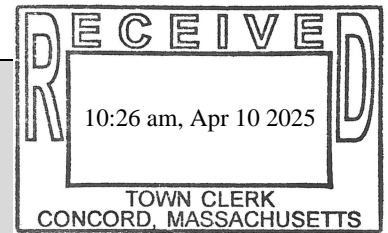




**Town of Concord  
Concord Finance Committee  
AGENDA**

**April 15, 2025, at 7:00 PM  
Concord Town House**

**22 Monument Sq., 2<sup>nd</sup> Fl. Public Hearing Room**  
*Notice of public meeting as required by M.G.L. Chpt.30A §18-28*



**REVISED**

**HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM**

**Join the meeting:** <https://us02web.zoom.us/j/89058354590?pwd=0ONkBPzQk18ADWvKvWrQ61D1uw0uhD.1>  
**Meeting ID:** 890 5835 4590 **Passcode:** 404599 **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.***

**7:00 PM**

**1. Call to Order**

**7:05 PM**

**2. Finance Committee Annual Town Meeting Public Hearing**

- A. Article 12 – Concord-Carlisle Regional School District Budget
- B. Article 13 – Amenities Building
- C. Article 3 – Meeting Procedure
- D. Article 6 – Fiscal Year 2025 Budget Line-Item Adjustments
- E. Article 7 – Fiscal Year 2026 Town Budget
- F. Article 8 – Debt Exclusion for Road Maintenance
- G. Article 9 – Fiscal Year 2026 Capital Improvement and Debt Plan
- H. Article 10 – Concord Public Schools Operating Budget
- I. Article 11 – Concord Public Schools Capital Budget
- J. Article 14 – Non-Resident Tuition Revolving Fund
- K. Article 15 – Facilities Rental Revolving Fund
- L. Article 16 – Authority to Contract for up to Five Years for Selected Items
- M. Article 18 – Creation of Capital and Debt Stabilization Funds
- N. Article 19 – Appropriation to General Stabilization Fund
- O. Article 20 – OPEB Trust Fund Appropriation
- P. Article 21 – OPEB Trust Fund Expense
- Q. Article 24 – Transfer from Middle School Stabilization Fund

**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 12 – Concord-Carlisle Regional School District Budget
  - B. Article 13 – Amenities Building
  - C. Article 3 – Meeting Procedure
  - D. Article 6 – Fiscal Year 2025 Budget Line-Item Adjustments
  - E. Article 7 – Fiscal Year 2026 Town Budget
  - F. Article 8 – Debt Exclusion for Road Maintenance
  - G. Article 9 – Fiscal Year 2026 Capital Improvement and Debt Plan
  - H. Article 10 – Concord Public Schools Operating Budget
  - I. Article 11 – Concord Public Schools Capital Budget
  - J. Article 14 – Non-Resident Tuition Revolving Fund
  - K. Article 15 – Facilities Rental Revolving Fund
  - L. Article 16 – Authority to Contract for up to Five Years for Selected Items
  - M. Article 18 – Creation of Capital and Debt Stabilization Funds

- N. Article 19 – Appropriation to General Stabilization Fund
- O. Article 20 – OPEB Trust Fund Appropriation
- P. Article 21 – OPEB Trust Fund Expense
- Q. Article 24 – Transfer from Middle School Stabilization Fund

9:00 PM

**5. Correspondence**

9:05 PM

**6. Minutes**

- A. Approve the minutes of April 10, 2025

9:15 PM

**7. Anticipated Adjournment**

**UPCOMING MEETINGS**

**Next Meeting:** *Thursday, April 24, 2025 @ 6:30 pm Fin Com Regular Meeting*  
*Thursday, May 1, 2025 @ 7:00 pm (FC ATM Public Hearing #3)*



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**1**

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## 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 #2

### 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 2025 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 15, 2025**

**2A**

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# Finance Committee Annual Town Meeting Public Hearing

Article 3 - Meeting Procedure

**Requested by:**

**Action Sought:**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

The motion under this article, which will be printed in the Town Meeting Briefing Book to be mailed to all households, will require that every motion or motion to amend seeking to make an appropriation greater than the amount recommended by the Finance Committee and designated as "allocation at levy limit," or where the Finance Committee has recommended NO ACTION, must identify the source of funding. Motions and motions to amend for appropriations supported by borrowing that would exceed the Finance Committee's recommendation, or on which the Finance Committee recommends NO ACTION, will be required to be made contingent upon approval of a debt exclusion, or with a corresponding offsetting reduction in another borrowing authorization. All articles making appropriations will be kept open until the Meeting's final adjournment. Town Meeting has adopted this meeting procedure for many years.

### Board Action

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



## ARTICLE 3: MEETING PROCEDURE

### Article 3: Meeting Procedure

Mr. Dahlberg moves that in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the Rule of the Meeting printed in the Consent Calendar handout.



## ARTICLE 3: MEETING PROCEDURE

### Article 3: Meeting Procedure

- **Purpose**: to hold spending within the constraints of Proposition 2 ½
- Routine article since 1992
- All appropriation articles will remain open, and may be amended, until the Meeting adjourns

## ARTICLE 3: MEETING PROCEDURE



### Article 3: Meeting Procedure

- **Appropriations**: any motion to increase any spending item above the proposed budget must specify
  - Amount of increase
  - Source of funding
    - Corresponding decrease of other items
    - Proposition 2 ½ Override
    - Use of other Available Funds

## ARTICLE 3: MEETING PROCEDURE



### Article 3: Meeting Procedure

- Appropriations: reduction of a borrowing authorization is NOT a source of funding for FY25 Operating Expenses.

## ARTICLE 3: MEETING PROCEDURE



### Article 3: Meeting Procedure

- **Debt Authorizations**: Any motion to increase a borrowing item for which Debt Service is to be covered within the Levy Limit, must specify:
  - Amount of increase
  - Source of funding
    - Corresponding reduction of other borrowings within the Levy Limit
    - Proposition 2 ½ Debt Exclusion



## ARTICLE 3: MEETING PROCEDURE

### Article 3: Meeting Procedure

Mr. Dahlberg moves that in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the Rule of the Meeting printed in the Consent Calendar handout.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2B**

# Finance Committee Annual Town Meeting Public Hearing

Article 6 – Fiscal Year 2025 Budget Line-Item Adjustments

**Requested by:**

**Action Sought:**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

The Town's FY25 budget was appropriated in fourteen (14) distinct line items. Adjustments to these line-item totals may only be made through subsequent Town Meeting action or at the end of the fiscal year with the approval of the Select Board and Finance Committee, under the authority granted in Mass. Gen. Laws Ch. 44, § 33B. This article seeks approval to make certain line-item adjustments to rebalance the budget to account for actual spending, while maintaining the total appropriation of \$59,674,465. This article does not seek a supplemental appropriation and approval of this article will not increase total FY25 spending.

### Board Action

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



## ARTICLE 6: FY25 Budget Line-Item Adjustment

# Article 6: FY25 Budget Line-Item Adjustment

Select Board moves: no motion anticipated.



## Manner of Appropriation

- The Town's budget is appropriated by Town Meeting in 14 distinct line items
- The Town Manager must then manage to the "bottom line" of each line-item appropriation
- Adjustments are then only allowed:
  - By further Town Meeting action; or
  - Year-end transfer process provided under MGL Ch. 44, §33B

Note: It is generally accepted that remedies to cure budget issues should be taken up by Town Meeting when practicable



## FY25 Line-Item Adjustment

- Budgets are prepared well in advance of the fiscal year and while we do our best to project expenses, often circumstances change
- Proposed adjustment:
  - XXX
  - XXX
  - XXX
- Amounts are available due to: xxxx
- Amounts needed are due to: xxxx
- Note: approval of this transfer **does not** increase the total appropriation approved under 08-ATM-2024



## What happens if adjustment isn't approved?

- If the transfer is not approved, the Town's only other remedy is to seek a year-end adjustment under MGL Ch. 44, §33B
  - May 1 – July 15 with approval of both FinCom & Select Board
- If year end transfer is not approved, the Town would have an “illegal” deficit and would be required to raise a like amount on the FY26 recap (tax rate) within the levy



## ARTICLE 6: FY25 Budget Line-Item Adjustment

# Article 6: FY25 Budget Line-Item Adjustment

Select Board moves: no motion anticipated.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2C**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 7 – Fiscal Year 2026 Town Budget

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

The full Town Budget with all line items will be posted on the Town’s website under the tab for 2025 Annual Town Meeting, presented at pre-Town Meeting hearing before the Finance Committee on Thursday, April 15, 2025, and included in the Town Meeting Briefing Book to be mailed to all households. The Town Budget Article provides for all General Fund (tax-supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation presented here for consideration for Town Meeting approval meets the Finance Committee’s guideline set for FY26. The text in the article also makes certain other appropriation from Stabilization and Enterprise Funds, as well as authorizes certain other transfers.

### **Board Action**

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



# Article 7: Fiscal Year 2026 Town Budget

Select Board moves that the Town vote to approve Article 7 as printed in the Briefing Book.

# General Fund: Summary

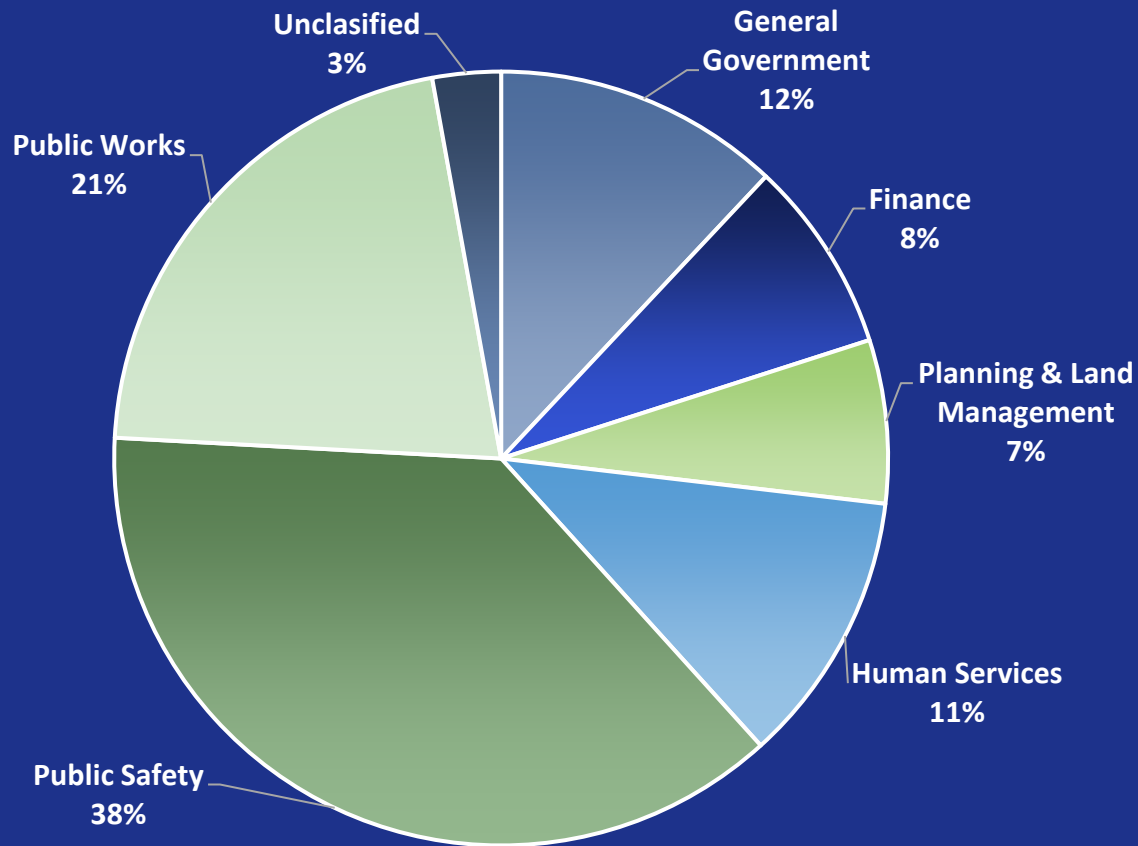
**FY26 Level Service: +\$1,500,000**

**Net Reductions from Level**

**Service: -\$600,000:**

Personnel = \$400,000 (-4.74 FTE's)

Expenses = \$200,000



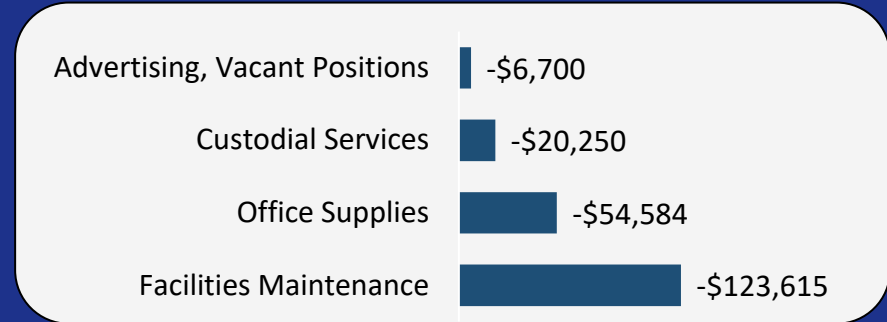
Town Government Operating Budget				
Department	FY25	FY26	FY26 -25 \$ Change	FY26 -25 % Change
General Government	\$ 4,144,519	\$ 4,041,559	\$ (102,960)	-2.48%
Finance	\$ 2,599,727	\$ 2,710,398	\$ 110,671	4.26%
Planning & Land Mgmt	\$ 2,298,834	\$ 2,297,065	\$ (1,769)	-0.08%
Human Services	\$ 3,488,951	\$ 3,848,785	\$ 359,834	10.31%
Public Safety	\$ 12,106,896	\$ 12,650,246	\$ 543,350	4.49%
Public Works	\$ 7,300,206	\$ 7,168,703	\$ (131,503)	-1.80%
Unclassified	\$ 806,506	\$ 962,133	\$ 155,627	19.30%
<b>Total</b>	<b>\$ 32,745,639</b>	<b>\$ 33,678,889</b>	<b>\$ 933,250</b>	<b>2.85%</b>

# FY26: Net Reductions

PERSONNEL: -\$400,000

Cost Center	Position Change	FTE
<b>General Government</b>		
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
<b>Total General Government:</b>		<b>-3.95</b>
<b>Human Services</b>		
Senior Services	Transfer Admin Position to Dept-Wide	-1.00
Human Services	Dept-Wide Admin Support	1.00
Human Services	Reallocation of Director's Activity	0.25
<b>Total Human Services:</b>		<b>0.25</b>
<b>Public Safety</b>		
Fire	Eliminate Fractional PT Hours	-0.04
<b>Total Public Safety:</b>		<b>-0.04</b>
<b>Public Works</b>		
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
<b>Total Public Works:</b>		<b>-1.00</b>
<b>Total General Fund Adjustment:</b>		<b>-4.74</b>

EXPENSES: -\$200,000



## Personnel Changes

- 4.74 FTE reduction, 3.74 FTE voluntarily transferred to other vacancies; 1.00 FTE layoff
- Deputy Town Manager to assume the role of 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

# Continuing Our Commitment to Sustainability



## Sustainable Concord Plan

Townwide framework with **actions** across departments to reduce emissions and build resilience



## Concord Climate Action Network

A partner in **education, advocacy, and community engagement**



## Library

Earned **Certified Sustainable Library** status  
Hosts **environmental education programs** and resources



## DPLM

Applies **sustainable development standards** through permitting and zoning  
Supports conservation and long-range land-use planning



## Public Works

Runs **DropOff/SwapOff events, paint recycling, and water conservation** programs  
Uses **biodegradable hydraulic fluids** in municipal equipment



## Facilities

Implements **energy-efficient upgrades** in lighting, HVAC, and building systems  
Focuses on **sustainable operations and maintenance practices** across town buildings



## CMLP

Achieved **100% non-emitting electricity**, 7 years ahead goal  
Supports **heat pumps, EV adoption, and home energy assessments**  
Offers **rebates for solar and efficient appliances**  
Leads implementation of the **Climate Action & Resilience Plan**

**Concord continues to advance its environmental goals through the leadership of key departments and strong collaboration with community partners. Sustainability is embedded across operations, guided by Town's Climate Action & Resilience Plan.**

<https://concordma.gov/2503/Climate-Action-and-Resilience-Plan>

# External vs. Internal Service Departments

	FY24		FY25		FY26		FY26 vs FY25		
Total: Town Government , External	\$ 26,801,714	225.71	\$ 27,590,033	221.02	\$ 28,509,312	219.73	\$ 919,279	3.33%	-1.29
Total: Town Government , Internal	\$ 4,910,119	34.78	\$ 5,155,606	36.58	\$ 5,169,577	33.13	\$ 13,971	0.27%	-3.45
<b>Total: Town Government</b>	<b>\$ 31,711,833</b>	<b>260.49</b>	<b>\$ 32,745,639</b>	<b>257.60</b>	<b>\$ 33,678,889</b>	<b>252.86</b>	<b>\$ 933,250</b>	<b>2.85%</b>	<b>-4.74</b>

## EXTERNAL SERVICE DEPARTMENTS



Provide public-facing services such as public safety, public works, and social services.



