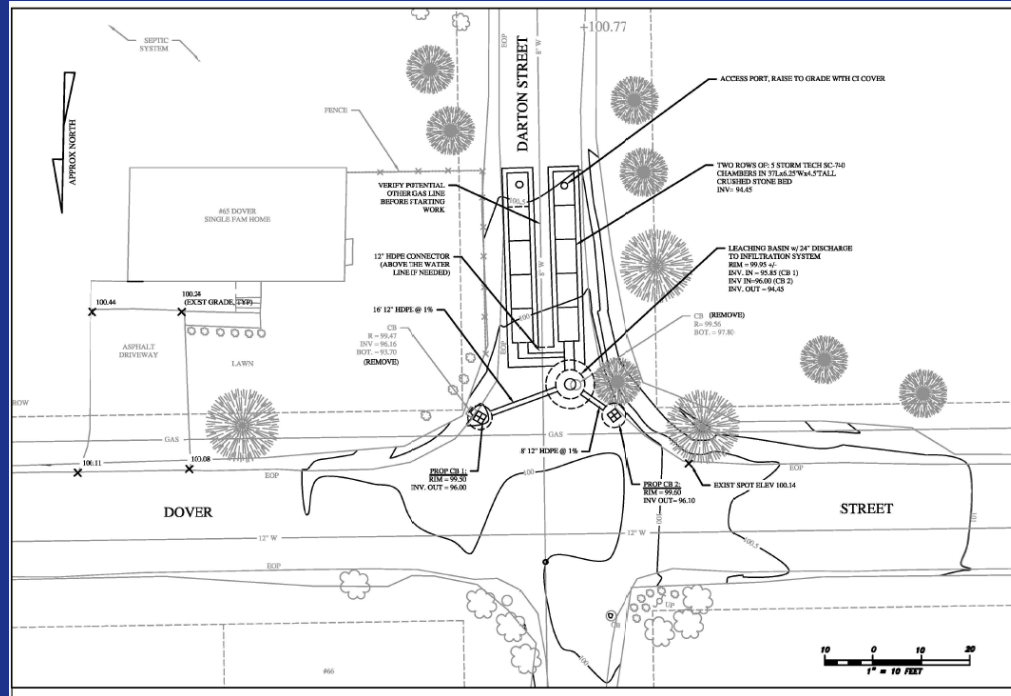
ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS



ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

- Petition submitted to Public Works Commission for Temporary Repairs to Private Ways in the White Pond Watershed (Feb 1, 2024)
- Petition signed by 60% of abutting properties.
- Scope of work includes roadway repairs and new stormwater management system.
- Probable cost estimate \$83,839

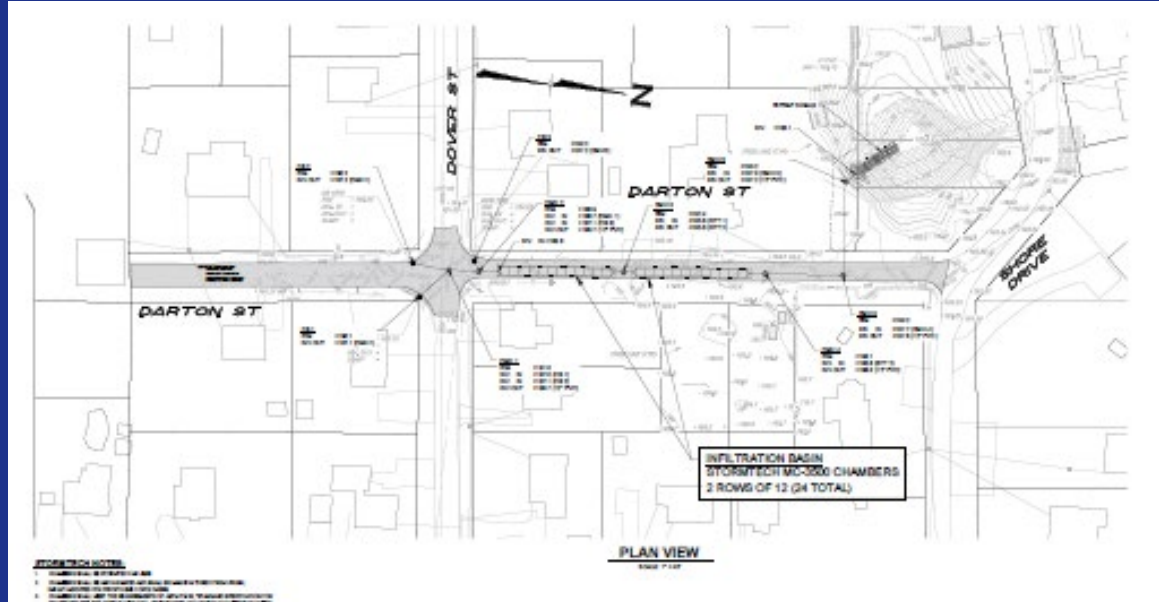
ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS



ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

- Engineering Division reviews Scope of Work and confirms probable cost estimate
- Town provides more robust alternative design with new probable cost estimate of \$350,000.

ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS



ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

- Public Works Commission held public hearing (4/9/25) for consideration of preferred plan and betterment discussion.
- Hearing continued to May 14th to allow petitioners opportunity to re-assess and affirm interest.

ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

- If a majority of Petitioners affirm interest and Public Works Commission approves project a betterment will be assessed to direct abutters.
- Bidding and construction fees to be paid by bettered properties – Not Tax Supported.
- Town Meeting authorization required for borrowing.

ARTICLE 32. BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY – DARTON AND DOVER STREETS

Motion: Commissioner [TBD] moves that the Town take affirmative action on Article 32 as printed in the Warrant.



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

2G

Finance Committee Annual Town Meeting Public Hearing

Article 33 – MCI Concord - Planning

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

In January of 2024, the Governor's proposed FY25 Budget Plan indicated the Commonwealth was planning to close the MCI Concord prison (excluding Northeast Correctional Center ['The Farm']), including a provision that would conditionally allow the ownership of the WWTP to be transferred to the Town of Concord for public use. The wastewater treatment facility serving MCI Concord has a design capacity of 0.31 million gallons per day (MGD). Prison operations ceased on June 30, 2024, and inmate housing operations concluded on July 17, 2024.

On February 10, 2025, the Select Board voted to direct the Town Manager, the Town's Director of Public Works and Town Counsel to continue discussions with the Division of Capital Management & Maintenance ("DCAMM") on the terms of a mutually agreeable land disposition agreement (LDA). This article is being advanced to appropriate funding for the purposes of the Town's further due diligence regarding the Facility and negotiation of an LDA.

Taking ownership of MCI's Treatment Facility offers Concord an unusual and rare opportunity to provide a relief valve for wastewater treatment capacity constraints that have been unresolved within the Town for over 25 years. Such an opportunity will need to balance the Town's desire to meet the needs of economic growth and development interest by the community, while also serving the needs of the planned redevelopment of the 51 Acre site formerly occupied by MCI, as well as the needs of 'the Farm,' the State Police barracks, and the MassDOT Maintenance Facility, all located along Route 2.



Concord Finance Committee
AGENDA ACTION REQUEST

April 19, 2025

2H

Finance Committee Annual Town Meeting Public Hearing

Article 47 – Community Preservation Appropriation
Recommendations

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects, the Concord Municipal Affordable Housing Trust, administrative expenses and reserves as listed in the above chart and allowed under the Community Preservation Act. These appropriations will expend a total of \$1,450,460 (with \$783,500 for Community Housing, \$267,480 for Open Space, \$267,480 for Recreation, \$82,000 for Historic Preservation, and \$50,000 for Administration). The estimated total available for appropriation at 2025 Annual Town Meeting is \$3,146,386. \$103,928 will be placed in Historic Preservation Reserve Funds in order to meet the 10% requirement in each category, \$250,000 will remain in Open Space Reserve Funds, and \$1,341,998 will be placed in CPA Budgeted Reserves. Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee.