Includes: Human Services, Public Safety, Public Works, DPLM, Economic Vitality & Sustainability.



Town Manager's Office (50%) manages external-facing functions.



Finance (Town Clerk, Registrar) & Legal Services (67%) serve external needs.



Unclassified = 87% of total funding (majority supports external services).

## INTERNAL SERVICE DEPARTMENTS



Support town administration, financial management, and operational efficiency.



Includes: HR, IT, Finance (accounting, payroll, procurement), Legal Services (33%).



Town Manager's Office (50%) also oversees internal governance.



Unclassified = 13% of total funding (internal reserves, benefits, etc.).

# General Government: FY26 Personnel & Expense

## Cost Center Overview

- Oversees town administration, HR, IT, legal services, and economic development.
- Facilitates public meetings, sustainability efforts, and business support.

## Notable Changes in FY26

- Staff reductions in IT & HR may impact operations.
- Increased IT funding for cybersecurity and software.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
1A: Town Managers Office	\$707,529	\$0	\$0	\$0	\$65,976	\$773,505	-1.00
1B: Human Resources	\$488,258	\$0	\$0	\$0	\$34,400	\$522,658	-1.25
1C: Information Systems	\$784,056	\$0	\$17,500	\$0	\$933,942	\$1,735,498	-1.70
1D: Town Meetings & Reports	\$0	\$0	\$0	\$0	\$122,100	\$122,100	0.00
1E: Resource Sustainability	\$122,075	\$0	\$0	\$0	\$27,650	\$149,725	0.00
1F: Economic Vitality & Tourism	\$198,515	\$0	\$87,257	\$0	\$52,300	\$338,073	0.00
1G: Visitor's Center	\$0	\$0	\$0	\$0	\$0	\$0	0.00
<b>Sub-total:</b>	<b>\$2,300,433</b>	<b>\$0</b>	<b>\$104,757</b>	<b>\$0</b>	<b>\$1,236,368</b>	<b>\$3,641,559</b>	<b>-3.95</b>
2A: Legal Services	\$0	\$0	\$0	\$0	\$400,000	\$400,000	0.00
<b>Total: General Government</b>	<b>\$2,300,433</b>	<b>\$0</b>	<b>\$104,757</b>	<b>\$0</b>	<b>\$1,636,368</b>	<b>\$4,041,559</b>	<b>-3.95</b>
					<b>Personnel: 59.51%</b>	<b>\$2,405,191</b>	
					<b>Expense: 40.49%</b>	<b>\$1,636,368</b>	

# Finance: FY26 Personnel & Expense

## Cost Center Overview

- Manages town budgeting, accounting, payroll, tax collection, and financial planning.
- Includes Accounting, Assessing, Treasury, and Procurement functions.
- Oversees tax collection, revenue management, utility billing, and financial compliance.

## Notable Changes in FY26

- No major reductions – staffing levels remain stable.
- Efficiency improvements through financial software upgrades, reducing manual work.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
3A: Finance Administration	\$584,563	\$0	\$0	\$0	\$65,447	\$650,010	-1.00
3B: Treasurer - Collector	\$319,197	\$0	\$0	\$0	\$173,075	\$492,272	0.00
3C: Town Accountant	\$401,874	\$0	\$0	\$0	\$112,575	\$514,449	1.00
3D: Assessors	\$369,845	\$0	\$23,985	\$0	\$94,930	\$488,760	0.00
3E: Town Clerk	\$462,883	\$0	\$14,880	\$0	\$15,168	\$492,931	0.00
3F: Elections	\$0	\$0	\$0	\$14,000	\$43,661	\$57,661	0.00
3G: Registrars	\$0	\$0	\$0	\$0	\$14,315	\$14,315	0.00
<b>Total: Finance</b>	<b>\$2,138,362</b>	<b>\$0</b>	<b>\$38,865</b>	<b>\$14,000</b>	<b>\$519,171</b>	<b>\$2,710,398</b>	<b>0.00</b>
						<b>Personnel:</b> 80.85%	\$2,405,191
						<b>Expense:</b> 19.15%	\$1,636,368

# Planning & Land Management: FY26 Personnel & Expense

## Cost Center Overview

- Manages land use, zoning, historic preservation, natural resources, and building inspections.
- Oversees planning initiatives, permitting, and sustainability efforts to guide town development.
- Ensures compliance with state and local regulations.

## Notable Changes in FY26

- Staff reductions in Health & Natural Resources.
- Increased funding for Planning & Inspections.
- 141 Keyes Road funding removed.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
4A: Planning Administration	\$590,990	\$0	\$0	\$0	\$72,791	\$663,781	0
4B: Natural Resources	\$373,422	\$0	\$0	\$40,000	\$27,475	\$440,897	0
4C: Inspections	\$484,322	\$73,632	\$50,000	\$0	\$20,969	\$628,923	0
4D: Health	\$446,763	\$0	\$0	\$0	\$116,700	\$563,463	0
4F: 141 Keyes Road							0
<b>Total: DPLM</b>	<b>\$1,895,498</b>	<b>\$73,632</b>	<b>\$50,000</b>	<b>\$40,000</b>	<b>\$237,935</b>	<b>\$2,297,065</b>	<b>0</b>
						<b>Personnel:</b> 89.64%	\$ 2,059,130
						<b>Expense:</b> 10.36%	\$ 237,935

# Human Services: FY26 Personnel & Expense

## Cost Center Overview

- Provides social services, senior support, veterans' services, and public health initiatives.
- Supports affordable housing programs and community engagement efforts.

## Notable Changes in FY26

- Senior Services remains level-funded—expansion of services may be limited.
- Library staffing adjustments were made, but Sunday closures are NOT planned.
- Increased demand for public health & mental health services, requiring efficient resource allocation.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
5A: Library	\$1,807,255	\$296,495	\$210,350	\$33,263	\$321,813	\$2,669,176	0
5B1: Senior Services	\$574,091	\$0	\$0	\$40,000	\$55,800	\$669,891	-1
5B2: Harvey Wheeler	\$62,733				\$72,074	\$134,807	0
5C: Human Services	\$208,104				\$1,575	\$209,679	1.25
5D: Veteran's Services	\$0	\$0	\$35,325	\$0	\$59,757	\$95,082	0
5E: Ceremonies & Celebrations	\$0	\$0	\$0	\$0	\$70,150	\$70,150	0
<b>Total: Human Services</b>	<b>\$2,652,183</b>	<b>\$296,495</b>	<b>\$245,675</b>	<b>\$73,263</b>	<b>\$581,169</b>	<b>\$3,848,785</b>	<b>0.25</b>
						<b>Personnel: 84.90%</b>	<b>\$ 2,059,130</b>
						<b>Expense: 15.10%</b>	<b>\$ 237,935</b>

# Public Safety: FY26 Personnel & Expense

## Cost Center Overview

- Includes police, fire, and emergency medical services (EMS).
- Responds to public safety needs and disaster preparedness.

## Notable Changes in FY26

- Shift strength in the Fire Department may be impacted at certain times of the year.
- Police and fire positions remain stable, but staffing flexibility is reduced.
- The proposed cut to fire overtime was NOT fully implemented—some reductions, but funding remains higher than originally planned.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
6A: Police Department	\$4,039,680	\$0	\$0	\$7,800	\$819,442	\$4,866,923	-9
6B: Animal Control Office	\$0	\$0	\$0	\$0	\$30,900	\$30,900	0
6C: Police - Fire Station	\$0	\$0	\$0	\$0	\$0		0
6D: Fire Department	\$5,292,477	\$0	\$0	\$0	\$1,623,675	\$6,916,152	-0.04
6E: Emergency Management	\$0	\$0	\$0	\$0	\$14,700	\$14,700	0
6F: West Concord Fire Station	\$0	\$0	\$0	\$0	\$0	\$0	0
6G: Dispatch	\$671,571	\$0	\$0	\$0	\$150,000	\$821,571	9
<b>Total: Public Safety</b>	<b>\$10,003,729</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,800</b>	<b>\$2,638,717</b>	<b>\$12,650,246</b>	<b>-0.04</b>
					<b>Personnel:</b> 79.14%	\$10,011,529	
					<b>Expense:</b> 20.86%	\$2,638,717	

# Public Works: FY26 Personnel & Expense

## Cost Center Overview

- Maintains roads, sidewalks, water/sewer infrastructure, and public facilities.
- Oversees waste management, stormwater drainage, fleet maintenance, and town projects.

## Notable Changes in FY26

- Facilities maintenance and custodial service budget assumptions are tight, meaning some deferred maintenance could occur.
- Staffing levels remain stable, but some reliance on contracted services for efficiency.
- Capital projects may be phased or delayed based on funding prioritization.

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total	FY26-25 FTE Change
7A: Public Works Admin	\$381,483	\$0	\$0	\$0	\$20,905	\$402,388	-1
7B: Engineering	\$656,085			\$0	\$42,613	\$698,698	0
7C: Highway Administration	\$1,301,991	\$0	\$0	\$0	\$738,163	\$2,040,154	0
7D: Winter Maintenance	\$0	\$0	\$0	\$0	\$655,500	\$655,500	0
7E: Parks & Trees	\$527,736	\$0	\$0	\$30,240	\$478,131	\$1,036,106	1
7F: Cemetery	\$153,629	\$0	\$0	\$0	\$116,967	\$270,596	0
7G: 133/135 Keyes Rd	\$0	\$0	\$0	\$0	\$0	\$0	0
7H: Street Lighting	\$0	\$0	\$0	\$0	\$79,703	\$79,703	0
7I: Facilities Administration	\$806,618	\$0	\$0	\$0	\$1,122,622	\$1,929,240	1
7J: Parks & Playgrounds	\$0	\$0		\$0	\$56,318	\$56,318	-2
<b>Total: Public Works</b>	<b>\$3,827,541</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,240</b>	<b>\$3,310,922</b>	<b>\$7,168,703</b>	<b>-1</b>
					<b>Personnel: 53.81%</b>	<b>\$3,857,781</b>	
					<b>Expense: 46.19%</b>	<b>\$3,310,922</b>	

# Unclassified & Total General Fund: 3-Year Comparison

Unclassified & Total General Fund									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
8: Employee Wellness	\$73,765	0	\$25,000	0	\$25,000	0	\$0	0%	0
9: Reserve Fund	\$200,000	0	\$200,000	0	\$200,000	0	\$0	0%	0
10: Salary Reserve Fund	\$755,000	0	\$581,506	0	\$737,133	0	\$155,627	27%	0
<b>Total: Unclassified</b>	<b>\$1,028,765</b>	<b>0</b>	<b>\$806,506</b>	<b>0</b>	<b>\$962,133</b>	<b>0</b>	<b>\$155,627</b>	<b>19%</b>	<b>0</b>
<b>Total: Town Government</b>	<b>\$31,711,833</b>	<b>260.49</b>	<b>\$32,745,639</b>	<b>257.6</b>	<b>\$33,678,889</b>	<b>252.86</b>	<b>\$933,250</b>	<b>3%</b>	<b>-4.74</b>

Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
8: Employee Wellness	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Sub-total:	\$0	\$0	\$0	\$0	\$25,000	\$25,000
9: Reserve Fund	\$0	\$0	\$0	\$0	\$200,000	\$200,000
10: Salary Reserve Fund	\$0	\$0	\$0	\$0	\$737,133	\$737,133
<b>Total: Unclassified</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$962,133</b>	<b>\$962,133</b>
<b>Total: Town Government</b>	<b>\$22,817,746</b>	<b>\$370,127</b>	<b>\$439,298</b>	<b>\$165,303</b>	<b>\$9,886,415</b>	<b>\$33,678,889</b>

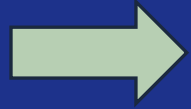
TOTAL GENERAL FUND		
Total Personnel:	\$23,792,474	70.65%
Total Expense:	\$9,886,415	29.35%
<b>Total:</b>	<b>\$33,678,889</b>	<b>100.00%</b>

# Fixed Cost: Town & School

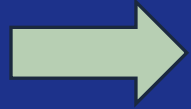
Town Government Operating Budget				
Line No.	Item No.	Department	FY25 Appropriation	FY26 Recommended Budget
<b>Joint Accounts (Town - Concord Public Schools)</b>				
12	A	Group Insurance	\$ 8,000,000	\$ 9,405,564
	B	Property/ Liability Insurance	\$ 539,412	\$ 617,087
	C	Unemployment	\$ 140,760	\$ 143,575
	D	Worker's Compensation	\$ 176,149	\$ 193,764
	E	Social Security & Medicare	\$ 1,028,735	\$ 905,172
		<b>sub-total:</b>	<b>\$ 9,885,056</b>	<b>\$ 11,265,162</b>
13	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157
	B	Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,567,124
		<b>sub-total:</b>	<b>\$ 5,999,746</b>	<b>\$ 5,151,281</b>
14	A	Debt Service, Within Levy Limit		
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,707,036
		A2. CPS, Principal & Interest	\$ 806,651	\$ 861,510
		A3. Interest on Short-Term Notes	\$ 70,000	\$ -
		<b>sub-total:</b>	<b>\$ 4,453,350</b>	<b>\$ 5,568,546</b>
	B	Debt Service, Excluded from Levy Limit		
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 7,670,889
		B3. Interest on Short-Term Notes		\$ -
		<b>sub-total:</b>	<b>\$ 6,590,674</b>	<b>\$ 7,966,183</b>
		<b>total: Joint Accounts</b>	<b>\$ 26,928,826</b>	<b>\$ 29,951,172</b>
<b>Total: FY Appropriation</b>			<b>\$ 59,674,464</b>	<b>\$ 63,630,061</b>

# FY26 Summary

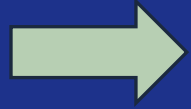
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+2.85%

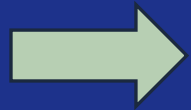


Net Staffing Reductions: -4.74 FTE's



## Top Challenges:

- Shift Strength, Fire Department
- Internal Service FTE cuts taken earlier than planned to meet Guideline
- Ability to meet service level demands



FY26 Budget Book: <https://town-concord-ma-budget-book.cleargov.com/18978/introduction/budget-process>



# Article 7: Fiscal Year 2026 Town Budget

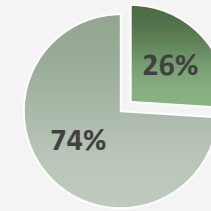
Select Board moves that the Town vote to approve Article 7 as printed in the Briefing Book.

# Supplemental Slides

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# FY26 Budget Overview

TOTAL HOUSEHOLDS: 6,411

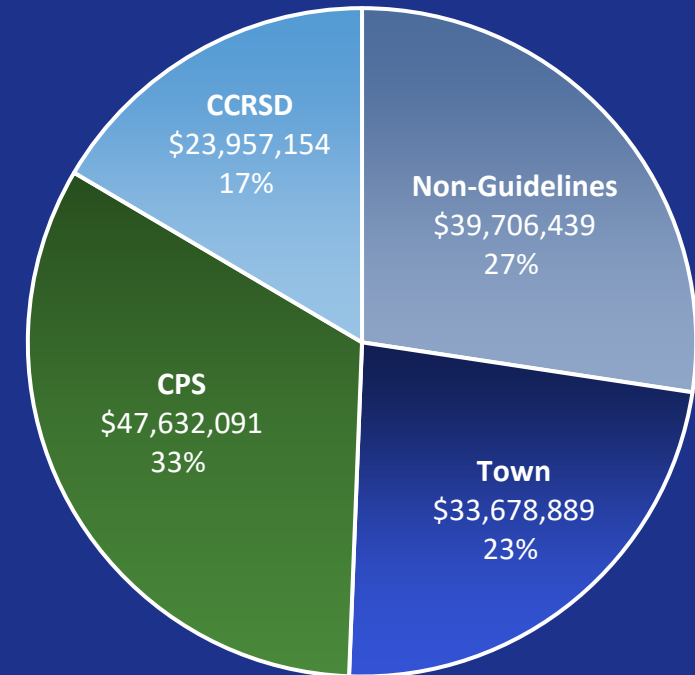


■ With school-aged children: 1,667

■ Without school-aged children: 4,744

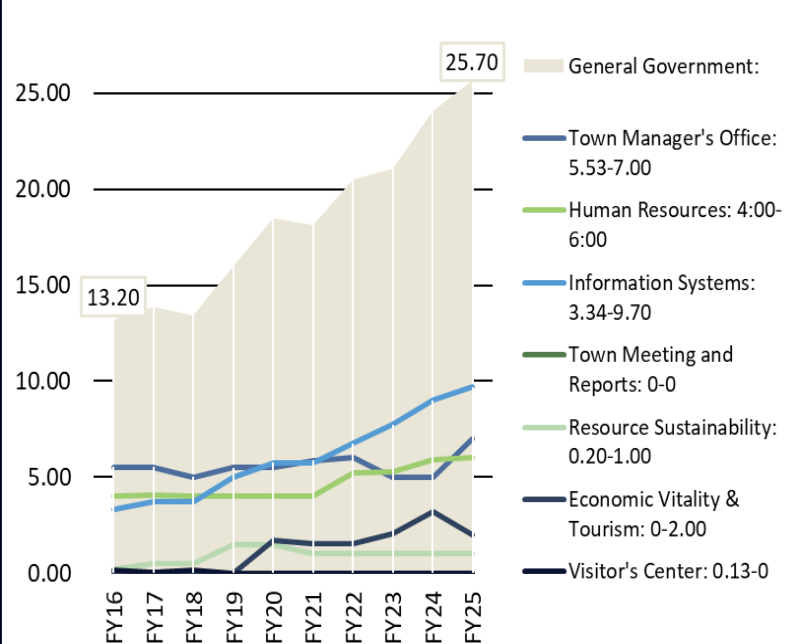
Governmental Cost Center	Total	Percent
<b>Education</b>	<b>\$85,608,012</b>	<b>59.05%</b>
CCRS + Debt	\$27,050,612	18.66%
CPS + Debt + Tier One Capital	\$56,772,450	39.16%
Minuteman RHS + Debt	\$1,784,950	1.23%
<b>Other Municipal Services</b>	<b>\$40,592,189</b>	<b>28.00%</b>
Town + Debt + Tier One Capital	\$40,592,189	28.00%
<b>Other, inc. Employee Benefits (Town &amp; CPS)</b>	<b>\$18,774,372</b>	<b>12.95%</b>
Employee Benefits, Town + CPS	\$16,872,919	11.64%
Non-Appropriated, Liability Insurance	\$1,901,453	1.31%
<b>Grand Total</b>	<b>\$144,974,573</b>	<b>100.00%</b>

## GUIDELINES V. NON-GUIDELINES



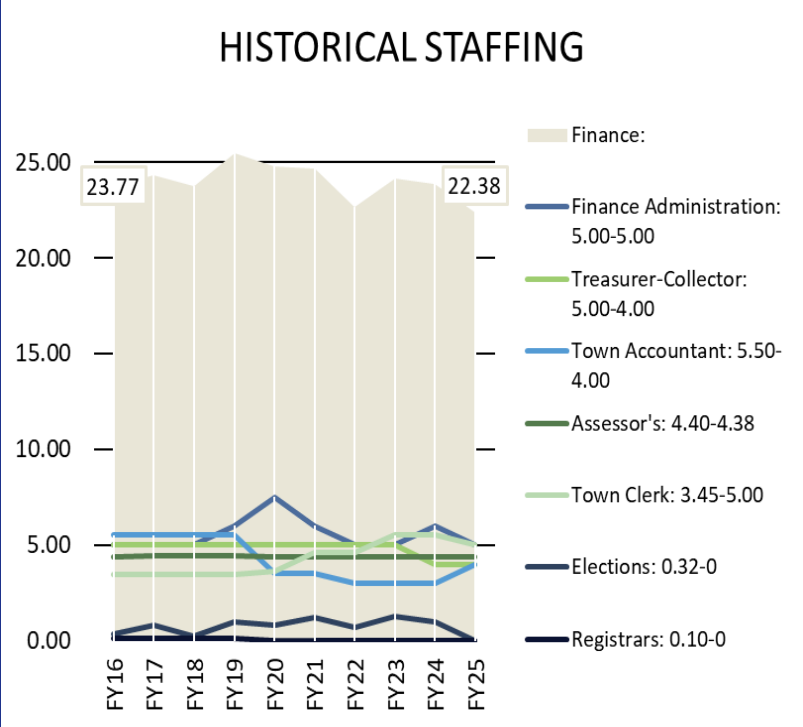
# General Government: 3-Year Historical Perspective

## HISTORICAL STAFFING



General Government									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
1A: Town Managers Office	\$716,923	5.00	\$864,166	7.00	\$773,505	6.00	(\$90,661)	-10.49%	-1.00
1B: Human Resources	\$563,451	5.90	\$481,562	6.00	\$522,658	4.75	\$41,096	8.53%	-1.25
1C: Information Systems	\$1,726,409	9.00	\$1,828,904	9.70	\$1,735,498	8.00	(\$93,406)	-5.11%	-1.70
1D: Town Meetings & Reports	\$93,699	0.00	\$100,000	0.00	\$122,100	0.00	\$22,100	22.10%	0.00
1E: Resource Sustainability	\$122,771	1.00	\$140,000	1.00	\$149,725	1.00	\$9,725	6.95%	0.00
1F: Economic Vitality & Tourism	\$231,839	3.18	\$329,887	2.00	\$338,073	2.00	\$8,186	2.48%	0.00
<b>Sub-total:</b>	<b>\$3,455,093</b>	<b>24.08</b>	<b>\$3,744,519</b>	<b>25.70</b>	<b>\$3,641,559</b>	<b>21.75</b>	<b>(\$102,960)</b>	<b>-2.75%</b>	<b>-3.95</b>
2AA Legal Services	\$450,000	0.00	\$400,000	0.00	\$400,000	0.00	\$0	0.00%	0.00
<b>TOTAL</b>	<b>\$3,905,093</b>	<b>24.08</b>	<b>\$4,144,519</b>	<b>25.70</b>	<b>\$4,041,559</b>	<b>21.75</b>	<b>(\$102,960)</b>	<b>-2.48%</b>	<b>-3.95</b>

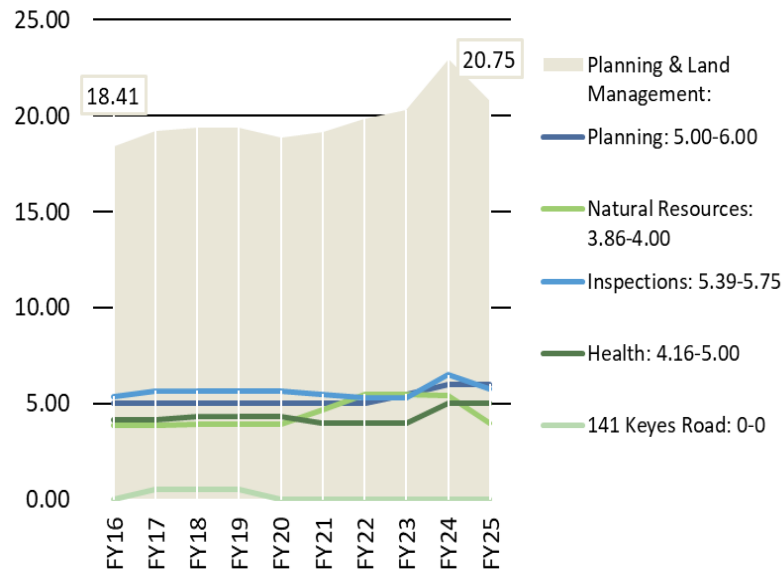
# Finance: 3-Year Historical Perspective



Finance									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
3A: Finance Administration	\$637,257	6.00	\$756,342	6.00	\$650,010	5.00	(\$106,332)	-14.06%	-1.00
3B: Treasurer - Collector	\$459,267	4.00	\$476,700	4.00	\$492,272	4.00	\$15,572	3.27%	0.00
3C: Town Accountant	\$361,540	3.00	\$392,374	3.00	\$514,449	4.00	\$122,075	31.11%	1.00
3D: Assessors	\$427,794	4.38	\$442,730	4.38	\$488,760	4.38	\$46,030	10.40%	0.00
3E: Town Clerk	\$456,849	5.52	\$457,834	5.00	\$492,931	5.00	\$35,097	7.67%	0.00
3F: Elections	\$79,385	0.98	\$60,289	0.00	\$57,661	0.00	(\$2,628)	-4.36%	0.00
3G: Registrars	\$10,981	0.00	\$13,458	0.00	\$14,315	0.00	\$857	6.37%	0.00
<b>TOTAL</b>	<b>\$2,433,074</b>	<b>23.88</b>	<b>\$2,599,727</b>	<b>22.38</b>	<b>\$2,710,398</b>	<b>22.38</b>	<b>\$110,671</b>	<b>4.26%</b>	<b>0.00</b>

# DPLM: 3-Year Historical Perspective

## HISTORICAL STAFFING

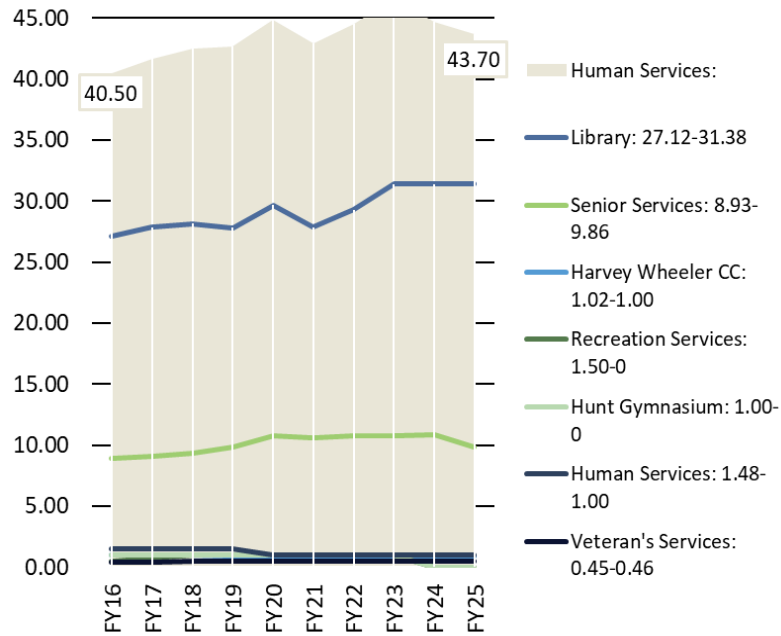


## Planning & Land Management (DPLM)

Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
4A: Planning Administration	\$651,032	6	\$631,968	6	\$663,781	6	\$31,813	5.03%	0
4B: Natural Resources	\$442,206	5.41	\$456,982	4	\$440,897	4	(\$16,085)	-3.52%	0
4C: Inspections	\$583,330	6.51	\$608,664	5.75	\$628,923	5.75	\$20,259	3.33%	0
4D: Health	\$552,642	5	\$598,077	5	\$563,463	5	(\$34,614)	-5.79%	0
4F: 141 Keyes Road	\$3,541	0	\$3,143	0	\$0	0	(\$3,143)	-100.00%	0
<b>Total: DPLM</b>	<b>\$2,232,750</b>	<b>22.92</b>	<b>\$2,298,834</b>	<b>20.75</b>	<b>\$2,297,065</b>	<b>20.75</b>	<b>(\$1,769)</b>	<b>-0.08%</b>	<b>0</b>

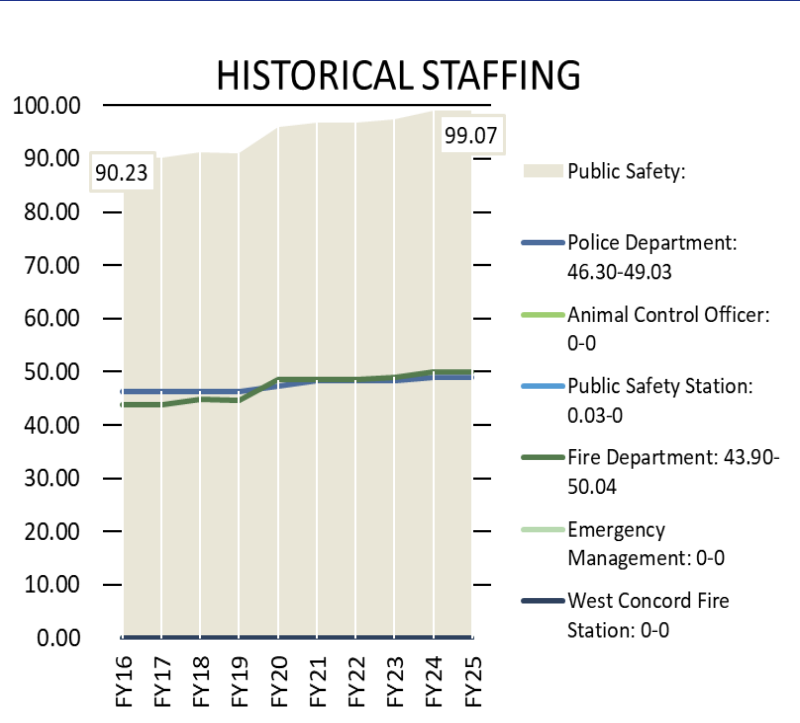
# Human Services : 3- Year Historical Perspective

HISTORICAL STAFFING



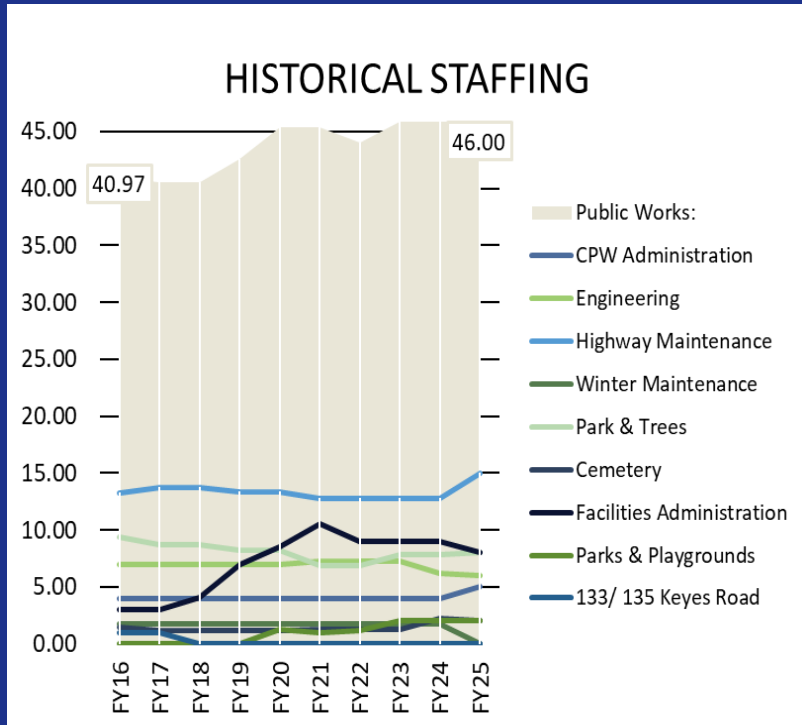
Human Services									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26 -25 FTE Change
5B1: Senior Services	\$641,337	10.86	\$670,851	9.86	\$669,891	8.86	(\$960)	-0.14%	-1
5B2: Harvey Wheeler Community Cent.	\$64,266	1	\$67,277	1	\$134,807	1	\$67,530	100.38%	0
5C: Human Services	\$91,813	1	\$97,738	1	\$209,679	2.25	\$111,941	114.53%	1.25
5D: Veteran's Services	\$85,220	0.46	\$84,525	0.46	\$95,082	0.46	\$10,557	12.49%	0
5E: Ceremonies & Celebrations	\$62,553	0	\$63,422	0	\$70,150	0	\$6,728	10.61%	0
<b>Total: Human Services</b>	<b>\$3,394,494</b>	<b>44.7</b>	<b>\$3,488,951</b>	<b>43.7</b>	<b>\$3,848,785</b>	<b>43.95</b>	<b>\$359,834</b>	<b>10.31%</b>	<b>0.25</b>

# Public Safety: 3-Year Historical Perspective



Public Safety									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
6A: Police Department	\$5,133,185	49.03	\$5,232,210	49.03	\$4,866,923	40.03	(\$365,287)	-6.98%	-9
6B: Animal Control Office	\$28,778	0	\$29,393	0	\$30,900	0	\$1,507	5.13%	0
6C: Police - Fire Station	\$52,047	0	\$40,406	0	\$0	0	(\$40,406)	-100.00%	0
6D: Fire Department	\$6,502,139	50.04	\$6,789,002	50.04	\$6,916,152	50	\$127,150	1.87%	-0.04
6E: Emergency Management	\$14,310	0	\$14,194	0	\$14,700	0	\$506	3.56%	0
6F: West Concord Fire Station	\$1,537	0	\$1,691	0	\$0	0	(\$1,691)	-100.00%	0
6G: Dispatch	\$0		\$0		\$821,571	9	\$821,571	100.00%	9
<b>Total: Public Safety</b>	<b>\$11,731,996</b>	<b>99.07</b>	<b>\$12,106,896</b>	<b>99.07</b>	<b>\$12,650,246</b>	<b>99.03</b>	<b>\$543,350</b>	<b>4.49%</b>	<b>-0.04</b>

# Public Works: 3-Year Historical Perspective



Public Works									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
7A: Public Works Admin	\$415,168	4	\$458,696	5	\$402,388	4	(\$56,308)	-12.28%	-1
7B: Engineering	\$690,079	6.23	\$693,132	6	\$698,698	6	\$5,566	0.80%	0
7C: Highway Administration	\$1,775,406	15.61	\$2,031,753	15	\$2,040,154	15	\$8,401	0.41%	0
7D: Winter Maintenance	\$644,705	0	\$655,500	0	\$655,500	0	\$0	0.00%	0
7E: Parks & Trees	\$975,880	7	\$873,271	8	\$1,036,106	9	\$162,835	18.65%	1
7F: Cemetery	\$269,281	2	\$282,838	2	\$270,596	2	(\$12,242)	-4.33%	0
7G: 133/135 Keyes Rd	\$66,967	0	\$75,000	0	\$0	0	(\$75,000)		0
7H: Street Lighting	\$39,646	0	\$42,029	0	\$79,703	0	\$37,674	89.64%	0
7I: Facilities Administration	\$1,895,668	9	\$2,077,139	8	\$1,929,240	9	(\$147,899)	-7.12%	1
7J: Parks & Playgrounds	\$212,862	2	\$110,848	2	\$56,318	0	(\$54,530)	-49.19%	-2
<b>Total: Public Works</b>	<b>\$6,985,663</b>	<b>45.84</b>	<b>\$7,300,206</b>	<b>46</b>	<b>\$7,168,703</b>	<b>45</b>	<b>(\$131,503)</b>	<b>-1.80%</b>	<b>-1</b>

# 10-Year Historical Perspective: FTE's

Department	FY16	FY25	Increase
Information Systems	3.34	9.70	6.36
Sustainability, Economic Vitality, Tourism	0.33	3.00	2.67
Facilities	3.02	8.00	4.98
Parks & Playgrounds	0.00	2.00	2.00
Library	27.12	31.38	4.26
Police	46.30	49.03	2.73
Fire	43.90	50.04	6.14
All Other	103.07	108.45	5.38
<b>TOTAL</b>	<b>227.08</b>	<b>261.60</b>	<b>34.52</b>



## IT & Facilities Growth

Created full-service **IT department** for cybersecurity & tech management.