Board Action

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



Town of Concord Community Preservation Committee

2025 Annual Town Meeting

ARTICLE 47. Community Preservation Act Appropriation Recommendations

*Finance Committee Public Hearing
April 10, 2025*



Article 47: CPC Appropriations

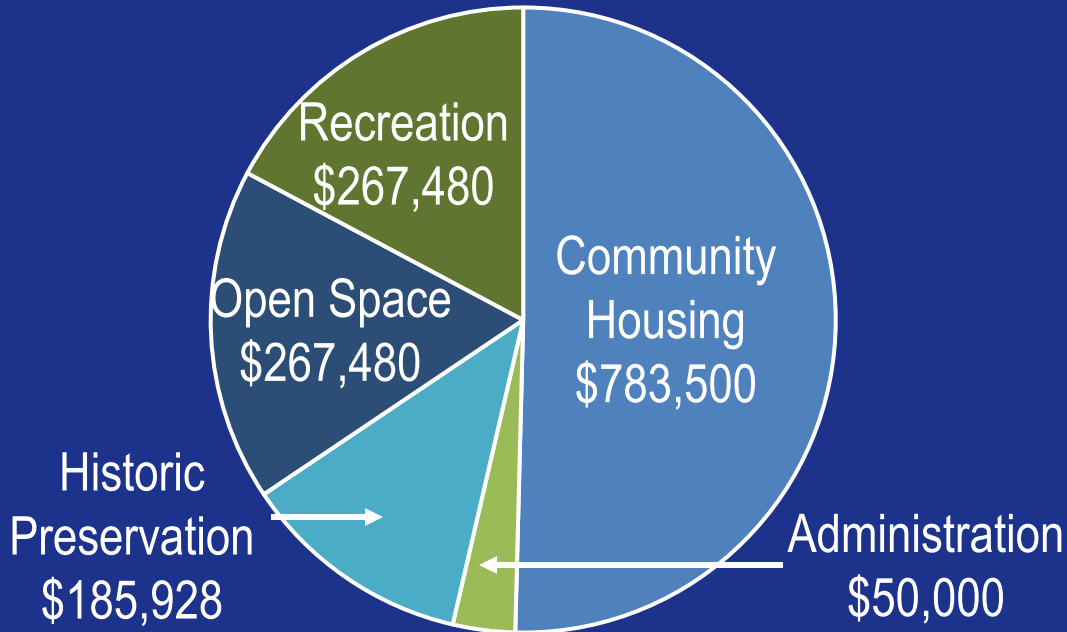
Community Preservation Committee Appropriation Recommendations

Article 47. To determine whether the Town will appropriate or reserve from the Concord Community Preservation Fund annual revenues and prior year fund balance in the amounts recommended by the Community Preservation Committee for committee administrative expenses, community preservation projects and other expenses in Fiscal Year 2026, with each item to be considered a separate appropriation, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager as printed in the warrant.



Article 47: CPC Appropriations

Total Recommended Funding by CPA Category



Total recommended:
\$1,554,388

7 applications
totaling \$1,450,460

+
Historic Preservation
Reserve \$103,928



The Community Preservation Committee recommends funding for the following 7 applications:

- Concord Municipal Affordable Housing Trust
- Regional Housing Services Program
- Thoreau Elementary School Athletic Fields and Greenspace
- Gerow Recreation Area – Design & Cost Estimates
- Preservation Survey of Modern Structures & Neighborhoods
- Preservation of 18th-century Assessors' Records
- CPC Staff & Technical Support

Additional funds are allocated to the Historic Preservation Reserves to meet the CPA-required 10% minimum.

Concord Municipal Affordable Housing Trust

Support the implementation of the FY2023-FY2028 Housing Production Plan in coordination with Concord Housing Roundtable partners.

Recommended Funding: \$740,000

Category: Community Housing

Applicants: Concord Municipal Affordable Housing Trust & Town of Concord



Regional Housing Services Program

Support the Town of Concord's membership in the Regional Housing Services Program, an inter-municipal program providing professional housing services to develop and monitor Concord's affordable housing programs.

Recommended Funding: \$43,500

Category: Housing

Applicant: Town of Concord



Gerow Recreation Area – Design and Cost Estimation

Support the design, engineering and cost estimation for three park enhancements: 1) water access through a boat dock/launch and/or fishing pier; 2) ADA- accessible natural playground; and 3) associated access paths and landscaping.

Recommended Funding: \$90,000
Categories: Open Space & Recreation
Applicant: Town of Concord/Recreation Commission



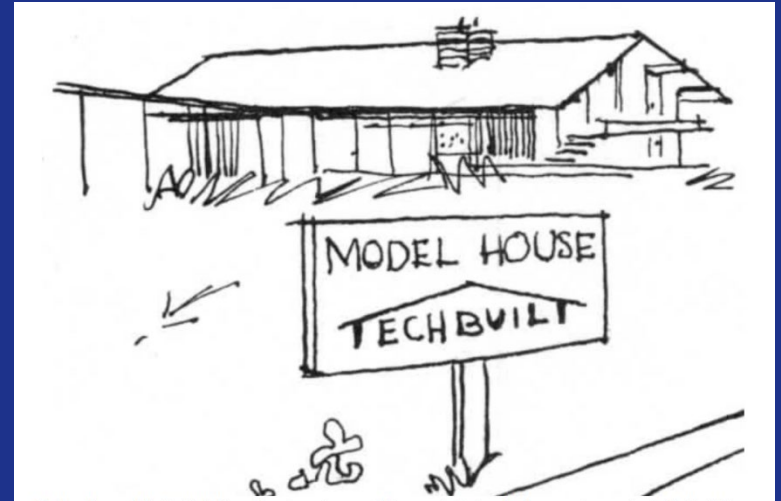
Preservation Survey of Modern Structures & Neighborhoods

Hire a consultant to survey Concord's modern structures and neighborhoods to provide direction, set priorities and inform preservation decisions on unsurveyed post-1940 structures.

Recommended Funding: \$50,000

Categories: Historic Preservation

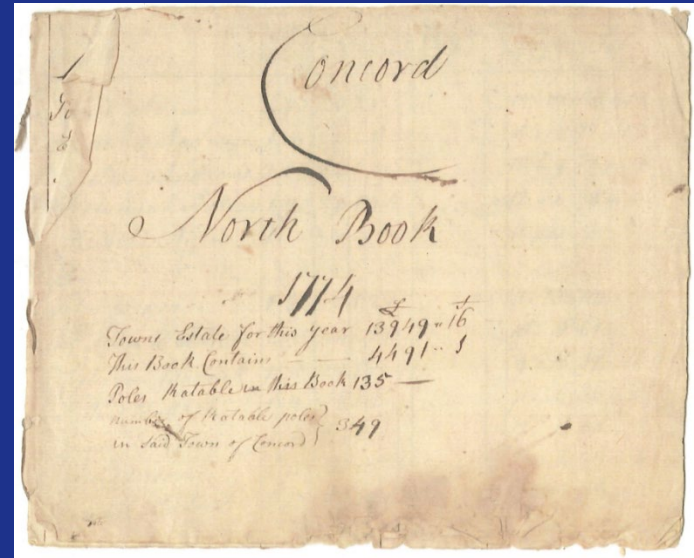
Applicant: Town of Concord/Historical Commission



Preservation of 18th-century Assessors' Records

Provide for the conservation treatment and digitization of selected 18th -century Assessors' Records.