Established **Facilities department** for in-house maintenance & cost efficiency.



## Public Safety & Emergency Services

Added **2 School Resource Officers** to CPD.

Expanded **Fire Department** for **24/7 ambulance service** in **W. Concord**.



## Library & Community Services

Increased **Library staff** to support **15,160 SQFT of programming space**.

Assumed responsibility for **Visitor's Center**; added **Sustainability & EVM Manager**.

# 10-Year Historical Perspective: Overall Expense

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY25 - 16	% Change
Town, Operating	\$19,505,013	\$20,214,013	\$21,194,013	\$24,982,195	\$26,761,648	\$26,949,809	\$28,492,894	\$29,735,045	\$31,711,833	\$32,745,639		
less: Enterprise Transfer				(\$2,698,681)	(\$3,407,135)	(\$3,534,885)	(\$2,815,350)	(\$2,228,448)	(\$2,263,599)	(\$2,331,507)		
Net: Town Operating				\$22,283,514	\$23,354,513	\$23,414,924	\$25,677,544	\$27,506,597	\$29,448,234	\$30,414,132	\$10,909,119	63.10%
Town, Capital Tier One	\$1,709,000	\$1,800,000	\$1,870,000	\$1,945,000	\$1,945,000	\$1,081,855	\$800,000	\$1,509,700	\$1,725,000	\$2,180,000	\$471,000	32.82%
Concord Public Schools, Operating	\$34,542,735	\$35,660,111	\$36,810,111	\$38,246,895	\$39,390,163	\$40,777,193	\$41,708,424	\$43,186,745	\$45,047,176	\$46,515,714	\$11,972,979	40.24%
Shared Expense, Town & CPS												
Group Insurance	\$4,650,000	\$4,650,000	\$4,800,000	\$5,374,837	\$5,966,069	\$6,383,694	\$6,639,042	\$7,468,322	\$8,140,471	\$8,000,000	\$3,350,000	72.04%
OPEB	\$1,150,000	\$1,400,000	\$1,470,000	\$1,617,000	\$1,697,850	\$1,500,000	\$1,220,195	\$1,401,347	\$1,364,609	\$1,364,609	\$214,609	53.65%
Retirement Assessment	\$3,220,000	\$3,317,000	\$3,667,000	\$3,777,010	\$3,965,861	\$4,064,734	\$4,751,660	\$4,882,471	\$5,049,675	\$5,999,746	\$2,779,746	94.39%
SS, Medicare & Other Mandated	\$1,165,000	\$1,215,000	\$1,260,000	\$1,299,713	\$1,298,750	\$1,387,364	\$1,478,782	\$1,582,514	\$1,697,336	\$1,885,056	\$720,056	72.01%
Debt Service, Town/CPS, w/in levy	\$3,719,217	\$3,730,000	\$3,860,000	\$4,025,363	\$4,196,145	\$3,999,011	\$4,167,370	\$4,235,101	\$4,527,700	\$4,453,350	\$734,133	22.25%
Debt Service, Town/CPS Excluded	\$4,206,283	\$4,007,828	\$3,607,507	\$3,354,151	\$3,221,181	\$3,375,867	\$3,250,139	\$2,986,504	\$6,746,910	\$6,590,674	\$2,384,391	50.52%
CCRS, Operating Assessment	\$16,556,221	\$17,035,005	\$17,935,005	\$19,146,874	\$19,996,874	\$20,436,322	\$21,135,593	\$21,782,979	\$22,302,834	\$23,150,489	\$6,594,268	43.77%
CCRS, Debt Service, within levy	\$0	\$80,753	\$102,583	\$102,809	\$0	\$0	\$0	\$0	\$0	\$0		
CCRS, Debt Service, Excluded	\$3,514,429	\$3,668,218	\$3,561,484	\$3,404,345	\$3,348,113	\$3,311,646	\$3,241,186	\$3,179,377	\$3,055,012	\$2,990,419	(\$524,010)	-206.20%
MRTS, Operating Assessment	\$407,041	\$423,444	\$599,179	\$595,792	\$768,846	\$904,576	\$911,265	\$987,159	\$1,233,702	\$1,199,233	\$792,192	180.90%
MRTS, Debt Service Excluded	\$0	\$0	\$0	\$146,887	\$297,995	\$354,322	\$378,019	\$521,385	\$488,844	\$533,583		
Other Assessments/ Overlay, Etc.	\$1,977,278	\$1,048,210	\$2,472,676	\$1,128,303	\$1,162,926	\$1,053,750	\$1,097,269	\$1,269,688	\$1,153,482	\$1,155,843	(\$821,435)	-81.53%
<b>Total:</b>	<b>\$96,322,217</b>	<b>\$98,249,582</b>	<b>\$103,209,558</b>	<b>\$106,448,493</b>	<b>\$110,610,286</b>	<b>\$112,045,258</b>	<b>\$116,456,488</b>	<b>\$122,499,889</b>	<b>\$131,980,985</b>	<b>\$136,432,848</b>	<b>\$40,110,631</b>	<b>48.76%</b>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2D**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 8 – Debt Exclusion for Road Maintenance

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

Concord Public Works has developed a comprehensive and strategic investment plan to address the town's road improvement and pedestrian safety needs. By investing approximately \$6.25M per year over the next four years, and \$2.5M in year five. The Town will recover from a decade of underfunding of pavement management associated with our roads and sidewalks, while providing for complimentary safety elements for pedestrians and cyclists. The goal for the 5-year frontloading of investment is to achieve a higher condition of pavement which can then be maintained at this condition with a more predictable and sustainable annual spending plan thereafter.

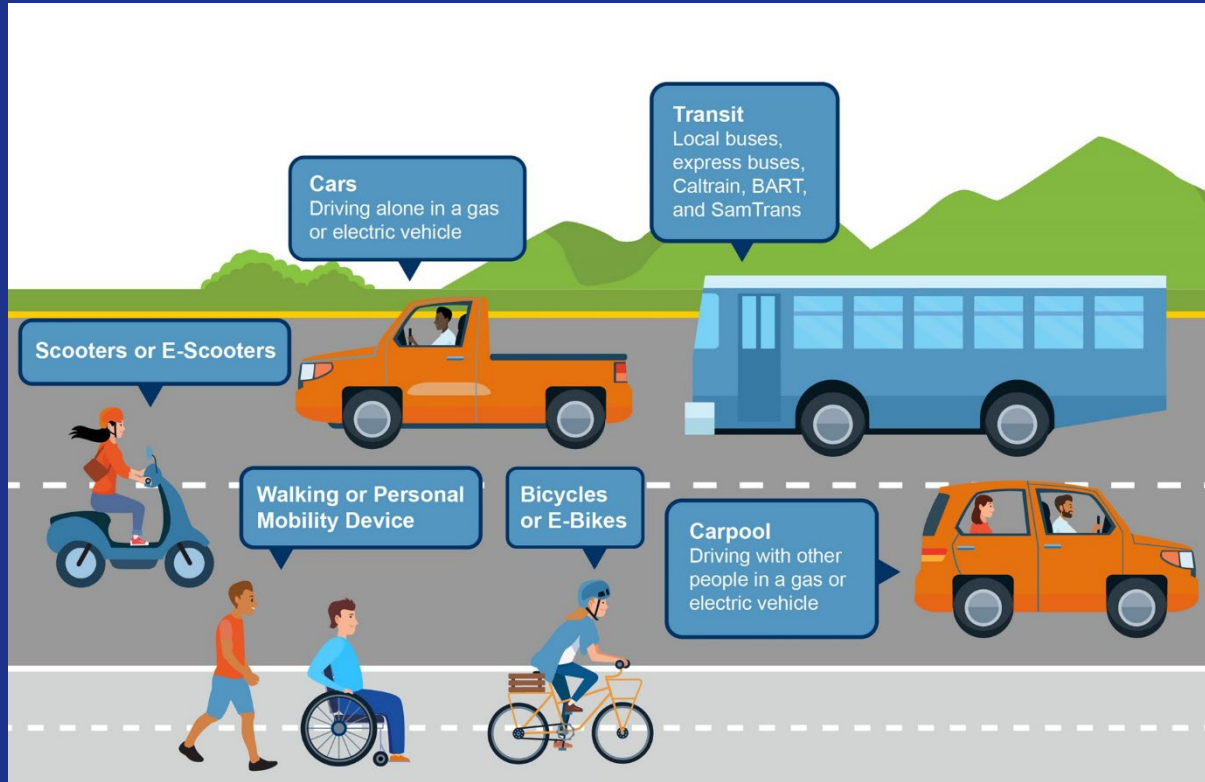
### **Board Action**

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

## ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Motion: Commissioner [TBD] moves that the Town take affirmative action on Article 8 as printed in the Warrant.

# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE



# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

## Reduce “Backlog”

- Pavement Repair Costs Over Ten Years

## Advance Safety/Transportation Amenities

- i.e. sidewalk repair, pedestrian crossings, intersection modifications...

## Invest More Efficiently

- Larger scale multiyear projects
- Improved planning/coordination for more ideal construction schedules
- Improved quality control of work – reduced risk of working in colder weather
- Reduced disturbance/impact on businesses and residents
- Town more competitive for State/Federal grant programs

# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

## Current Roads Conditions

- 108 Miles of Roads
- Avg. Pavement Condition Index (PCI) is 73.3 (Fair)
- Backlog of Identified Repairs is \$21M
  - Backlog is defined as the total town-wide repair cost to bring network conditions to near perfect in one year
  - Backlog includes pavement repair only, no sidewalks, drainage, signals, or intersection improvements

# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

## Concord's Pavement Management Today

2025

- Fair to Poor condition: 45%
- Very Poor: 5%
- Failing: 8%
- **Backlog \$21M**
- **PCI 73**

Status Quo Investment

- Annual budget of \$2.5M
- **10 years total of \$25M**
- Approved year-to-year
- Planning uncertainty

2035

- Fair to Poor condition: **9%**
- Very Poor: **6%**
- Failing : **38%**
- **Backlog: \$37M**
- **PCI 67**

# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

## Current Sidewalk Conditions

- 59.2 miles of public sidewalks
- Avg. Sidewalk Condition Index (SCI) is 74.2
- Backlog of Identified Repairs is \$5,798,082
- Repairs include:
  - Localized – saw cutting and patching of sidewalk section and/or replacing a few sidewalk panels. Not completely built to ADA compliance.
  - Full Reconstruction – replacement of entire sidewalk. Built to ADA compliance.

# ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

## Accelerated Roads and Sidewalk Investment Strategy

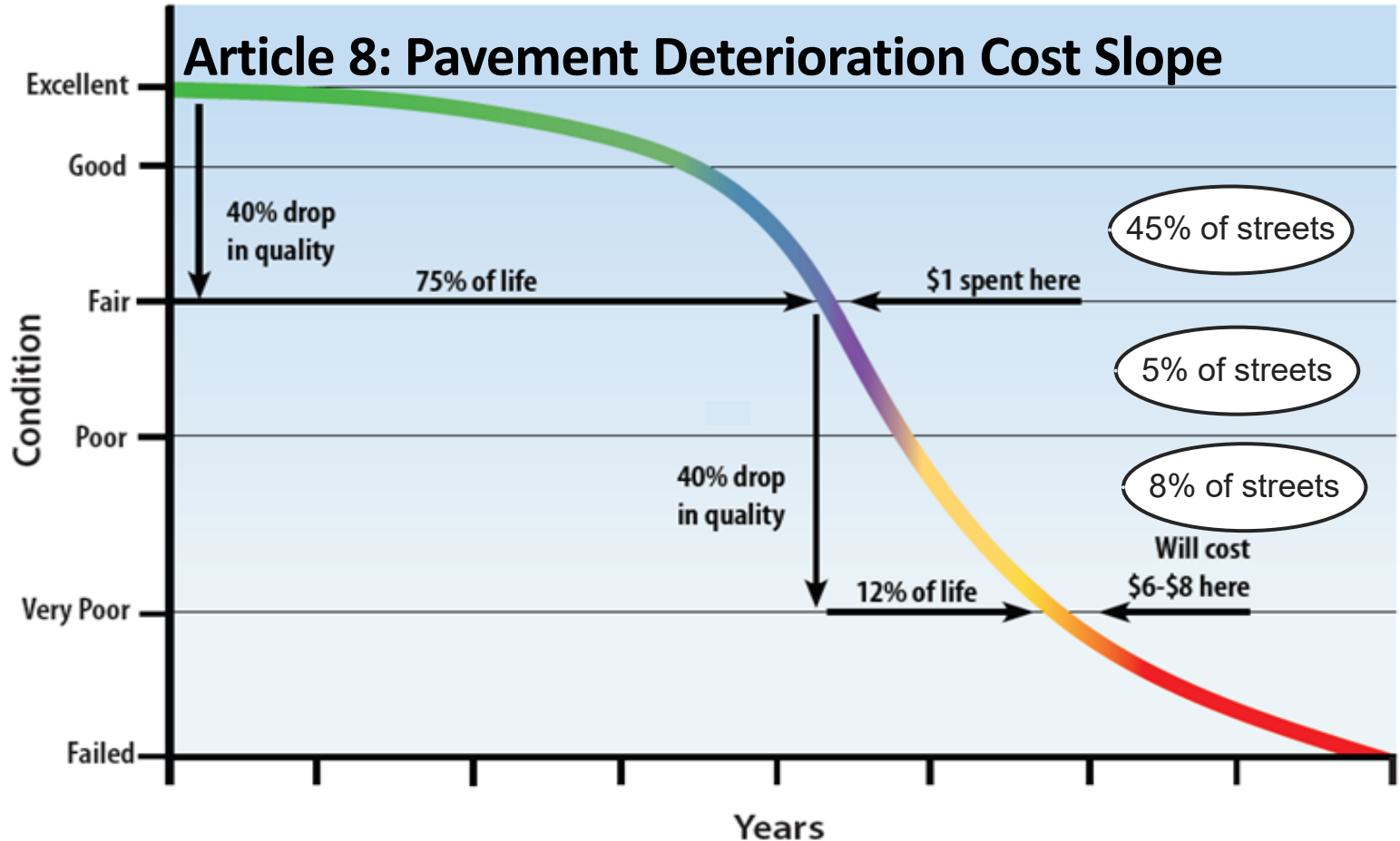
### First 5 Years:

- Increased level of spending to reach desired pavement condition
- Annual cost impact mitigated by financing over 10 -15 years

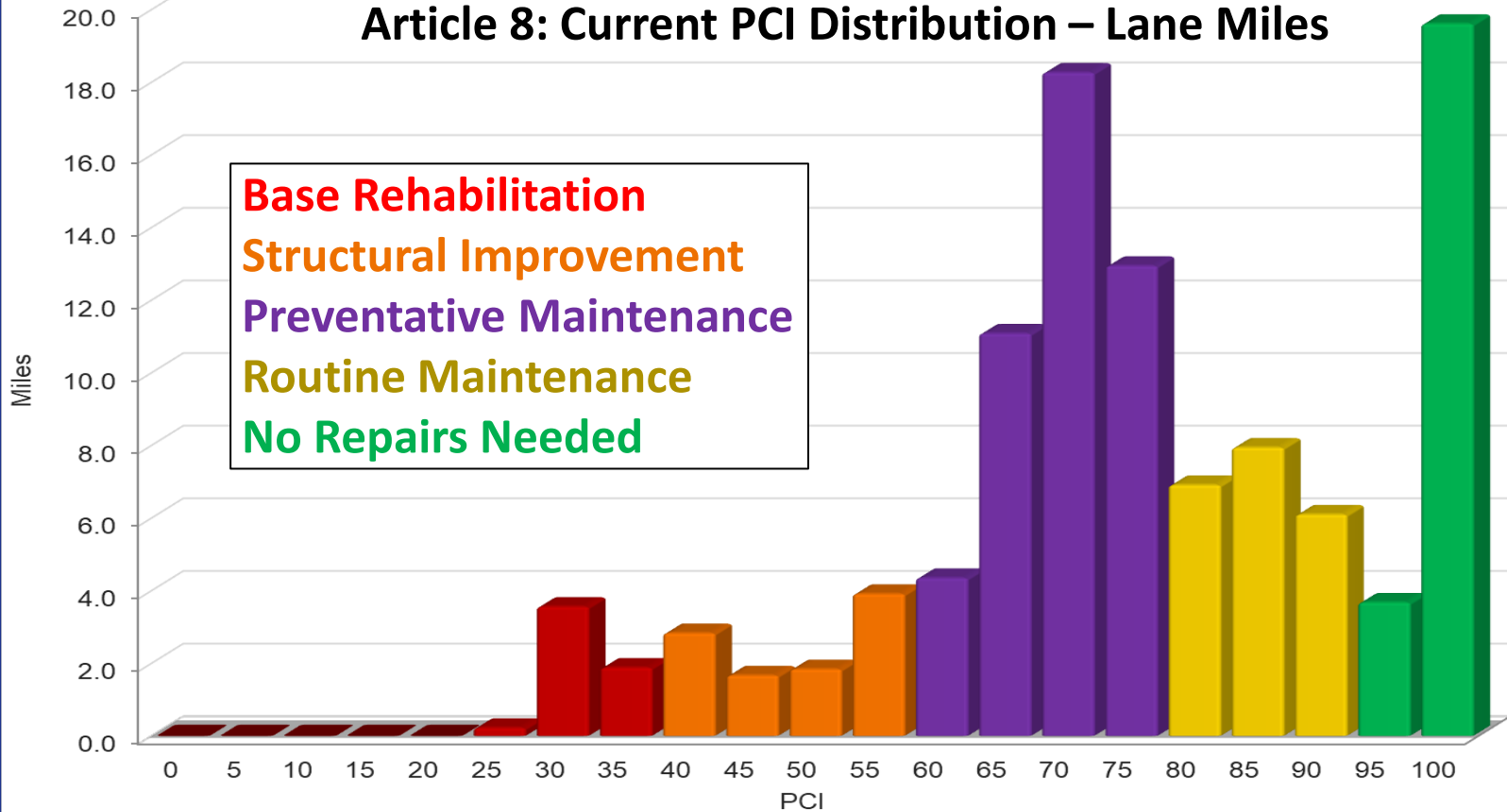
### 5-10 Years:

- Spending level returns to normalized/sustainable annual spending plan

# Article 8: Pavement Deterioration Cost Slope



## Article 8: Current PCI Distribution – Lane Miles



# Article 8: Suggested Pavement Repair Funding Program

Year	PCI to 68	PCI to 85	PCI to 85	PCI to 88	PCI to 91	PCI to 92	PCI to 97
	Current Budget	\$24M Tier III	\$25 Tier III	\$25M Tier III	\$22.5M Tier III	\$29M Tier III	\$35.4M (Eradicate Backlog)
FY 2026	\$2.50M	\$7.50M	\$5.00M	\$5.75M	\$7.50M	\$5.80M	\$7.50M
FY 2027	\$2.50M	\$7.50M	\$5.00M	\$5.75M	\$7.50M	\$5.80M	\$7.50M
FY 2028	\$2.50M	\$3.00M	\$5.00M	\$5.75M	\$7.50M	\$5.80M	\$7.50M
FY 2029	\$2.50M	\$3.00M	\$5.00M	\$5.75M	\$2.00M	\$5.80M	\$7.50M
FY 2030	\$2.50M	\$3.00M	\$5.00M	\$2.00M	\$2.00M	\$5.80M	\$5.40M
FY 2031	\$2.50M	\$2.00M	\$2.00M	\$2.00M	\$2.00M	\$2.00M	\$600k
FY 2032	\$2.50M	\$2.00M	\$2.00M	\$2.00M	\$2.00M	\$2.00M	\$600k
FY 2033	<b>\$2.50M</b>	\$2.00M	<b>\$2.00M</b>	<b>\$1.50M</b>	\$1.00M	\$1.50M	\$600k
FY 2034	<b>\$2.50M</b>	\$2.00M	<b>\$2.00M</b>	<b>\$1.50M</b>	\$1.00M	\$1.50M	\$600k
FY 2035	<b>\$2.50M</b>	\$2.00M	<b>\$2.00M</b>	<b>\$1.50M</b>	\$1.00M	\$1.50M	\$600k

# Article 8: Suggested Pavement Repair Funding Program

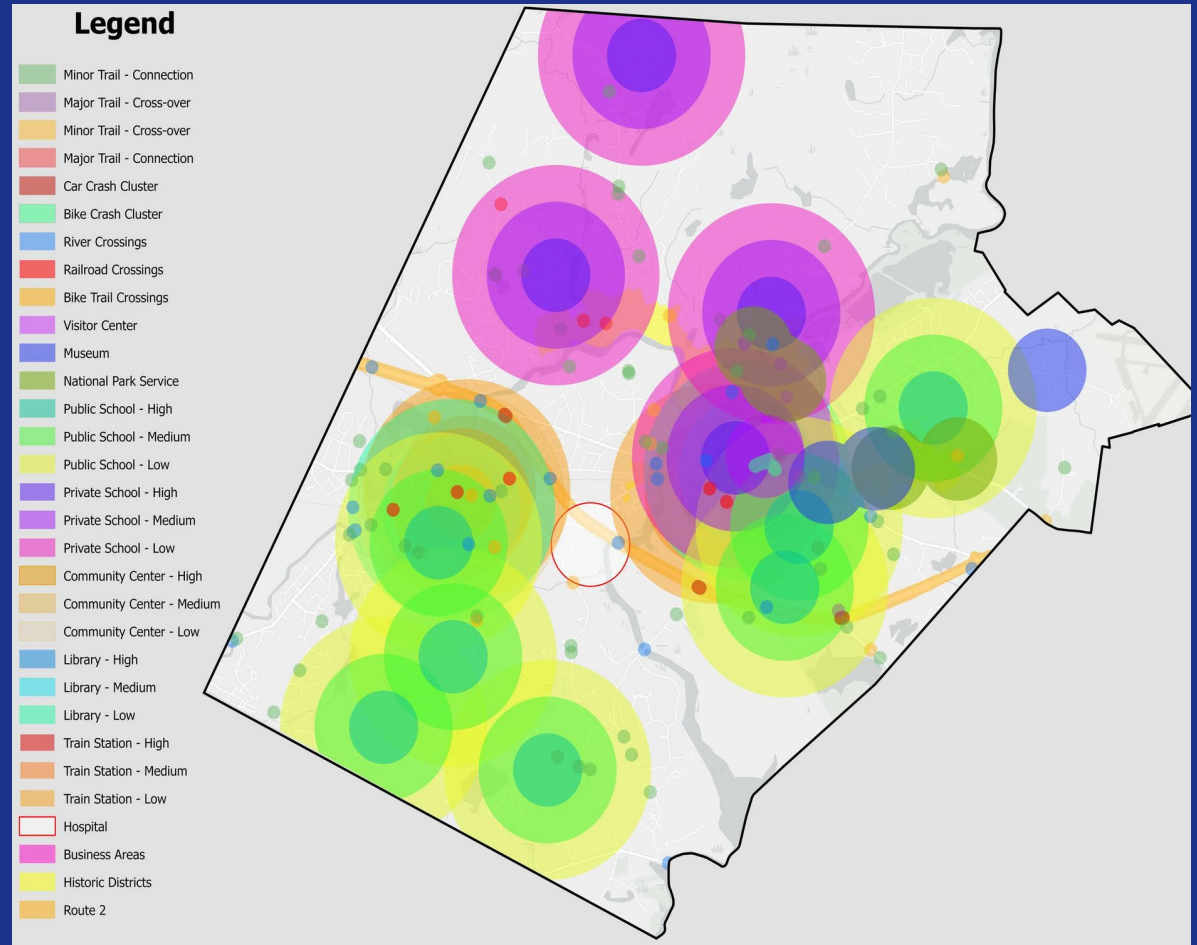
- Increases average roadway network PCI to a higher level 'good' condition index 88-91
- This model better reduces the backlog across all treatment bands
- This model indicates lower annual subsequent long-term run rate cost
- \$19-25M more cost effective
- Allows additional borrowed money to address other sidewalk and safety improvements

	PCI to 68	PCI to 85	PCI to 85	PCI to 88	PCI to 91	PCI to 92	PCI to 97
Year	Current Budget	\$24M Tier III	\$25 Tier III	\$25M Tier III	\$22.5M Tier III	\$29M Tier III	\$35.4M (Eradicate Backlog)
5 Yr Total	\$12.50M	\$24.00M	\$25.00M	\$25.00M	\$26.50M	\$29.00M	\$35.40M
10 Yr Total	\$25.00M	\$34.00M	\$35.00M	\$33.50M	\$33.50M	\$37.50M	\$38.40M
Annual Cost – Long-term	\$2.5M	\$2.0M	\$2.0M	\$1.5M	\$1.5M	\$1.5M	\$1.5M
Backlog	\$37.20M	\$9.10M	\$12.00M	\$9.10M	\$3.70M	\$3.70M	\$3.70M
10Yr Total + Backlog	<b>\$62.20M</b>			<b>\$42.50M</b>			

Net \$19-25M  
More Cost Effective and  
40-60% lower annual cost  
over the long-term

## Article 8: Safety Criteria

- Public/Private Schools
- Train Stations
- Crash Clusters
- Crossing
- Zoning
- Rt 2
- Historic/Rec Sites
- Libraries
- Hospital
- Community Centers



# Article 8: Proposed 5 Year Spend Down

Component	Pavement: \$7.5M/yr (2yr) Ped/Bike: \$750k/yr	Pavement: \$7.5M/yr (2yr) Ped/Bike: \$1.0M/yr	Pavement: \$7.5M/yr (2yr) Ped/Bike: \$1.2M/yr	Pavement: \$5.75M/yr (4yr) Ped/Bike: \$650k/yr	Pavement: \$5.75M/yr (4yr) Ped/Bike: \$1.0M/yr	Pavement: \$5.75M/yr (4yr) Ped/Bike: \$1.2M/yr	Pavement: \$7.5M/yr (3yr) Ped/Bike: \$750k/yr	Pavement: \$7.5M/yr (3yr) Ped/Bike: \$1.0M/yr	Pavement: \$7.5M/yr (3yr) Ped/Bike: \$1.2M/yr	Pavement: \$5.8M/yr (5yr) Ped/Bike: \$750k/yr	Pavement: \$5.8M/yr (5yr) Ped/Bike: \$1.0M/yr	Pavement: \$5.8M/yr (5yr) Ped/Bike: \$1.2M/yr
Pavement	\$24.0M	\$24.0M	\$24.0M	\$25.0M	\$25.0M	\$25.0M	\$26.5M	\$26.5M	\$26.5M	\$29.0M	\$29.0M	\$29.0M
Pedestrian & Bike Safety Improvements	\$3.75M	\$5.00M	\$6.00M	\$3.25M	\$5.00M	\$6.00M	\$3.75M	\$5.00M	\$6.00M	\$3.75M	\$5.00M	\$6.00M
New Sidewalks	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M	\$0.00M
TOTAL*:	\$27.8M	\$29.0M	\$30.0M	\$28.3M	\$30.0M	\$31.0M	\$30.3M	\$31.5M	\$32.5M	\$32.8M	\$34.0M	\$35.0M
Tier III	\$18.8M	\$20.0M	\$21.0M	\$25.6M	\$27.5M	\$30.0M	\$25.2M	\$26.5M	\$27.5M	\$27.8M	\$29.0M	\$30.0M

Town of Concord, Massachusetts

Existing & Proposed Exempt Debt

Estimated Bond Rate: 3.75%

2025 Assessed Value: \$ 9,379,716,636

2025 Average Single Family Home Value: 1,477,028

Annual Road Program (\$6.25M years 1 - 4 and \$2.5M year 5) - Exempt from the Limits of Proposition 2½

Bonds Issued on a Level Debt Service Basis - 10-year Term

Fiscal Year	page 2						page 3		page 4		page 5		page 6		page 7		Tax Impact of Proposed Debt		Tax Impact of Existing + Proposed Debt	
	(a) Existing Excluded Debt Service	(b) Proposed \$6,250,000 Roads Bonds dated October 1, 2025 (year 1)	(c) Proposed \$6,250,000 Roads Bonds dated October 1, 2026 (year 2)	(d) Proposed \$6,250,000 Roads Bonds dated October 1, 2027 (year 3)	(e) Proposed \$6,250,000 Roads Bonds dated October 1, 2028 (year 4)	(f) Proposed \$2,500,000 Roads Bonds dated October 1, 2029 (year 5)	(g) = (b) + (c) + (d) + (e) + (f) Aggregate Proposed Excluded Debt Service	(h) Residential Tax Impact per \$100,000 of Assessed Value	(i) Tax Impact on Average Home Valued at \$1,477,028	(j) = (a) + (g) Aggregate Existing & Proposed Excluded Debt Service	(k) Residential Tax Impact per \$100,000 of Assessed Value	(l) Tax Impact on Average Home Valued at \$1,477,028								
6/30/2025	\$ 6,490,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,490,880	\$ 69.20	\$ 1,022.14									
6/30/2026	7,866,389	117,188	-	-	-	-	117,188	18.45	7,983,576.13	85.12	1,257.20									
6/30/2027	7,433,675	749,531	117,188	-	-	-	866,719	136.48	8,300,393.75	88.49	1,307.09									
6/30/2028	7,351,525	749,469	749,531	117,188	-	-	1,616,188	17.23	8,967,712.50	95.61	1,412.17									
6/30/2029	6,520,025	748,656	749,469	749,531	117,188	-	2,364,844	25.21	8,884,868.75	94.73	1,399.13									
6/30/2030	5,869,900	752,000	748,656	749,469	749,531	46,875	3,046,531	32.48	8,916,431.25	95.06	1,404.10									
6/30/2031	5,844,775	749,500	752,000	748,656	749,469	299,813	3,299,438	35.18	9,144,212.50	97.49	1,439.97									
6/30/2032	5,814,650	751,156	749,500	748,656	749,500	301,750	3,303,063	35.22	9,117,712.50	97.21	1,435.79									
6/30/2033	5,784,400	746,969	751,156	749,500	752,000	298,406	3,298,031	35.16	9,082,431.25	96.83	1,430.24									
6/30/2034	5,753,900	746,938	746,969	751,156	749,500	299,781	3,294,344	35.12	9,048,243.75	96.47	1,424.86									
6/30/2035	5,727,775	750,875	746,938	746,969	751,156	300,781	3,296,719	35.15	9,024,493.75	96.21	1,421.12									
6/30/2036	5,700,525	748,781	750,875	746,969	746,938	301,406	3,294,969	35.13	8,995,493.75	95.91	1,416.55									
6/30/2037	5,672,350	-	748,781	750,875	746,938	296,750	2,543,344	27.12	400.51	8,215,693.75	87.59	1,293.75								
6/30/2038	5,649,775	-	-	750,875	748,781	296,813	1,796,469	19.15	282.90	7,446,243.75	79.39	1,172.58								
6/30/2039	5,622,500	-	-	-	748,781	301,406	1,050,188	11.20	165.38	6,672,687.50	71.14	1,050.77								
6/30/2040	5,602,200	-	-	-	-	300,531	300,531	3.20	47.33	5,902,731.25	62.93	929.52								
6/30/2041	5,582,000	-	-	-	-	-	-	-	-	5,582,000.00	59.51	879.01								
6/30/2042	5,561,800	-	-	-	-	-	-	-	-	5,561,800.00	59.30	875.83								
6/30/2043	4,986,400	-	-	-	-	-	-	-	-	4,986,400.00	53.16	785.22								
6/30/2044	4,982,700	-	-	-	-	-	-	-	-	4,982,700.00	53.12	784.64								
6/30/2045	4,988,500	-	-	-	-	-	-	-	-	4,988,500.00	53.18	785.55								
6/30/2046	4,988,300	-	-	-	-	-	-	-	-	4,988,300.00	53.18	785.52								
6/30/2047	4,987,000	-	-	-	-	-	-	-	-	4,987,000.00	53.17	785.32								
6/30/2048	4,989,500	-	-	-	-	-	-	-	-	4,989,500.00	53.20	785.71								
6/30/2049	4,990,300	-	-	-	-	-	-	-	-	4,990,300.00	53.20	785.84								
6/30/2050	4,984,300	-	-	-	-	-	-	-	-	4,984,300.00	53.14	784.89								
6/30/2051	2,840,200	-	-	-	-	-	-	-	-	2,840,200.00	30.28	447.26								
6/30/2052	2,839,200	-	-	-	-	-	-	-	-	2,839,200.00	30.27	447.10								
6/30/2053	2,839,200	-	-	-	-	-	-	-	-	2,839,200.00	30.27	447.10								
	<u>\$ 158,264,644</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 3,044,313</u>	<u>\$ 33,488,563</u>		<u>\$ 191,753,206</u>											

Assumptions:

- \*Estimated and subject to change.
- \*Existing excluded debt service does not include MCWT betterment debt.
- \*Bond structured on a level debt service basis.
- \*Tax Impact assumes no growth in assessed value over the life of the bonds.
- \*Tax Impact assumes the residential to commercial/industrial/personal property tax rate shift remains constant over the life of the bonds.
- \*Tax Impact assumes the average home value will remain constant over the life of the bonds.