Recommended Funding: \$32,000
Category: Historic Preservation
Applicant: Town of Concord/Town Archives



CPC Staff & Technical Support

Funding for staff support; legal, technical and consulting services; supplies and associated administrative requirements including legal ads, copying, etc.; funding to purchase CPA signage; and other administrative expenses.

Recommended Funding: \$50,000

Category: Administration

Applicant: Town of Concord



Historic Preservation Reserve

The Community Preservation Act requires that communities spend or reserve at least 10% of their annual CPA revenues for each of the three core categories: open space, historic preservation, and community housing.

The applications in the historic preservation category for this year totaled \$82,000, below the 10% requirement based on estimated FY 2026 CPA revenues of \$1,859,280.

Therefore, the CPC recommends that an additional \$103,928 be reserved for future historic preservation projects.



Article 47: CPC Appropriations

QUESTIONS?



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

3

Finance Committee Annual Town Meeting Public Hearing

Close Public Hearing

Requested by: FC Chair Parashar Patel

Action Sought: Open Hearing

Proposed Motion(s)

MOVE that the Finance Committee close their Annual Town Meeting Public Hearing #1

Additional Information

The Finance Committee is the principal financial advisor to the Town Meeting. It is a deliberative rather than a decision-making body. Finance Committee responsibilities are set forth in state law (Massachusetts General Law Chapter 39, §16), a Town Bylaw (1921) and standing votes of the Town Meeting (1976 and 2011).

One of the Committee's Operations is conducting public hearings on finance-related warrant articles before Annual and Special Town Meetings. Tonight, is the first of three public hearing prior to the 2024 Annual Town Meeting

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

April 10, 2025

5

Correspondence

Mail, letters, emails, presentation, etc.

Requested by: FC Chair

Action Sought: to provide update

Proposed Motion(s)

None anticipated.

Additional Information

Attached are all the emails that have been sent to the Finance Committee email (finance@concordma.gov), since the meeting on February 27, 2025.

Board Action

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

From: Miguel Echavari
To: Kerry Lafleur
Cc: Andrea Fountain; Anthony Ansaldi; Mary Hartman; Mark Howell; Terri Ackerman; Cameron McKennitt; Wendy Rovelli; finance mail
Subject: RE: Suggested Corrections to FTE Table Before Meeting
Date: Monday, March 31, 2025 9:15:49 AM
Attachments: [image001.png](#)
[image002.png](#)

Hi Kerry,

Thank you for your response, it fully answered my questions and I appreciated the details. My **key takeaways** are [a] the Management Specialist **was** a temporary +1.00 FTE in your office and **is now** a permanent 1.00 FTE, [b] **funding** for this position was originally offset by a vacancy elsewhere and I assume that vacancy will remain unfilled, [c] it appears HR **plans** to continue carrying two HR Generalists.

By the way, upon watching last Monday's Select Board meeting, I believe you may have **misspoken**. You referred to the HR Specialist as a **consultant** but this isn't true, she's an employee. She used to be a consultant, contracted by the Town through GovTemps, but early last year her contract through GovTemps was terminated and **she was** specifically hired as an employee.

- **For example**, on 01/02/24 you emailed GovTemps stating, "...the Town is interested in and ready to move forward with **hiring Kimberly Crum directly...**" and "...confirm and advise of any additional actions needed to **end our current agreement for Kimberly's services**".

Question: Can you **confirm** that she's classified as a temp employee and not a consultant? As a +1.00 position that's being reduced, it impacts your FTE counts; it increases reduced FTEs to 5.74 for a savings of approximately \$575K.

- Please note that **documents** supporting this point include **emails** between the town and GovTemps terminating the contract in order to hire her directly, **the** "Request to Make a Job Offer" sent to the employee, the **offer email** that refers to the position as an employee who is eligible to receive benefits after a period of time, a **reminder** to the employee that she had to provide employment eligibility verification, **paystubs** that show federal tax, state tax, Social Security and Medicare taken from her paycheck, the **payroll** system which shows her falling under PPP #7-1, Miscellaneous Compensation Schedule for Temporary and Limited-Status Classifications and the **payroll** system that shows her at 40 hours a week as a 1.00 FTE within HR.

I feel this confirmation is **important** so the public has a complete picture of FTEs reduced, even if those FTEs are classified as temporary full-time employees. Also, **both** the Bridge and the SB Chair have stated that this is a consultant position and I think that needs to be corrected. The **SB Chair** also made other comments that I believe need correction but I'll do that in a separate email.

Again, **thanks** for your detailed response, I would've emailed earlier but I was waiting for the SB meeting to be posted and (by the time it was) I was enroute back to the U.S.

Can you **include** this in SB Correspondence? Please note that all **documents** referred to in this email are available upon request.

Sincerely,

Miguel Echavari 978-333-0385
Homeowner 255 Commonwealth Ave

From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Wednesday, March 26, 2025 6:30 AM
To: Miguele Echavari <miguele@intelimapinc.com>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

Please see my responses below.

Kerry

From: Miguel Echavari <miguele@intelimapinc.com>
Sent: Monday, March 24, 2025 1:50 PM
To: Kerry Lafleur <klafleur@concordma.gov>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Kerry,

Thank you for your response. I see that you added the Director of Sustainability as a -1.00 FTE to the table. That makes it easier to understand, thanks.

Based on what you previously said, the **Management Analyst** position will assume 50% of the director's responsibilities. As previously noted, this position was a **temporary +1.00 FTE** in your department to support the 250th and Town Meeting Committees[A]. As such, the position (and all responsibilities related to the job) should have expired by the start of FY26. Can you **confirm** that this position is no longer temporary but permanent[B]? Also, what other responsibilities will it have, surely doing 50% of the director's role doesn't constitute a full-time job? **Yes, the role of Management Analyst is a regular, FT position as of July 1, 2025 (FY26). The working assumption is that 50% of the staff members time will be spent on work assigned to the Sustainability Office. In addition, this staff member has/ will have the following general workload assignments:**

- **Town Meeting Coordinator, shared with the Select Board's Executive Assistant;**
- **Administrator for the Select Board, in its capacity as the (Liquor) Licensing Commission;**
- **Staff support for the Town Meeting Study Committee, until the conclusion of its work;**
- **Staff support for the MCI-Concord Advisory Committee, until the conclusion of its work;**
- **Staff support for the Land Use Matrix Task Force; until the conclusion of its work; and**
- **Various other projects, as needed.**

Also, you **stated** that "The Director's salary has been eliminated and replaced with the allocable share of the salary for the STM and MA." **Does** this mean that STM and MA will receive increases to their salaries? If so, by how much? **Neither staff member will receive any additional increase for taking on these new duties; both, however, and like all other employees, will be eligible for a salary step adjustment based upon FY26 approved wages scales.**

I'm surprised that the Human Resources position that was **eliminated** belonged to the HR Senior Admin Assistant (savings of ~\$59K). Can you tell me, **does** HR plan to fill the vacant (or soon to be vacant) HR Generalist position? Will HR continue to carry 2.00 HR Generalists in FY26? These positions make between \$79k to \$82K per year, base rates. **The FY26 Budget for HR includes: Director (0.75 FTE); Assistant Director (1.00 FTE); HR Generalist (2.00 FTE); and Benefits Manager (1.00 FTE). As you note, one of the HR Generalists positions is currently vacant, and while we are currently reevaluating workload, my assumption is that we will be filling this role.**

And just to **confirm**, the current (or soon to be vacant) **HR** Generalist is unrelated to the **Human Services** Generalist position, correct? **Yes, these are two separate positions. The Human Services Generalist position is being established through a transfer of a budgeted/ vacant position within the Council on Aging.**

As with these slides, I don't feel the information on **Parks and Playgrounds** (PP) was made clear at the 02/10/2025 meeting but I thank you for your explanation. Is it possible to **get** the "Job Title Descriptions" of the two positions in PP? I've asked for that several times. **Apologies if we were unclear on the Parks & Playgrounds transfers back in February; that certainly wasn't our intent. Are you looking for**

the existing Parks & Playgrounds positions job descriptions, or the job descriptions for the positions the incumbents are transferring to, or both? Happy to provide upon clarification.