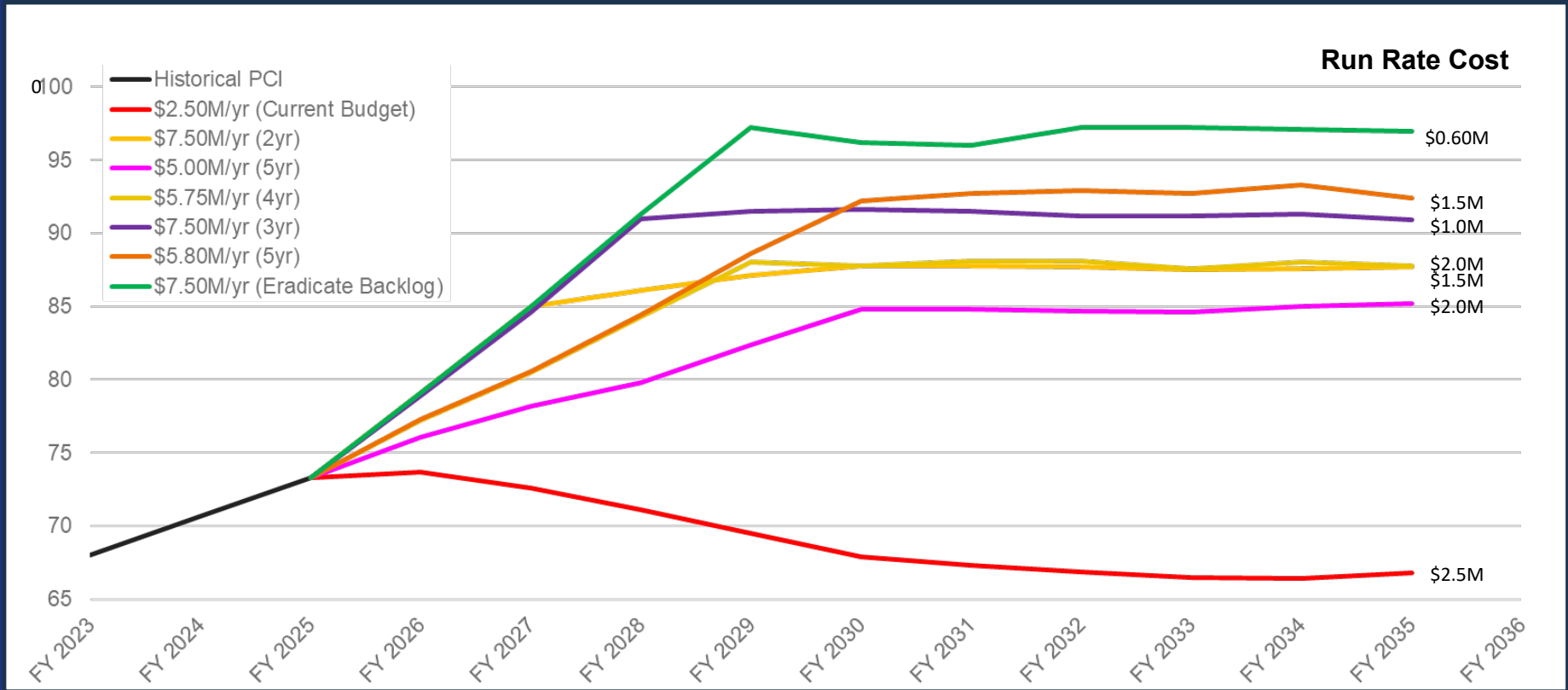
## Article 8: The Achievements

- Reduces “back-log” of Pavement Management Spending Needs Over Ten Years
- Include Significant Advancement of Safety/Transportation Elements
  - i.e. sidewalks, pedestrian crossings, intersectional modifications...
- Achieve higher efficiencies:
  - Larger scale multiyear projects
  - Improved planning/coordination for more ideal construction schedules
  - Improved Quality Control of work – reduced risk of working in colder weather
  - Reduced disturbance/impact on businesses and residents
  - Town More Competitive For State/Federal Grant Programs

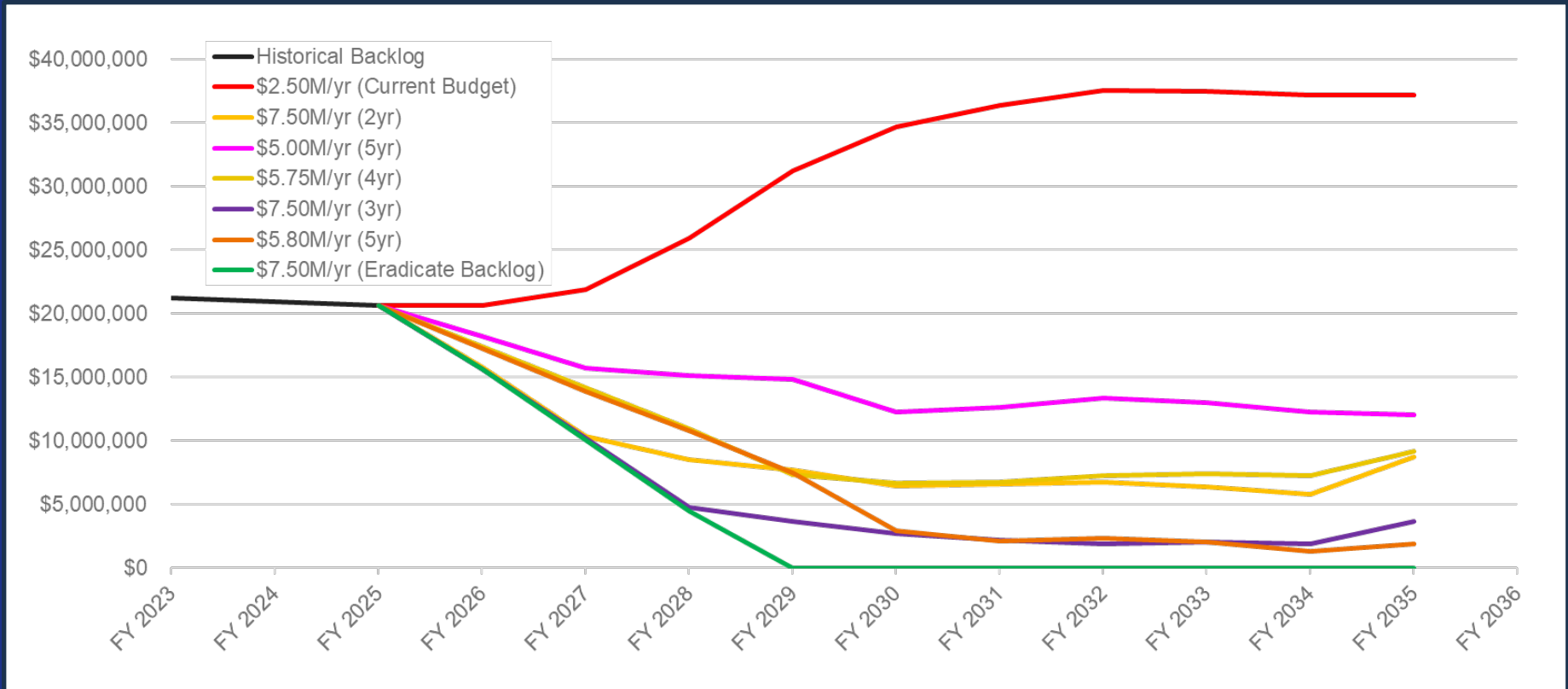
## ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Motion: Commissioner [TBD] moves that the Town take affirmative action on Article 8 as printed in the Warrant.

# Article 8: PCI Projections for Budget Options



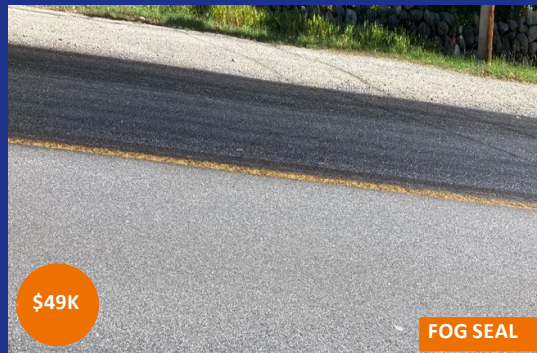
# Article 8: Backlog Projections for Budget Options



# Article 8: Pavement Condition Examples



# Article 8: Pavement Treatments & Cost per Lane Mile



# Article 8: Prioritization Criteria

## Condition Score

- Road Pavement Condition Score

- Sidewalk Severity Score
- Total Safety Intersection Score

## Activity Score

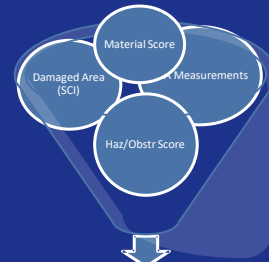
Criteria	Range	Weight
<b>ADA Measurements</b>		
Cross slope	≤2.0	0
	>2.0 and ≤5.0	50
	>5.0	100
Width	<3'	200
	3' - 5'	100
	≥5'	0
<b>Damaged Area (SCI)</b>		
Do Nothing	100-80	0
Localized Repair	79-50	100
Full Reconstruction	49-0	200
<b>Material Score</b>		
Stone Dust		250
Bituminous Concrete		150
Brick		100
Cement Concrete		50
<b>Hazard/Obstruction Score</b>		
Fixed pinch point <48" sidewalk width	<36"	100
	36" - 48"	50
Gate Hazard		50
Sidewalk Surface Hazard		75
Tree Root Hazard		100
Vegetation		25

Criteria	Range	Weight
<b>Missing ADA Infra.</b>		
RAMP_TYPE		
Missing		350
All others		0
<b>Intersection Type</b>		
Y-Intersection		200
Mid-block		100
Non mid-block		0
<b>ADA Measurements</b>		
LAND_EXIST		
Yes		0
No		200
APRON_SL	≤8.7	0
	>8.7 and ≤15.0	50
	>15.0	100
LANDING_SL (Max)	≤2.5	0
	>2.5 and ≤5.0	50
	>5.0	100
RAMP_POS		
Directed		0
Skewed		50
Diagonal		150

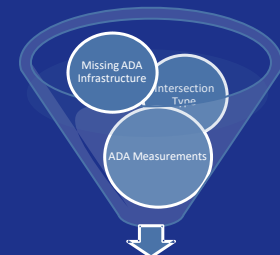
Pavement Condition Score	Range	Weight Range
Do Nothing	100 - 89	0 - 11
Routine Maintenance	88 - 75	12 - 25
Preventative Maintenance	74 - 52	26 - 48
Structural Improvement	51 - 43	49 - 57
Base Rehabilitation	42 - 0	58 - 100



Road Pavement Condition Score

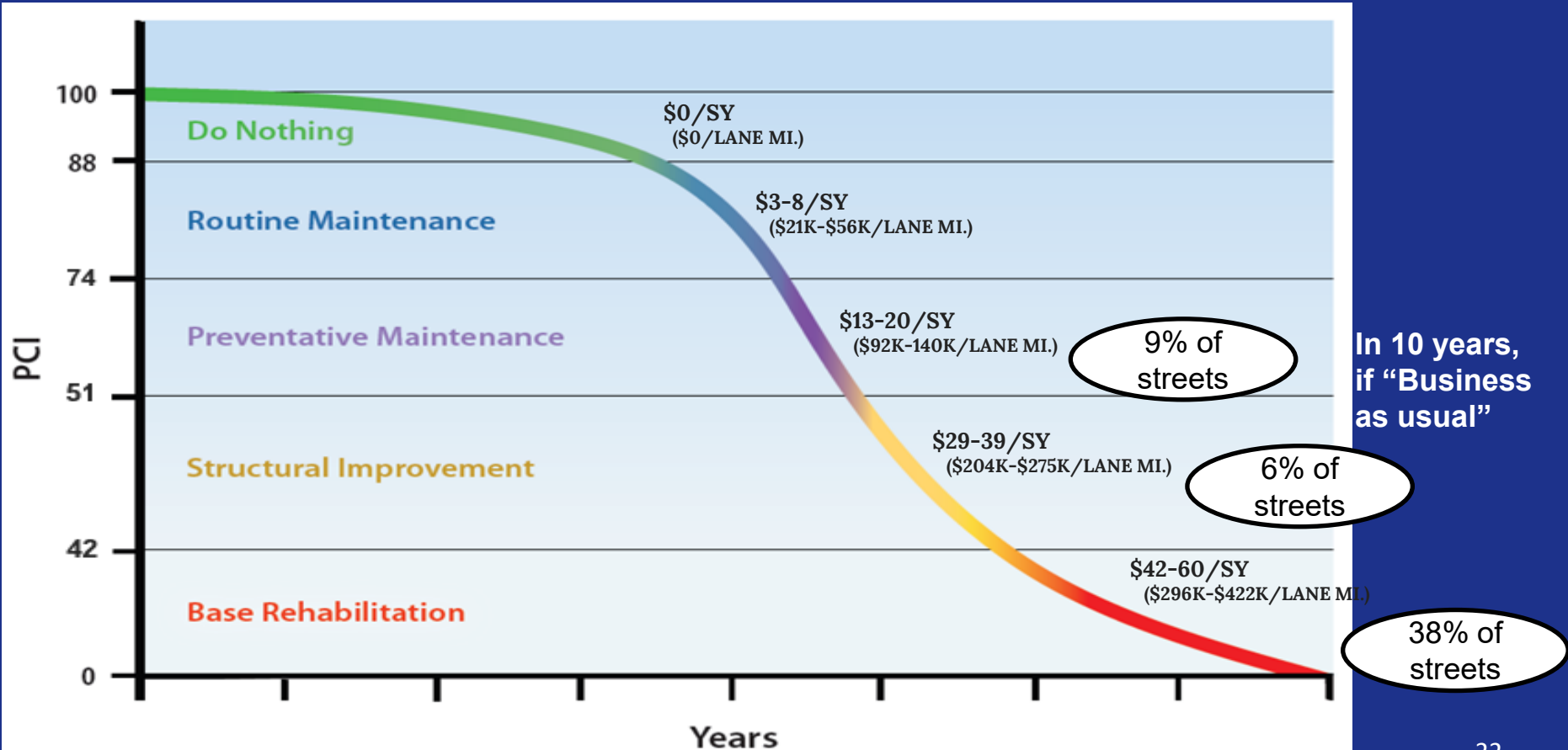


Sidewalk Severity Score



Total Safety Intersection Score

# Article 8: Pavement Management Cost Slope





**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2D**

# Finance Committee Annual Town Meeting Public Hearing

Article 9 – FY26 Capital Improvement & Debt Plan

**Requested by:**

**Action Sought:**

**Proposed Motion(s)**

Discussion Dependent

**Additional Information**

This article authorizes the FY2026 Capital Improvement and Debt Plan, all of which will be funded within the existing Levy Limit. The FY2026 Capital Improvement and Debt Plan is proposed to be funded through cash outlay, the issuance of debt, and/or transferring remaining balances in previously authorized debt articles where these balances are no longer needed for their original intended purpose. Items included in this plan include both Tier One (single item or bundled items, up to \$250,000) and Tier Two (single item, \$250,000 - \$2,000,000) capital purchases. The full FY2026 Capital Improvement and Debt Plan will be posted on the Town’s website under the tab for 2025 Annual Town Meeting, presented at pre-Town Meeting hearing before the Finance Committee on Thursday, April 10, 2025, and included in the Town Meeting Briefing Book to be mailed to all households.

**Board Action**

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



# Article 9: FY26 Capital Improvement & Debt Plan

Select Board moves that the Town vote to approve Article 9 as printed in the Briefing Book.

# Capital Planning Policy

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Total annual spending:  
7-8% of total prior year budget

2-3% of spending should be cash funded

No more than 5% of capital spending should be debt-financed

Tier	Range Min.	Range Max.	Funding
Capital Outlay	\$0	\$10,000	Operating Budget
I	>\$10,000	\$250,000	Cash
II	>\$250,000	\$2,500,000	Debt, within levy
III		>\$2,500,000	Debt, excluded

# FY26 Capital Improvement & Debt Plan: Summary

Department	Capital Outlay (within operating budget) - 2026	Tier I (>\$10,000 - \$250,000) - 2026	Tier II (>\$250,000 - \$2,500,000) - 2026	Tier III (>\$2,500,000) - 2026	Chapter 90 (MGL Ch 90, Section 34) - 2026	Revolving Fund Balance - 2026	Grant Funding - 2026	Other - 2026	Total 2026
Total Cemetery	—	—	—	—	—	—	—	\$400,000	\$400,000
Total Engineer	\$29,800	\$1,499,900	\$2,935,800	\$6,250,000	\$650,000	\$1,062,800	\$50,000	—	\$12,478,300
Total Facilities	—	—	\$750,000	—	—	—	—	—	\$750,000
Total Fire	—	\$185,000	—	—	—	\$550,000	—	\$297,000	\$1,032,000
Highway Maintenance	—	\$35,000	—	—	—	—	—	—	\$35,000
Total Highway Maintenance	\$10,000	\$450,000	—	—	—	—	—	—	\$460,000
Total Information Systems	—	\$40,000	—	—	—	—	—	—	\$40,000
Total Library	—	\$90,250	—	—	—	—	—	—	\$90,250
Total Natural Resources	\$15,000	—	—	—	—	—	—	—	\$15,000
Total Parks & Trees	\$10,000	—	—	—	—	—	—	—	\$10,000
Total Police	\$72,000	\$180,000	—	—	—	—	—	\$50,000	\$302,000
Total Resource Sustainability	—	\$75,000	—	—	—	—	—	—	\$75,000
Total - Concord Public Schools	—	\$291,570	\$650,000	—	—	—	—	\$627,004	\$1,568,574
<b>Total Funding Sources</b>	<b>\$136,800</b>	<b>\$2,811,720</b>	<b>\$4,335,800</b>	<b>\$6,250,000</b>	<b>\$650,000</b>	<b>\$1,612,800</b>	<b>\$50,000</b>	<b>\$1,374,004</b>	<b>\$17,221,124</b>



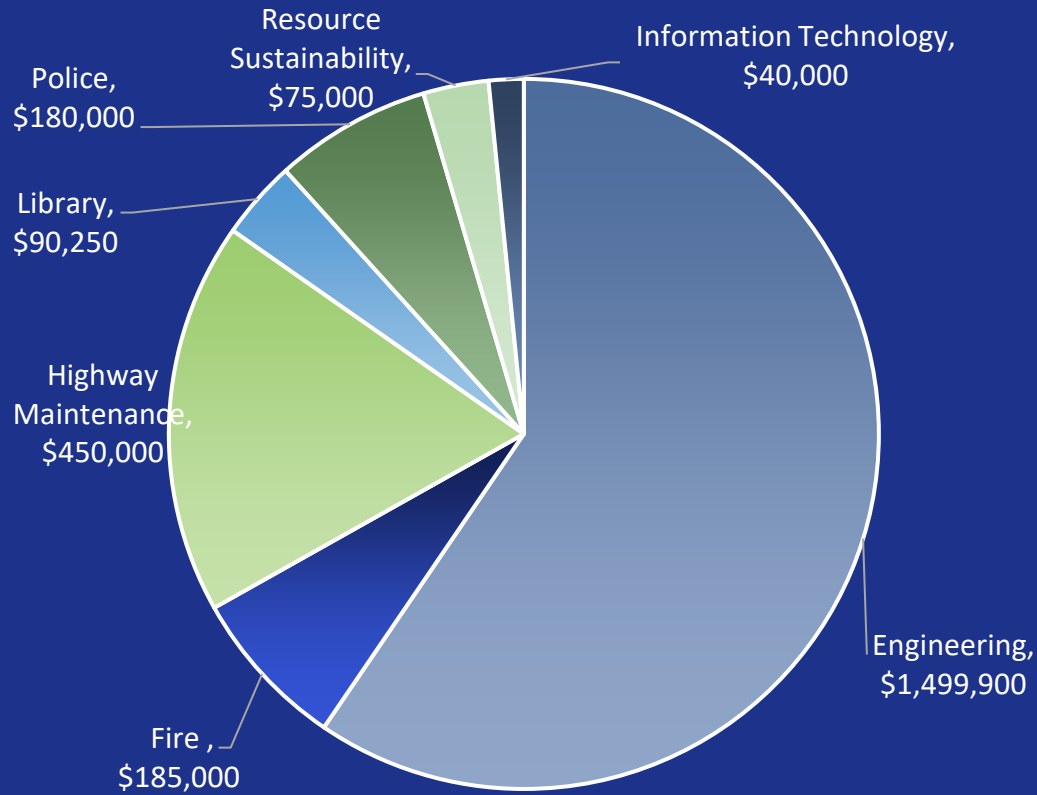
<https://town-concord-ma-budget-book.cleargov.com/18978/introduction/budget-process>

# FY26 Plan: Various Approvals Needed

Entity	Category	Description	Funding Source	Amount	Article
Town	Capital Outlay	Small Equipment	Cash	\$136,800	7
Town	Tier Three	Road Maintenance	Debt	\$6,250,000	8
Town	Tier One	Vehicles, Maintenance & Equipment	Cash	\$2,520,150	9
Town	Tier Two	Building Repairs/ Renovations, Infrastructure & Heavy Vehicle Replacement	Debt	\$3,685,800	9
School	Tier One	Vehicles & Equipment	Cash	\$291,570	11
School	Tier Two	Building Maintenance	Debt	\$650,000	11
Town	Tier One	Infrastructure	Stormwater Fund	\$1,062,800	34
Town	Tier Two	Heavy Vehicle Replacement	Ambulance Revolving	\$550,000	48
			<b>sub-total:</b>	<b>\$15,147,120</b>	
Town		Infrastructure	State Aid	\$650,000	N/A
Town		Maintenance & Equipment	Grant & Other	\$797,000	N/A
School		Maintenance & Equipment	Grant & Other	\$627,004	N/A
			<b>sub-total:</b>	<b>\$2,074,004</b>	
			<b>total:</b>	<b>\$17,221,124</b>	

# Article 9: Tier One

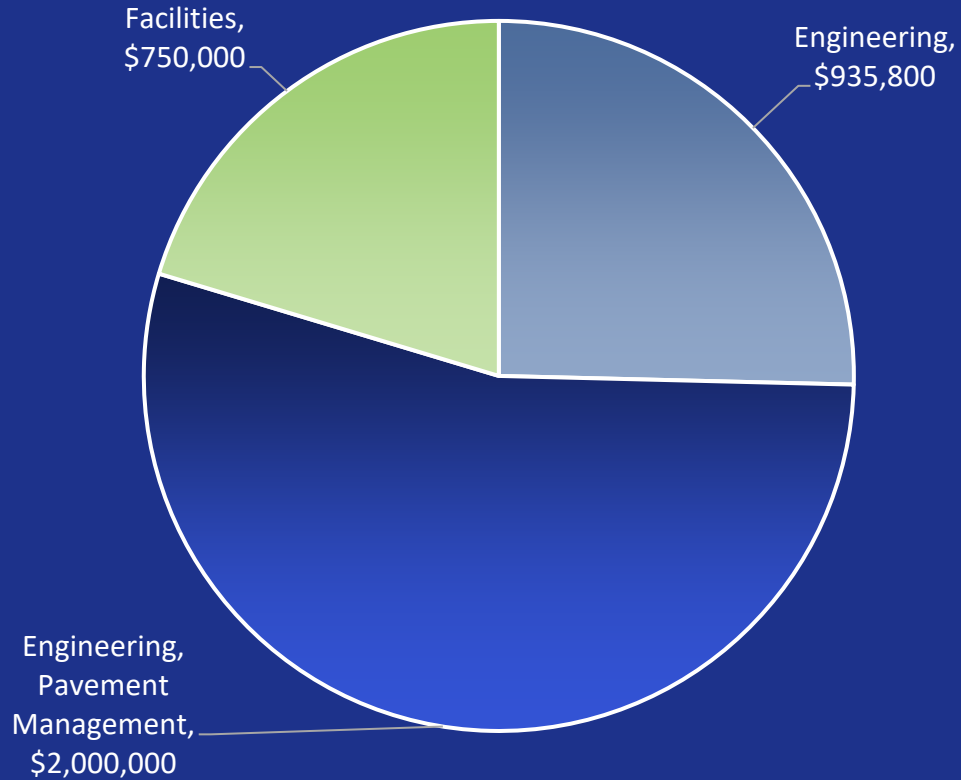
## \$10,000 – 250,000



Tier One Capital:	
Asset Management Tools	\$105,000
Culverts & Bridges	\$90,000
Parking Lot Rehabilitation	\$231,900
Roadside Safety	\$179,600
Street Pavement Markings	\$107,100
Traffic Improvements	\$420,000
Traffic Signals & Signage	\$366,300
<b>sub-total: Engineering</b>	<b>\$1,499,900</b>
Fire Alarm Receiver	\$30,000
Defibrillators, Town-wide, public	\$42,000
Turnout Gear	\$60,000
Fire Apparatus Refurbishment	\$53,000
<b>sub-total: Fire</b>	<b>\$185,000</b>
H23 Freightliner, 35,000 GVWR (2012)	\$415,000
Vehicle Tire Balancing & Replacement Machines	\$35,000
<b>sub-total: Highway &amp; Grounds</b>	<b>\$450,000</b>
Cargo Van, Replacement (Delivery)	\$58,250
Computers & RFID Technology	\$32,000
<b>sub-total: Library</b>	<b>\$90,250</b>
Cruiser, Replacement (3)	\$180,000
<b>sub-total: Police</b>	<b>\$180,000</b>
Plan Update, Climate Action & Resilience	\$75,000
<b>sub-total: Resource Sustainability</b>	<b>\$75,000</b>
Electronic Voting Clickers	\$40,000
<b>sub-total: Technology</b>	<b>\$40,000</b>
<b>Total: Capital, Tier One</b>	<b>\$2,520,150</b>

# Article 9: Tier Two

\$250,000 – 2,500,000



Tier Two Capital:	
Feasibility Study, HWCC Kitchen	\$50,000
Building Maintenance & Repairs, town-wide	<u>\$700,000</u>
sub-total: Facilities	\$750,000
Pedestrian & Bicycle Safety	\$935,800
Pavement Management (only if Article 8 fails)	<u>\$2,000,000</u>
sub-total: Engineering	\$2,935,800
<b>Total: Capital, Tier Two (Article 8 fails)</b>	<b>\$3,685,800</b>
<b>Total: Capital, Tier Two (Article 8 passes)</b>	<b>\$1,685,800</b>



# Article 9: FY26 Capital Improvement & Debt Plan

Select Board moves that the Town vote to approve Article 9 as printed in the Briefing Book.

# Supplemental Slides

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**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2F**

# Finance Committee Annual Town Meeting Public Hearing

Article 10 – Concord Public Schools FY26 Operating Budget

**Requested by:**

**Action Sought:**

### Proposed Motion(s)

Discussion Dependent

### Additional Information

This article provides for the annual operating budget for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8, as well as for the transfer to the schools of state funds received to reimburse transportation costs for students temporarily housed in Concord. The budget appropriation presented for Town Meeting approval is aligned with the spending guideline established by the Finance Committee in December 2024.

### Board Action

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



## ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

Ms. Rankin moves that the Town appropriate the sum of \$47,632,034 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2026; and that the same be expended only for such purposes and under the direction of the Concord School Committee....

<b>Department</b>	<b>FY2024 Adopted</b>	<b>FY2025 Adopted</b>	<b>FY2026 Proposed</b>
CPS Budget	\$45,047,176	\$46,515,714*	\$47,632,034*

\* Note – FY25 Adopted Budget and FY26 proposed Budget excludes supplemental funds for homeless transportation reimbursement as they are not part of “base budget”



## ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

### Motion - continued

...and further that an additional sum of \$69,906 be transferred from Free Cash, said sum representing the specific amount anticipated to be received by the Town in June 2025, on behalf of Concord Public Schools, through the McKinney-Vento Homeless Transportation 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.



## ARTICLE 12: FY26 Budget Planning assumptions

- Level service budgets, while meeting legal mandates
- Homeless transportation costs not budgeted, will be reimbursed to the school district the following year as revenue.
- Expecting closure of Concord homeless shelter by 8/31/2025
- Ellen Garrison Building at Concord Middle School costs fully integrated into FY26 budget; Sanborn, Peabody not included



## ARTICLE 10: FY26 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%
<b>Grand Total</b>	<b>46,515,714</b>	<b>47,632,034</b>	<b>1,116,321</b>	<b>2.40%</b>



## ARTICLE 10: BUDGET KEY DRIVERS

### District Administration (1000)

### Increase of \$138K (7.8%) over FY25 Budget

- \$71.6K administration and clerical staff salary increases
- \$52.9K increase in software costs
  - Conversion to cloud based finance product hosted by vendor, to enhance cybersecurity
  - Added Google Education Plus subscription
  - Price increases on existing subscriptions



## ARTICLE 10: BUDGET KEY DRIVERS

### 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), 5.4 FTE reduction
- Supplies and materials decreased (\$72K), or (4.7%)
- Contract services decreased (\$42K) or (7.8%)



## ARTICLE 10: BUDGET KEY DRIVERS

### Other School Services (3000)

#### **Increase of \$122K (3.7%) over FY25 Budget**

- Special Ed. 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)



## ARTICLE 10: BUDGET KEY DRIVERS

### Fixed Charges (5000)

### Increase of \$52K (23%) over FY25 Budget

- Aligned with FY25 actuals, plus inflationary rate increase
- Rise in insurance premium rates for property, liability and vehicle coverage; a combination of loss experience and industry trends



## ARTICLE 10: BUDGET KEY DRIVERS

### 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 \$10K
  - Circuit-breaker decrease from (\$840,000) to (\$830,000)
  - IDEA offset level with FY25 at (\$520,000)



## ARTICLE 12: Budget Risks

- Federal grant funding – despite the noise, confusion, and mixed messages at the federal level, CPS anticipates to receive similar grant funding in FY26 as received in FY25 (approximately \$670,000)
- If the homeless shelter does not close by 8/31/2025, students may start the school year in Concord, and in doing so, would have the right under McKinney-Vento Act to receive transportation to their school of origin from their home address.



## ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

FY25 Adopted Budget	\$46,515,714
FY26 SC Voted	\$47,632,034
<b>Increase</b>	<b>\$1,116,320 (2.40%)</b>

In alignment with Finance Committee budget guideline



## ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

Ms. Rankin moves That the Town appropriate the sum of \$47,632,034 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2026; and that the same be expended only for such purposes and under the direction of the Concord School Committee....

<b>Department</b>	<b>FY2024 Adopted</b>	<b>FY2025 Adopted</b>	<b>FY2026</b>
CPS Budget	\$45,047,176	\$46,515,714	\$47,632,034



## ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

### Motion - continued

.... and further that an additional sum of \$69,906 be transferred from Free Cash, said sum representing the specific amount anticipated to be received by the Town in June 2025, on behalf of Concord Public Schools, through the McKinney-Vento Homeless Transportation 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.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2G**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 11 – Concord Public Schools Capital Budget

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article provides for a capital appropriation for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8. The funding will support the various capital projects necessary to maintain and improve the district's schools, buildings, grounds, and related equipment and infrastructure.

### **Board Action**

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



## ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Ms. Rankin moves that the Town raise and appropriate the sum of \$291,570, and authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7 or § 8, or any other enabling authority, the sum of \$650,000 for a total appropriation of \$941,570 to fund the FY26 Capital Improvement and Debt Plan, as printed in the Warrant, such funds to be expended under the direction of the Town Manager.

Note to Moderator: 2/3 vote required



## ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

This article provides for a capital appropriation for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8.

The funding will support the various capital projects necessary to maintain and improve the district's schools, buildings, grounds, and related equipment and infrastructure.



## ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Tier I projects include:

- \$75,000 - Pickup truck for bus mechanic for responding to service calls on the road; existing pickup is 15 yrs old
- \$66,670 - Instructional Technology - Student devices and replacement of aged interactive boards with touch screen boards
- \$60,000 - Replacement of copiers, well past useful life
- \$56,000 - Replace pneumatic lifts in Knox Trail garage (for buses)
- \$33,900 - Other capital projects



## ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Tier II projects include:

- \$400,000 - Irrigation system for the Concord Middle School athletic fields
- \$250,000 – Replacement of sections of the Thoreau roof, based on design engineering firm analysis and recommendations



## ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Ms. Rankin moves that the Town raise and appropriate the sum of \$291,570, and authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7 or § 8, or any other enabling authority, the sum of \$650,000 for a total appropriation of \$941,570 to fund the FY26 Capital Improvement and Debt Plan, as printed in the Warrant, such funds to be expended under the direction of the Town Manager.

Note to Moderator: 2/3 vote required



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2H**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 12 – Concord-Carlisle Regional School District Budget

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

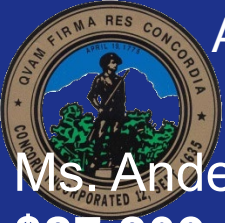
Discussion Dependent

### **Additional Information**

This article provides Concord's share ("assessment") of the annual operating budget for the Concord-Carlisle Regional School District.