As for **transparency**, I only stated that FTE growth occurred during the information vacuum created by the lack of a FY25 budget book and by the Town's **decision** not to produce the detailed FTE table. I didn't mean to imply the table was discontinued to hide FTE growth. However, that doesn't negate the fact that the town **could've** produced the table and decided not to. **I don't know that these decisions were as conscious and/ or deliberate as you think, but point taken.** Let me **ask** you, moving forward, will the Town provide the detailed FTE tables to the public and to the Personnel Board? **Yes.** And do so in a timely manner? **And yes.** **Our FY26 Budget Book, General Fund, will be available in digital format by Friday, April 4, in advance of the Tuesday, April 15, 2025 public hearing. I trust you will be pleased with the level of detail provided.**

Thank you for your again for response, I plan to try and join the meeting tonight but Costa Rican internet is spotty so who knows.

Pura Vida,

Miguel Echavari

Homeowner – 255 Commonwealth Ave

Footnotes:

- A. **Source: 1/25/2025 Email from Kerry to Miguel:** "There are 7.00 budgeted FTE in FY25, as was the case in FY24, though I do note on page 35 of the FY24 Budget Book that it shows 5.00. This is not correct, and if you look back, you can clearly see that 6.01 FTE in the TMO goes back to FY15, though there were times where it dropped below. The 7th position in the TMO is the Economic Vitality Manager position, which was added, through a very public process, in FY24. **Presently, we are running +1.00 FTE in the Town Manager's Office to support the 250th Executive Committee and the Town Meeting Study Committee. This +1.00 is being temporarily off-set by vacancies in other areas.** You note 10 positions in the TMO, because you are including the Sustainability Director and the Assistant Town Manager/ Human Resources Director. Each of these FTE's is carried in other budgets: the Sustainability Director in Resource Sustainability (1G) and the ATM/ HRD in Human Resources (1B)."
- B. As reflected in footnote A above, "...*This +1.00 is being temporarily off-set by vacancies in other areas*". Is the Town able to identify which vacancy will remain unfilled in order to fund this position? If the answer is the Director of Sustainability position then that really isn't a reduction.

From: Kerry Lafleur <klafleur@concordma.gov>

Sent: Monday, March 24, 2025 7:01 AM

To: Miguele Echavari <miguele@intelijmapinc.com>

Cc: Kerry Lafleur <klafleur@concordma.gov>; Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>

Subject: FW: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

I have reviewed your feedback and have provided my responses below in **blue**. I have also forwarded your email along to Andrea Fountain, afountain@concordma.gov, the Select Board's Executive Assistant who will include your communication in accordance with the Select Board's correspondence policy.

Thanks,
Kerry

From: Miguel Echavari <miguele@intelijmapinc.com>

Sent: Sunday, March 23, 2025 8:40 AM

To: Mary Hartman <mhartman@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>; Mark Howell <markhowell@concordma.gov>

Cc: Anthony Ansaldi <aansaldi@concordma.gov>

Subject: Suggested Corrections to FTE Table Before Meeting

Dear Kerry and members of the Select Board (SB),

I reviewed the slides for Monday's SB budget presentation and I believe several **corrections** should be made prior to the meeting. I'm only focusing on the FY26 Net Reductions slide related to FTEs.

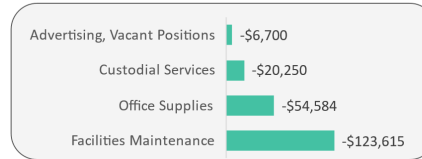
For example, the **Director of Sustainability** is scheduled to be reduced but the FTE table below doesn't reflect a -1.00 FTE change in the Town Managers Office (TMO), nor does it show the \$110,292 salary savings realized by reducing this position. These should be added. Refer to [1] below. **This is a good point, and I see that it's not clear, in the table, what is proposed with the Director's FTE. I have updated the table to make it clear that we are proposing to eliminate the position of Director of Sustainability and reassign those duties to the Deputy Town Manager (50%) & Management Analyst (50%). The Director's salary has been eliminated and replaced with the allocable share of the salary for the STM and MA. Here is the updated slide, which will be included in the budget presentation:**

FY26: Net Reductions

PERSONNEL: **-\$400,000**

Cost Center	Position Change	FTE
General Government		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00
Sustainability	Eliminate Position, Director	-1.00
Sustainability	Reassignment of Duties(Deputy/Mgmt. Analyst)	+1.00
Human Resources	Eliminate Position, Senior Admin Assistant	-1.00
Human Resources	Reallocation of Director's Activity	-0.25
Information Technology	Business Analyst Role Review	-1.00
Information Technology	GIS Temp Hours Reduction	-0.70
Total General Government:		-3.95
Human Services		
Senior Services	Transfer Admin Position to DeptWide	-1.00
Human Services	Dept-Wide Admin Support	1.00
Human Services	Reallocation of Director's Activity	0.25
Total Human Services:		0.25
Public Safety		
Fire	Eliminate Fractional PT Hours	-0.04
Total Public Safety:		-0.04
Public Works		
Public Works Administration	Reassign Duties to Enterprise	-1.00
Park & Tree	Reassign from Parks & Playgrounds	1.00
Facilities	Reassign from Parks & Playgrounds	1.00
Parks & Playgrounds	Reassign Staff	-2.00
Total Public Works:		-1.00
Total General Fund Adjustment:		-4.74

EXPENSES: **-\$200,000**



Personnel Changes

- No Director of Sustainability.
- Fire shift coverage may be reduced.

Service Reductions

- Facilities Maintenance & Custodial reductions may be too aggressive.
- IT staffing adjustments could impact efficiency.

Future Planning Considerations

- Reductions made in anticipation of software/policy updates.
- APP #27 Vehicle Policy: Still under review

Further, the FY26 budget reassigns a **TMO Deputy/Management Analysis** for a -1.00 FTE. But this is a reassignment and not a reduction, that reassignment should show as a corresponding +1.00 FTE within another department. Which department was this position assigned to, and do they show a +1.00 FTE? If not, that should be corrected. Refer to [2] below. [Again, helpful feedback which should be cleared up with the updated table.](#)

Human Services (HS) shows the reassignment of an Admin Position from Senior Services to a Dept-Wide, Admin Support role under HS. The slides accurately show a net zero FTE change. However, HS is seeking to hire an HS Generalist and that would add +1.00 FTEs to their FTE count. That should be corrected or explained. Refer to [3] below. [The dept-wide Admin Support role and the HS Generalist role are one in the same. Through the classification of this role, the position was graded as a Generalist versus a Senior Administrative Assistant. I see how this can be confusing.](#)

At this point, I would like to express my surprise that the 2.00 FTEs in **Parks & Playgrounds** are being reassigned rather than reduced. I'm surprised because they were a vital component of the -2.50 FTE reductions presented at the February 10th SB presentation. Can the TMO tell the public why this decision was reversed and also provide us with their Job Title Descriptions? Refer to [4] below. [The intent has always been to eliminate the division of Parks & Playgrounds and reassign the two existing staff, one to Facilities and one to Park & Tree, now that this work falls under CPW. If you look back to the 2/10 presentation, you can see +1.0 FTE added to Facilities, but no addition to Park & Tree. I do recall that at this meeting, we stated that we were still working through the FTE count in CPW. You can see that on 2/10, we were proposing an overall -1.0, and as we have finalized the total headcount, are now still proposing an overall -1.0. The discrepancy we found in Highway & Grounds was twofold- some internal transfer/ reassignments that were accurately captured and an erroneous FTE assigned to some OT expense.](#)

These corrections change the FY26 net reductions from **-4.74 FTEs to -3.74**. [The proposed headcount reduction remains at -4.74 FTE.](#) Please note A-1 attached, it shows the **below table updated** with the above corrections. The slide also refers to the impact of service reductions. I would like to point out that, even with the reductions of the HR Generalist and the reassignment of the Management Analyst, Concord's TMO & HR budgets are still significantly higher than Danvers, Sudbury and Acton. If town leadership wishes to avoid these impacts, they need to look even further into their own budgets. Also, don't forget Natural Resources and the disparity between their budget and those of similar towns. [I appreciate your concern and recognize that Concord's staffing levels and budget allocations differ from those of Danvers, Sudbury, and Acton. I also acknowledge that these comparisons have been raised before. While I believe there are sound operational reasons for some of these differences, I also understand the importance of ensuring that our resource allocation remains appropriate and sustainable for Concord, and with that in mind, we are committed to a more thorough review going forward. As we approach full staffing and integrate new tools and software, we will take a deeper dive into these budget areas; we're targeting this summer to begin, with the goal of identifying and proposing further adjustments to ensure efficiency and fiscal responsibility.](#)

Personally, I don't understand why in recent years, Concord appears to have become **addicted** to hiring senior administrators and I ask, are we better off for it? [TMO has an Assistant Town Manager, a Deputy Town Manager and a Town Manager at a FY25 base salary cost of ~\\$559K. Until recently, HR had both the HR Project Manager and HR Director \(also the Assistant TM\) at ~\\$336K. And for some reason, Natural Resources has both a Director and Assistant Director at a cost of \\$213K, their salaries alone are more than Acton and Lincoln and on par with Sudbury's total salary budget. The intent is to create organizational resilience, and the specific decision to create the Assistant Town Manager position, using the existing/ budgeted HR Director FTE was fully discussed at various Select Board meetings. And this growth occurred without adequate public transparency because TMO failed to produce a FY25 budget book and purposefully stopped producing detailed FTE tables. While it is fair to criticize the Town for the failure to produce a FY25 Budget Book, it is unfair to suggest that this was done purposefully with the intent to hide budget growth. We have attempted, on numerous occasions, to explain the various production issues, and as I've said before, no one can possibly feel worse about this failing than me.](#) Thankfully, it appears they've restarted generating that information.

PERSONNEL: -\$400,000			EXPENSES: -\$200,000		
Cost Center	Position Change	FTE			
General Government			Advertising, Vacant Positions -\$6,700		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00 [2]	Custodial Services -\$20,250		
Human Resources	Eliminate Position	-1.00	Office Supplies -\$54,584		
Human Resources	Reallocation of Director's Activity	-0.25	Facilities Maintenance -\$123,615		
Information Technology	Business Analyst Role Review	-1.00			
Information Technology	GIS Temp Hours Reduction	-0.20			
Total General Government:		-3.95			
Human Services			Personnel Changes		
Senior Services	Transfer Admin Position to Dept-Wide	-1.00 [3]	• No Director of Sustainability. [1]		
Human Services	Dept-Wide Admin Support	1.00 [3]	• Fire shift coverage may be reduced.		
Human Services	Reallocation of Director's Activity	0.25	Service Reductions		
Total Human Services:		0.25	• Facilities Maintenance & Custodial reductions may be too aggressive.		
Public Safety			• IT staffing adjustments could impact efficiency.		
Fire	Eliminate Fractional PT Hours	-0.04	Future Planning Considerations		
Total Public Safety:		-0.04	• Reductions made in anticipation of software/policy updates.		
Public Works			• APP #27 Vehicle Policy: Still under review		
Public Works Administration	Reassign Duties to Enterprise	-1.00			
Park & Tree	Reassign from Parks & Playgrounds	1.00			
Facilities	Reassign from Parks & Playgrounds	1.00			
Parks & Playgrounds	Reassign Staff	-2.00 [4]			
Total Public Works:		-1.00			
Total General Fund Adjustment:		-3.74			

Can you please post this to SB correspondence?

Respectfully,
Miguel Echavarri
Homeowner – 255 Commonwealth Ave

From: [MA Municipal Assoc.](#)
To: [finance_mail](#)
Subject: Register today: OVA's Resources to Veterans and Municipalities
Date: Wednesday, April 2, 2025 11:11:18 AM



You're Invited to an MMA Webinar!
Office of the Veteran Advocate (OVA):
Key Resources for Municipalities and Veterans
Wednesday, April 30, 2025 | 12 - 1:15 p.m.

Register Now!



Bob Notch and Anthony Langone, OVA (left to right)

Want to learn how your municipality can best serve veterans in your community?

Join this webinar to discover how the Office of the Veteran Advocate (OVA) can be a valuable resource for your municipality and local veteran services! Established in late 2023, the OVA is an independent state agency tasked with ensuring that veterans under the care of the Commonwealth receive dignified treatment and access to all available benefits and services.

The OVA can work with your municipality to provide crucial data on your local veteran population and the economic contributions they bring to your community. The OVA's regional liaisons coordinate between the agencies providing veteran services and programs.

This webinar will highlight the ways the OVA can provide support for your municipality and your veterans, with examples of its work since its inception.

Speakers:

Bob Notch, retired U.S. Army colonel and Veteran Advocate, OVA

Anthony Langone, Communications Specialist, OVA

Register Now!

To increase accessibility, closed captioning is available for all MMA webinars.

Zoom also has the ability to translate captions in multiple languages.

This meeting will be conducted as a Zoom Webinar. The webinar is free to attend, but you must click the link below to register in advance. Feel free to invite other relevant staff. Please be sure to register at least 60 minutes before the start of the webinar. We will be taking questions during the webinar using the Q&A function, which requires the use of the Zoom app for desktop or smartphone.

Questions?

Contact [Kristianna Lapierre](#)

MMA Education and Training Coordinator



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: Kerry Lafleur
To: Miguele Echavarri
Cc: Andrea Fountain; Anthony Ansaldo; Mary Hartman; Mark Howell; Terri Ackerman; Cameron McKennitt; Wendy Rovelli; finance mail; Kerry Lafleur; Jessica Porter
Subject: RE: Suggested Corrections to FTE Table Before Meeting
Date: Monday, April 7, 2025 6:57:08 AM
Attachments: [image001.png](#)
[image002.png](#)

Hi Miguel-

Yes, you are correct- Kimberly Crum was hired as a temporary employee, and yes, I do talk about her work as being in a consulting role, meaning "providing expert advice and guidance to organizations or individuals, typically on a specific area of expertise, to help them solve problems, improve performance, or achieve their goals." Because she is a temporary employee, she is not included in either the FY25 or FY26 FTE count. As a result, no update is needed to the FTE count.

Without actually reviewing any hiring paperwork, I will surmise that the reference to being eligible to receive benefits after a period of time refers to (federal) health insurance eligible under the ACA. If you have specific questions about that eligibility, our HR department is better positioned to respond.

Andrea Fountain will see that your original email is included in Select Board correspondence as you requested.

Kerry

From: Miguel Echavarri <miguele@intelimapinc.com>
Sent: Monday, March 31, 2025 9:16 AM
To: Kerry Lafleur <klafleur@concordma.gov>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldo <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; finance mail <finance@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Kerry,

Thank you for your response, it fully answered my questions and I appreciated the details. My **key takeaways** are [a] the Management Specialist **was** a temporary +1.00 FTE in your office and **is now** a permanent 1.00 FTE, [b] **funding** for this position was originally offset by a vacancy elsewhere and I assume that vacancy will remain unfilled, [c] it appears HR **plans** to continue carrying two HR Generalists.

By the way, upon watching last Monday's Select Board meeting, I believe you may have **misspoken**. You referred to the HR Specialist as a **consultant** but this isn't true, she's an employee. She used to be a consultant, contracted by the Town through GovTemps, but early last year her contract through GovTemps was terminated and **she was** specifically hired as an employee.

- **For example**, on 01/02/24 you emailed GovTemps stating, "...the Town is interested in and ready to move forward with hiring Kimberly Crum directly..." and "...confirm and advise of any additional actions needed to end our current agreement for Kimberly's services".

Question: Can you **confirm** that she's classified as a temp employee and not a consultant? As a +1.00 position that's being reduced, it impacts your FTE counts; it increases reduced FTEs to 5.74 for a savings of approximately \$575K.

- Please note that **documents** supporting this point include **emails** between the town and GovTemps terminating the contract in order to hire her directly, **the** "Request to Make a Job Offer" sent to the employee, the **offer email** that refers to the position as an employee who is eligible to receive benefits after a period of time, a **reminder** to the employee that she had to provide employment eligibility verification, **paystubs** that show federal tax, state tax, Social Security and Medicare taken from her paycheck, the **payroll** system which shows her falling under PPP #7-1, Miscellaneous Compensation Schedule for Temporary and Limited-Status Classifications and the **payroll** system that shows her at 40 hours a week as a 1.00 FTE within HR.

I feel this confirmation is **important** so the public has a complete picture of FTEs reduced, even if those FTEs are classified as temporary full-time employees. Also, **both** the Bridge and the SB Chair have stated that this is a consultant position and I think that needs to be corrected. The **SB Chair** also made other comments that I believe need correction but I'll do that in a separate email.

Again, **thanks** for your detailed response, I would've emailed earlier but I was waiting for the SB meeting to be posted and (by the time it was) I was enroute back to the U.S.

Can you **include** this in SB Correspondence? Please note that all **documents** referred to in this email are available upon request.

Sincerely,
Miguel Echavarri 978-333-0385
Homeowner 255 Commonwealth Ave

From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Wednesday, March 26, 2025 6:30 AM
To: Miguele Echavarri <miguele@intelimapinc.com>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldo <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

Please see my responses below.

Kerry

From: Miguel Echavarri <miguele@intelimapinc.com>
Sent: Monday, March 24, 2025 1:50 PM
To: Kerry Lafleur <klafleur@concordma.gov>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldo <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Kerry,

Thank you for your response. I see that you added the Director of Sustainability as a -1.00 FTE to the table. That makes it easier to understand, thanks.

Based on what you previously said, the **Management Analyst** position will assume 50% of the director's responsibilities. As previously noted, this position was a **temporary +1.00 FTE** in your department to support the 250th and Town Meeting Committees[A]. As such, the position (and all responsibilities related to the job) should have expired by the start of FY26. Can you **confirm** that this position is no longer temporary but permanent[B]? Also, what other responsibilities will it have, surely doing 50% of the director's role doesn't constitute a full-time job? **Yes, the role of Management Analyst is a regular, FT position as of July 1, 2025 (FY26). The working assumption is that 50% of the staff members time will be spent on work assigned to the Sustainability Office. In addition, this staff member has/ will have the following general workload assignments:**

- **Town Meeting Coordinator, shared with the Select Board's Executive Assistant;**

- Administrator for the Select Board, in its capacity as the (Liquor) Licensing Commission;
- Staff support for the Town Meeting Study Committee, until the conclusion of its work;
- Staff support for the MCI-Concord Advisory Committee, until the conclusion of its work;
- Staff support for the Land Use Matrix Task Force; until the conclusion of its work; and
- Various other projects, as needed.

Also, you **stated** that “The Director’s salary has been eliminated and replaced with the allocable share of the salary for the STM and MA.” **Does** this mean that STM and MA will receive increases to their salaries? If so, by how much? **Neither staff member will receive any additional increase for taking on these new duties; both, however, and like all other employees, will be eligible for a salary step adjustment based upon FY26 approved wages scales.**

I’m surprised that the Human Resources position that was **eliminated** belonged to the HR Senior Admin Assistant (savings of ~\$59K). Can you tell me, **does** HR plan to fill the vacant (or soon to be vacant) HR Generalist position? Will HR continue to carry 2.00 HR Generalists in FY26? These positions make between \$79k to \$82K per year, base rates. **The FY26 Budget for HR includes: Director (0.75 FTE); Assistant Director (1.00 FTE); HR Generalist (2.00 FTE); and Benefits Manager (1.00 FTE). As you note, one of the HR Generalists positions is currently vacant, and while we are currently reevaluating workload, my assumption is that we will be filling this role.**

And just to **confirm**, the current (or soon to be vacant) **HR** Generalist is unrelated to the **Human Services** Generalist position, correct? **Yes, these are two separate positions. The Human Services Generalist position is being established through a transfer of a budgeted/ vacant position within the Council on Aging.**

As with these slides, I don’t feel the information on **Parks and Playgrounds (PP)** was made clear at the 02/10/2025 meeting but I thank you for your explanation. Is it possible to **get** the “Job Title Descriptions” of the two positions in PP? I’ve asked for that several times. **Apologies if we were unclear on the Parks & Playgrounds transfers back in February; that certainly wasn’t our intent. Are you looking for the existing Parks & Playgrounds positions job descriptions, or the job descriptions for the positions the incumbents are transferring to, or both? Happy to provide upon clarification.**

As for **transparency**, I only stated that FTE growth occurred during the information vacuum created by the lack of a FY25 budget book and by the Town’s **decision** not to produce the detailed FTE table. I didn’t mean to imply the table was discontinued to hide FTE growth. However, that doesn’t negate the fact that the town **could’ve** produced the table and decided not to. **I don’t know that these decisions were as conscious and/ or deliberate as you think, but point taken.** Let me **ask** you, moving forward, will the Town provide the detailed FTE tables to the public and to the Personnel Board? **Yes.** And do so in a timely manner? **And yes. Our FY26 Budget Book, General Fund, will be available in digital format by Friday, April 4, in advance of the Tuesday, April 15, 2025 public hearing. I trust you will be pleased with the level of detail provided.**

Thank you for your again for response, I plan to try and join the meeting tonight but Costa Rican internet is spotty so who knows.

Pura Vida,
Miguel Echavarri
 Homeowner – 255 Commonwealth Ave

Footnotes:

- Source: 1/25/2025 Email from Kerry to Miguel:** “There are 7.00 budgeted FTE in FY25, as was the case in FY24, though I do note on page 35 of the FY24 Budget Book that it shows 5.00. This is not correct, and if you look back, you can clearly see that 6.01 FTE in the TMO goes back to FY15, though there were times where it dropped below. The 7th position in the TMO is the Economic Vitality Manager position, which was added, through a very public process, in FY24. **Presently, we are running +1.00 FTE in the Town Manager’s Office to support the 250th Executive Committee and the Town Meeting Study Committee. This +1.00 is being temporarily off-set by vacancies in other areas.** You note 10 positions in the TMO, because you are including the Sustainability Director and the Assistant Town Manager/ Human Resources Director. Each of these FTE’s is carried in other budgets: the Sustainability Director in Resource Sustainability (1G) and the ATM/ HRD in Human Resources (1B).”
- As reflected in footnote A above, “...This +1.00 is being temporarily off-set by vacancies in other areas”. Is the Town able to identify which vacancy will remain unfilled in order to fund this position? If the answer is the Director of Sustainability position then that really isn’t a reduction.

From: Kerry Laffleur <kilaffleur@concordma.gov>
Sent: Monday, March 24, 2025 7:01 AM
To: Miguele Echavarri <miguele@intelimapinc.com>
Cc: Kerry Laffleur <kilaffleur@concordma.gov>; Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>
Subject: FW: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

I have reviewed your feedback and have provided my responses below in **blue**. I have also forwarded your email along to Andrea Fountain, afountain@concordma.gov, the Select Board’s Executive Assistant who will include your communication in accordance with the Select Board’s correspondence policy.

Thanks,
 Kerry

From: Miguel Echavarri <miguele@intelimapinc.com>
Sent: Sunday, March 23, 2025 8:40 AM
To: Mary Hartman <mhartman@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; Kerry Laffleur <kilaffleur@concordma.gov>; Mark Howell <markhowell@concordma.gov>
Cc: Anthony Ansaldi <aansaldi@concordma.gov>
Subject: Suggested Corrections to FTE Table Before Meeting

Dear Kerry and members of the Select Board (SB),

I reviewed the slides for Monday’s SB budget presentation and I believe several **corrections** should be made prior to the meeting. I’m only focusing on the FY26 Net Reductions slide related to FTEs.

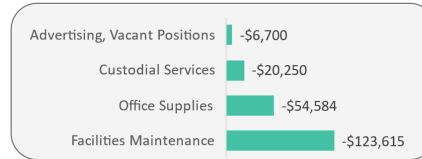
For example, the **Director of Sustainability** is scheduled to be reduced but the FTE table below doesn’t reflect a -1.00 FTE change in the Town Managers Office (TMO), nor does it show the \$110,292 salary savings realized by reducing this position. These should be added. Refer to [1] below. **This is a good point, and I see that it’s not clear, in the table, what is proposed with the Director’s FTE. I have updated the table to make it clear that we are proposing to eliminate the position of Director of Sustainability and reassign those duties to the Deputy Town Manager (50%) & Management Analyst (50%). The Director’s salary has been eliminated and replaced with the allocable share of the salary for the STM and MA. Here is the updated slide, which will be included in the budget presentation:**

FY26: Net Reductions

PERSONNEL: -\$400,000

Cost Center	Position Change	FTE
General Government		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00
Sustainability	Eliminate Position, Director	-1.00
Sustainability	Reassignment of Duties(Deputy/Mgmt. Analyst)	+1.00
Human Resources	Eliminate Position, Senior Admin Assistant	-1.00
Human Resources	Reallocation of Director's Activity	-0.25
Information Technology	Business Analyst Role Review	-1.00
Information Technology	GIS Temp Hours Reduction	-0.70
Total General Government:		-3.95
Human Services		
Senior Services	Transfer Admin Position to DeptWide	-1.00
Human Services	Dept-Wide Admin Support	1.00
Human Services	Reallocation of Director's Activity	0.25
Total Human Services:		0.25
Public Safety		
Fire	Eliminate Fractional PT Hours	-0.04
Total Public Safety:		-0.04
Public Works		
Public Works Administration	Reassign Duties to Enterprise	-1.00
Park & Tree	Reassign from Parks & Playgrounds	1.00
Facilities	Reassign from Parks & Playgrounds	1.00
Parks & Playgrounds	Reassign Staff	-2.00
Total Public Works:		-1.00
Total General Fund Adjustment:		-4.74

EXPENSES: -\$200,000



Personnel Changes

- No Director of Sustainability.
- Fire shift coverage may be reduced.

Service Reductions

- Facilities Maintenance & Custodial reductions may be too aggressive.
- IT staffing adjustments could impact efficiency.

Future Planning Considerations

- Reductions made in anticipation of software/policy updates.
- APP #27 Vehicle Policy: Still under review

Further, the FY26 budget reassigns a **TMO Deputy/Management Analysis** for a -1.00 FTE. But this is a reassignment and not a reduction, that reassignment should show as a corresponding +1.00 FTE within another department. Which department was this position assigned to, and do they show a +1.00 FTE? If not, that should be corrected. Refer to [2] below. [Again, helpful feedback which should be cleared up with the updated table.](#)

Human Services (HS) shows the reassignment of an Admin Position from Senior Services to a Dept-Wide, Admin Support role under HS. The slides accurately show a net zero FTE change. However, HS is seeking to hire an HS Generalist and that would add +1.00 FTEs to their FTE count. That should be corrected or explained. Refer to [3] below. [The dept-wide Admin Support role and the HS Generalist role are one in the same. Through the classification of this role, the position was graded as a Generalist versus a Senior Administrative Assistant. I see how this can be confusing.](#)

At this point, I would like to express my surprise that the 2.00 FTEs in **Parks & Playgrounds** are being reassigned rather than reduced. I'm surprised because they were a vital component of the -2.50 FTE reductions presented at the February 10th SB presentation. Can the TMO tell the public why this decision was reversed and also provide us with their Job Title Descriptions? Refer to [4] below. [The intent has always been to eliminate the division of Parks & Playgrounds and reassign the two existing staff, one to Facilities and one to Park & Tree, now that this work falls under CPW. If you look back to the 2/10 presentation, you can see +1.0 FTE added to Facilities, but no addition to Park & Tree. I do recall that at this meeting, we stated that we were still working through the FTE count in CPW. You can see that on 2/10, we were proposing an overall -1.0, and as we have finalized the total headcount, are now still proposing an overall -1.0. The discrepancy we found in Highway & Grounds was twofold- some internal transfer/ reassignments that were accurately captured and an erroneous FTE assigned to some OT expense.](#)

These corrections change the FY26 net reductions from -4.74 FTEs to -3.74. [The proposed headcount reduction remains at -4.74 FTE.](#) Please note A-1 attached, it shows the [below table updated](#) with the above corrections. The slide also refers to the impact of service reductions. I would like to point out that, even with the reductions of the HR Generalist and the reassignment of the Management Analyst, Concord's TMO & HR budgets are still significantly higher than Danvers, Sudbury and Acton. If town leadership wishes to avoid these impacts, they need to look even further into their own budgets. Also, don't forget Natural Resources and the disparity between their budget and those of similar towns. [I appreciate your concern and recognize that Concord's staffing levels and budget allocations differ from those of Danvers, Sudbury, and Acton. I also acknowledge that these comparisons have been raised before. While I believe there are sound operational reasons for some of these differences, I also understand the importance of ensuring that our resource allocation remains appropriate and sustainable for Concord, and with that in mind, we are committed to a more thorough review going forward. As we approach full staffing and integrate new tools and software, we will take a deeper dive into these budget areas; we're targeting this summer to begin, with the goal of identifying and proposing further adjustments to ensure efficiency and fiscal responsibility.](#)

Personally, I don't understand why in recent years, Concord appears to have become **addicted** to hiring senior administrators and I ask, are we better off for it? [TMO](#) has an Assistant Town Manager, a Deputy Town Manager and a Town Manager at a FY25 base salary cost of ~\$559K. Until recently, [HR](#) had both the HR Project Manager and HR Director (also the Assistant TM) at ~\$336K. And for some reason, Natural Resources has both a Director and Assistant Director at a cost of \$213K, their salaries alone are more than Acton and Lincoln and on par with Sudbury's total salary budget. [The intent is to create organizational resilience, and the specific decision to create the Assistant Town Manager position, using the existing/ budgeted HR Director FTE was fully discussed at various Select Board meetings. And this growth occurred without adequate public transparency because TMO failed to produce a FY25 budget book and purposefully stopped producing detailed FTE tables. While it is fair to criticize the Town for the failure to produce a FY25 Budget Book, it is unfair to suggest that this was done purposefully with the intent to hide budget growth. We have attempted, on numerous occasions, to explain the various production issues, and as I've said before, no one can possibly feel worse about this failing than me.](#) Thankfully, it appears they've restarted generating that information.

Cost Center	Position Change	FTE
General Government		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00 [2]
Human Resources	Eliminate Position	-1.00
Human Resources	Reallocation of Director's Activity	-0.25
Information Technology	Business Analyst Role Review	-1.00
Information Technology	GIS Temp Hours Reduction	-0.20
Total General Government:		-3.95
Human Services		
Senior Services	Transfer Admin Position to Dept-Wide	-1.00 [3]
Human Services	Dept-Wide Admin Support	1.00 [3]
Human Services	Reallocation of Director's Activity	0.25
Total Human Services:		0.25
Public Safety		
Fire	Eliminate Fractional PT Hours	-0.04
Total Public Safety:		-0.04
Public Works		
Public Works Administration	Reassign Duties to Enterprise	-1.00
Park & Tree	Reassign from Parks & Playgrounds	1.00
Facilities	Reassign from Parks & Playgrounds	1.00
Parks & Playgrounds	Reassign Staff	-2.00 [4]
Total Public Works:		-1.00
Total General Fund Adjustment:		-3.74

Personnel Changes

- No Director of Sustainability. [1]
- Fire shift coverage may be reduced.

Service Reductions

- Facilities Maintenance & Custodial reductions may be too aggressive.
- IT staffing adjustments could impact efficiency.

Future Planning Considerations

- Reductions made in anticipation of software/policy updates.
- APP #27 Vehicle Policy: Still under review

Can you please post this to SB correspondence?

Respectfully,
Miguel Echavarri
Homeowner – 255 Commonwealth Ave



Concord Finance Committee
AGENDA ACTION REQUEST

March 27, 2025

6

Minutes

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

MOVE to approve the Finance Committee minutes for the on March 27, 2025.

Additional Information

Attached are the minutes from the March 27, 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 March 27, 2025
Meeting of Finance Committee
Hybrid Meeting**

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

Members Absent: Peggy Briggs, John Garofalo.

Others Attending: Anthony Ansaldi (CFO); and members of the public.

1: Call to Order of the Finance Committee Meeting at 6:31 p.m. by Chair Dahlberg.

2: Public Comment: None.

3: Liaison Report: In addition to the reports in the packet, Ms. Reed reported that the PEG Access Advisory Committee has approved its FY26 budget and has recommended approval of the proposed Comcast-Concord franchise agreement to the Select Board.

4: Correspondence: Chair Dahlberg noted that the FinCom received emails about the Town's budget. He also noted the State Department of Revenue's certification of Excess and Deficiency for the Regional School District, which is \$1.6 million, in sync with the District's expectations.

5: Minutes: Ms. Ortner moved and Ms. Wasoff seconded approval of the minutes as presented for the February 27, 2025, Finance Committee meeting. Vote: 11 aye, 0 nay, 1 abstained.

6: Reserve Policy and Stabilization Funds: Chair Dahlberg opened this discussion by noting the two Warrant Articles that will establish debt and capital stabilization funds and increase the existing general stabilization fund (currently holding \$5K) with available free cash. He, along with Mr. Kupka, Ms. Lis, and Ms. Wasoff attended the March 24 Select Board meeting and presented an overview showing the need for the stabilization funds and a reserve policy. Mr. Kupka summarized the data for Concord and other towns, including Lexington. He observed that our total reserves (free cash and stabilization funds, including the \$5M Middle School reserves, to be expended over the next few years) is 11% of our total 2025 budget, which is below the average of comparable towns. He encouraged the FinCom to aim for a 15% - 25% reserve balance, maintaining free cash at 7% (our current level is 7%, which is \$9.8M). This would support our AAA bond rating, reduce the impact of the Town capital projects on the property tax rate, and act as a three-month reserve for emergencies. Mr. Kupka noted that General Stabilization funds are intended to help towns manage through recessions and periods of lower revenue.

Members discussed how and when to access funds in free cash and stabilization accounts through a Town Meeting vote, FinCom's prior practice of allocating free cash to various requests or to offset property taxes, the pressure of nearing the levy cap, and the use of the Middle School stabilization funds this year. Members noted the continuing requests for free cash and our existing free cash policy (5-10%). Ms. Wasoff observed that the comparable towns with reserves lower than Concord have experienced Proposition 2 ½ overrides. She also noted the fluctuating level of free cash over the years, generally above 10%. Chair Dahlberg noted that the existing policy calls for free cash in a range of 5%-10%. Ms.

Ortner suggested the FinCom review all its policies next year, and asked about expected impact to the schools on possible federal fund cutbacks. Mr. Ansaldi said he will attend a training with the Department of Revenue on best practices for reserves in June. Chair Dahlberg will draft an outline for the reserves policy for the next meeting, which will include a range and may include dollar amounts and scenarios.

7: June 2025 Annual Town Meeting Warrant: Chair Dahlberg asked the members to review the FinCom warrant assignments and schedule. Ms. Reed suggested he speak with the Town Moderator about Article 22 (Retirement Board) because the committee has not posted minutes or videos of the meeting and there are questions about this Article. Mr. Ansaldi noted that the Peabody school Article 25 seeks \$100K in free cash and MCI Concord Article 33 seeks \$250K in free cash, but no free cash is sought for 2229 Main Street (Article 29).

Chair Dahlberg noted that FinCom needs to vote on a recommendation for each financial article (affirmative action, no action, or defer til Town Meeting) and provide a short rationale for each recommendation for the Finance Report, similar to last year's report. To meet the Town Moderator's May 5 publication deadline, FinCom members must have their recommendations from the April 10 and 15 hearings by April 22, and from the May 1 hearing by May 2. Members discussed how to write the recommendations, which Articles may need a more in-depth evaluation, and when the FinCom will vote on the Articles (generally, after each public hearing). There will be a regular FinCom meeting on April 24 to vote on remaining Articles from the first two public hearings and to finalize the FinCom Report.

8: Finance Committee Report for Fiscal Year 2026: Chair Dahlberg compiled the early drafts into one document in the packet. Sections are the Chair's letter, the executive summary, FinCom responsibilities, Concord's budgeting approach, trends and challenges, forecasted revenue and expenses, proposed budget appropriation, budget highlights, five-year tax projection and FinCom guidelines, and the committee recommendations. The members discussed possible themes of the report; how to say "no" to funding requests, seeing many worthy goals and competition for limited funds, comparing FinCom guidelines to actual spending, and the impact of getting close to a Proposition 2 ½ override in a higher inflation environment. Chair Dahlberg asked report writers to submit their next drafts by April 8.

9: Finance Committee Milestones and Goals: Chair Dahlberg noted the large amount of progress FinCom has made this year, as he looked at the FinCom schedule and goals.

10: Recap of Action Items / Adjournment of Finance Committee meeting: Chair Dahlberg will draft a reserves policy outline and will check with the Town Moderator on several Articles. He will also circulate links to the FY25 and FY24 FinCom Reports and will schedule some work sessions for the FinCom report. Ms. Reed will post the Feb. 27 minutes. The next FinCom meetings are April 10 (Town and Schools hearing), April 15 (CPC and Minuteman hearing), April 24 (regular meeting), May 1 (Enterprise funds hearing) and May 22, 2025 (regular meeting). Chair Dahlberg adjourned this meeting at 8:16 p.m.

YouTube: Ctrl+Click to follow link: [March 27, 2025 Finance Committee meeting video](#)

Meeting Documents Link: [March 27, 2025 Finance Committee meeting packet](#)