### **Board Action**

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



## ARTICLE 12: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

Ms. Anderson moves that the Town raise and appropriate the sum of \$27,209,557 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2026; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

Department	FY2024 Adopted	FY2025 Adopted	FY2026 SC Vote 2/26/25
CCRSD Budget	\$37,811,098	\$38,974,907	\$40,384,952
Concord's Assessment	\$25,357,846	\$26,140,908	\$27,209,557



## ARTICLE 12: FY26 Budget Planning assumptions

- Level service budgets, while meeting legal mandates
- Homeless transportation costs not budgeted, will be reimbursed to the school district the following year as revenue.
- Expecting closure of Concord homeless shelter by 8/31/2025
- Ellen Garrison Building at Concord Middle School costs fully integrated into FY26 budget; Sanborn, Peabody not included



## ARTICLE 12: FY26 Budget Summary

DESE FUNCTION	DESE FUNCTION DESCRIPTION	FY25 ADOPTED BUDGET	FY26 PROPOSED BUDGET	Change (\$) FY26 BUD vs. FY25 BUD	Change (%) FY26 BUD vs. FY25 BUD
1000	DISTRICT ADMINISTRATION	1,701,705	1,773,398	71,693	4.2%
2000	TEACHING & INSTR. SUPPT.	20,909,588	21,386,651	477,064	2.3%
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	4,510,733	54,161	1.2%
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%
	<b>TOTAL</b>	<b>38,974,907</b>	<b>40,384,952</b>	<b>1,410,045</b>	<b>3.62%</b>



## ARTICLE 12: FY26 Budget Drivers by DESE Function

### Teaching & Instructional Support (2000)

- **\$477K, 2.3% increase over FY25 Budget**
- CCTA salaries increased \$345K (2.1%)
  - Reduction in 0.92 FTE
  - Additional Pathways tuition offset to salaries of \$45K
  - Replacement hire savings partially offsetting COLA, steps/lanes
- Supplies / materials / equipment increased \$73K, primarily due to additional \$45K in tech. budget to begin replacing interactive boards



## ARTICLE 12: FY26 Budget Drivers by DESE 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)
- Add 1.0 FTE Assistant Athletic Director \$60K
- Regular Ed Transportation increased \$23K (2.4%)



## ARTICLE 12: FY26 Budget Drivers by DESE 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



## ARTICLE 12: FY26 Budget Drivers by DESE Function

### Out of District Tuitions (9000)

#### Increased \$532K, (28%) over FY25 Budget

- Gross tuition costs for special education, prior to offsets, increased 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



## ARTICLE 12: Excess & Deficiency (E&D)

June 30, 2024 Certified E&D Balance: \$1,628,226

(E&D in a regional district is comparable to Free Cash in a municipality)

Anticipate healthy E&D reserve levels to continue in FY25, due to return of substantial portion of Minuteman Nashoba Health Group “run out claims” assessment, favorable revenues, and other factors

CCRSD continues to fund its annual operating budget with \$300,000 of E&D reserves to offset assessments to the Towns of Concord, Carlisle



## ARTICLE 12: 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 \$375,000
- Projected to Be Fully Funded By 2031, Subject To Market Returns



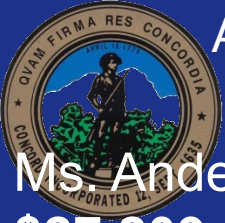
# ARTICLE 12: FY26 Assessments

<b>Assessment Comparison w/o Debt</b>				<b>Concord</b>	<b>Carlisle</b>	<b>Total</b>
FY2025			23,150,489	7,143,268	30,293,757	
FY2026			24,301,422	7,411,252	31,712,674	
<b>Difference</b>			<b>1,150,933</b>	<b>267,984</b>	<b>1,418,917</b>	
			<b>4.97%</b>	<b>3.75%</b>	<b>4.68%</b>	
<hr/>						
<b>Assessment Comparison w/ Debt Service</b>				<b>Concord</b>	<b>Carlisle</b>	<b>Total</b>
FY2025			26,140,908	8,065,986	34,206,894	
FY2026			27,209,557	8,298,151	35,507,708	
<b>Difference</b>			<b>1,068,649</b>	<b>232,165</b>	<b>1,300,814</b>	
			<b>4.09%</b>	<b>2.88%</b>	<b>3.80%</b>	



## ARTICLE 12: Budget Risks

- Federal grant funding – despite the noise, confusion, and uncertainty, CCRSD anticipates to receive similar grant funding in FY26 as received in FY25 (approximately \$502,000)
- If the homeless shelter does not close by 8/31/2025, students may start the school year in Concord, and in doing so, would have the right under McKinney-Vento Act to receive transportation to their school of origin from their home address.



## ARTICLE 12: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

Ms. Anderson moves that the Town raise and appropriate the sum of \$27,209,557 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2026; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

Department	FY2024 Adopted	FY2025 Adopted	FY2026 SC Vote 2/26/25
CCRSD Budget	\$37,811,098	\$38,974,907	\$40,384,952
Concord's Assessment	\$25,357,846	\$26,140,908	\$27,209,557



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**21**

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## **Finance Committee Annual Town Meeting Public Hearing**

Article 13 – Amenities Building at Concord-Carlisle High School

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

The proposed amenities building will provide permanent accessible ADA compliant restrooms at CCHS Memorial Field and a small space for concessions. Providing ADA-compliant restrooms is not just a legal obligation but also will make Memorial Field and its events more accessible, welcoming, and inclusive for all attendees. Various options were considered; the selected option is expected to have a useful life of fifty years, and will be the most durable and cost effective option over the long term.

### **Board Action**

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



## ARTICLE 13: AMENITIES BUILDING

As printed in the handout  
(motion is over 100 words)



## ARTICLE 13: AMENITIES BUILDING

### What is the Amenities Building?

- 1700 square foot cinder block building adjacent to Memorial Field
- The building will provide accessible facilities to people utilizing and visiting the lower fields at CCHS
- The building will consist of bathrooms, a small concessions area, and recreation storage





## ARTICLE 13: AMENITIES BUILDING

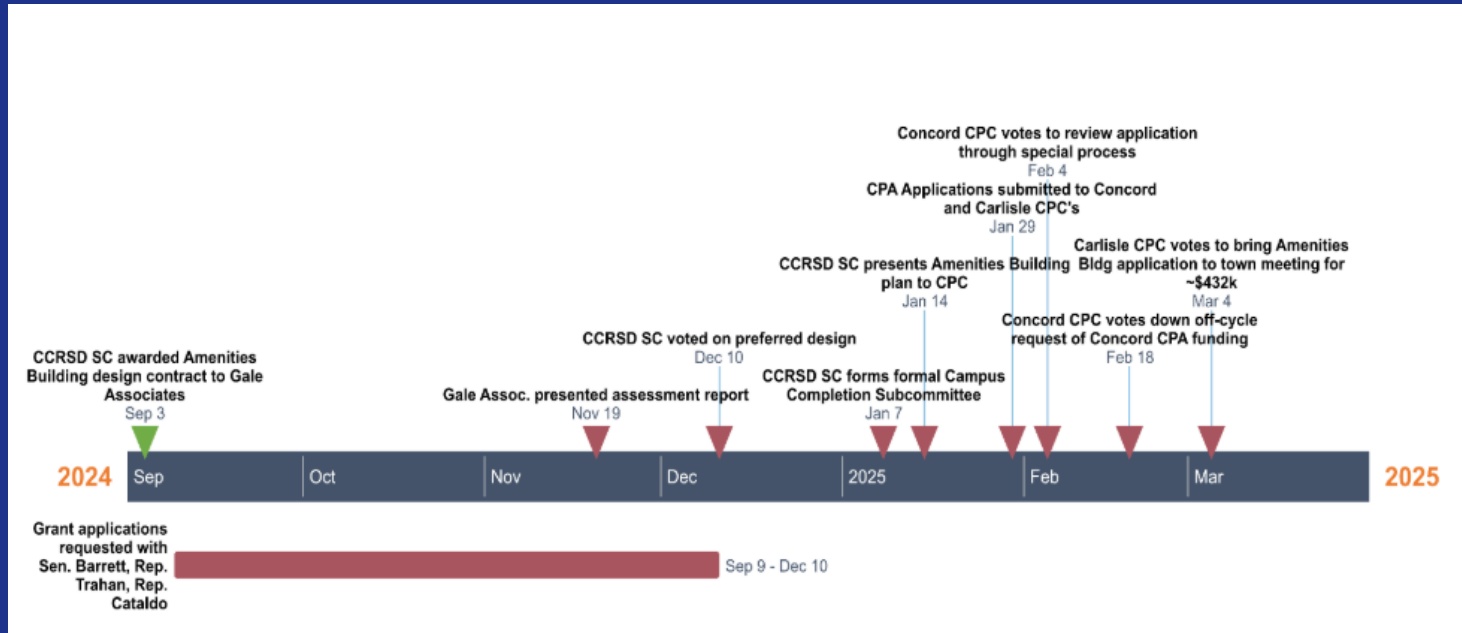
### Proposed Location





# ARTICLE 13: AMENITIES BUILDING

## Timeline



# ARTICLE 13: AMENITIES BUILDING



## Town of Concord, Massachusetts Existing & Proposed Exempt Debt

Estimated Bond Rate: 3.75%  
 2025 Assessed Value: \$ 9,379,716,636  
 2025 Average Single Family Home Value: 1,477,028

*\$1,417,655 Amenities Building - Exempt from the Limits of Proposition 2½  
 Bonds Issued on a Level Debt Service Basis - 10-year Term*

Fiscal Year	Tax Impact of Proposed Debt				Tax Impact of Existing + Proposed Debt		
	(a) Existing Excluded Debt Service	(b) Proposed \$1,417,655 Amenities Building Bonds dated October 1, 2025	(c) Residential Tax Impact per \$100,000 of Assessed Value	(d) Tax Impact on Average Home Valued at \$1,477,028	(e) = (a) + (b) Aggregate Existing & Proposed Excluded Debt Service	(f) Residential Tax Impact per \$100,000 of Assessed Value	(g) Tax Impact on Average Home Valued at \$1,477,028
6/30/2025	\$ 6,490,880	\$ -	\$ -	\$ -	\$ 6,490,880	\$ 69.20	\$ 1,022.14
6/30/2026	7,866,389	26,581	0.28	4.19	7,892,970	84.15	1,242.93
6/30/2027	7,433,675	173,517	1.85	27.32	7,607,192	81.10	1,197.93
6/30/2028	7,351,525	171,219	1.83	26.96	7,522,744	80.20	1,184.63
6/30/2029	6,520,025	171,438	1.83	27.00	6,691,463	71.34	1,053.73
6/30/2030	5,869,900	166,563	1.78	26.23	6,036,463	64.36	950.58
6/30/2031	5,844,775	166,594	1.78	26.23	6,011,369	64.09	946.63
6/30/2032	5,814,650	171,344	1.83	26.98	5,985,994	63.82	942.63
6/30/2033	5,784,400	170,813	1.82	26.90	5,955,213	63.49	937.79
6/30/2034	5,753,900	170,094	1.81	26.79	5,923,994	63.16	932.87
6/30/2035	5,727,775	169,188	1.80	26.64	5,896,963	62.87	928.61
6/30/2036	5,700,525	168,094	1.79	26.47	5,868,619	62.57	924.15
6/30/2037	5,672,350	-	-	-	5,672,350	60.48	893.24
6/30/2038	5,649,775	-	-	-	5,649,775	60.23	889.69
6/30/2039	5,622,500	-	-	-	5,622,500	59.94	885.39
6/30/2040	5,602,200	-	-	-	5,602,200	59.73	882.20
6/30/2041	5,582,000	-	-	-	5,582,000	59.51	879.01
6/30/2042	5,561,800	-	-	-	5,561,800	59.30	875.83
6/30/2043	4,986,400	-	-	-	4,986,400	53.16	785.22
6/30/2044	4,982,700	-	-	-	4,982,700	53.12	784.64
6/30/2045	4,988,500	-	-	-	4,988,500	53.18	785.55
6/30/2046	4,988,300	-	-	-	4,988,300	53.18	785.52
6/30/2047	4,987,000	-	-	-	4,987,000	53.17	785.32
6/30/2048	4,989,500	-	-	-	4,989,500	53.20	785.71
6/30/2049	4,990,300	-	-	-	4,990,300	53.20	785.84
6/30/2050	4,984,300	-	-	-	4,984,300	53.14	784.89
6/30/2051	2,840,200	-	-	-	2,840,200	30.28	447.26
6/30/2052	2,839,200	-	-	-	2,839,200	30.27	447.10
6/30/2053	2,839,200	-	-	-	2,839,200	30.27	447.10
	<u>\$ 158,264,644</u>	<u>\$ 1,725,442</u>			<u>\$ 159,990,086</u>		

**Assumptions:**

- \*Estimated and subject to change.
- \*Existing excluded debt service does not include MCWT betterment debt.
- \*Bond structured on a level debt service basis.
- \*Tax impact assumes no growth in assessed value over the life of the bonds.
- \*Tax impact assumes the residential to commercial/industrial/personal property tax rate shift remains constant over the life of the bonds.
- \*Tax impact assumes the average home value will remain constant over the life of the bonds.



## ARTICLE 13: AMENITIES BUILDING

As printed in the handout  
(motion is over 100 words)



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2J**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 14 – Non-Resident Tuition Revolving Fund

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article will establish a fund that will enable Concord Public Schools to accept students from other towns, to attend Concord schools on a tuition basis, and to offset a portion of program expenses with these tuition revenues. This is intended primarily for special education programs, and is anticipated result in some cost savings, and to provide a larger peer group for students in our special education programs.

### **Board Action**

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



## ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

Ms. Rankin moves that the Town vote to authorize establishment of a Non-Resident Tuition Revolving Fund, in accordance with Massachusetts General Laws, Chapter 71, Section 71F and/or any other enabling legislation.



## ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

The creation of this fund will enable Concord Public Schools to receive tuition fees for students from other districts, and apply those fees to help offset costs of our district's special education programs.

Aside from the financial benefit, this also provides Concord special education students with more robust peer groups in their programs

Acceptance of students is at the district's discretion, based on capacity, and alignment between student needs and the program's purpose



## ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

Ms. Rankin moves that the Town vote to authorize establishment of a Non-Resident Tuition Revolving Fund, in accordance with Massachusetts General Laws, Chapter 71, Section 71F and/or any other enabling legislation.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2K**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 15 – Facilities Rental Revolving Fund

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article will establish a fund that will enable Concord Public Schools to align revenues with expenses for facilities rentals, by applying facilities rental fees to this revolving fund, to offset costs related to outside rentals, such as utilities usage and custodial costs, and building maintenance and repairs.

### **Board Action**

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



## ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

Ms. Rankin moves that that the Town vote to authorize establishment of a Non-Resident Tuition Revolving Fund, in accordance with Massachusetts General Laws, Chapter 71, Section 71E and/or any other enabling legislation.



## ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

The use of buildings by outside groups creates additional costs to the district which are currently absorbed within the operating budget.

The creation of this fund will enable Concord Public Schools to:

- deposit rental fees from users of school property into this revolving fund
- use these funds to help offset utilities, custodial and maintenance costs for the district's school buildings.



## ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

Ms. Rankin moves that that the Town vote to authorize establishment of a Non-Resident Tuition Revolving Fund, in accordance with Massachusetts General Laws, Chapter 71, Section 71E and/or any other enabling legislation.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2L**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 16 – Authority to Contract for up to Five Years for Selected Items

**Requested by:**

**Action Sought:**

**Proposed Motion(s)**

Discussion Dependent

**Additional Information**

Municipals contracts are typically authorized for three years, with some exceptions, unless further authorization is provided by Town Meeting. This article will extend the contract terms for curriculum materials and buses leases to five-year terms. This article will enable the district take advantage of price discounts that are often offered by curriculum providers for contracts beyond three years. Bus leases are typically financed over a five-year period, and this article will enable the district to maintain that practice without separate annual articles at each Town Meeting.

**Board Action**

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



## ARTICLE 16: AUTHORITY TO CONTRACT FOR UP TO FIVE YEARS FOR SELECTED ITEMS

Ms. Rankin moves That the Town vote to authorize the Concord Public School Committee to approve contracts for (1) the leasing of school buses for up to five years, and (2) licenses and subscriptions for curriculum materials for up to five years in accordance with Mass. Gen. Laws, c. 30B, § 12(b), or any other enabling legislation; or take any other action relative thereto.



## ARTICLE 16: AUTHORITY TO CONTRACT FOR UP TO FIVE YEARS FOR SELECTED ITEMS

Municipals contracts are typically authorized for three years, with some exceptions, unless further authorization is provided by Town Meeting.

This article will extend the contract terms for curriculum materials and buses leases to five-year terms, subject to School Committee approval, and obviates the requirement for an annual Town Meeting vote.



## ARTICLE 16: AUTHORITY TO CONTRACT FOR UP TO FIVE YEARS FOR SELECTED ITEMS

This article will enable the district take advantage of price discounts that are typically offered by curriculum providers for contracts beyond three years.

Bus leases are typically financed over a five-year period, and this article will enable the district to maintain that practice without separate annual articles at each Town Meeting.



## ARTICLE 16: AUTHORITY TO CONTRACT FOR UP TO FIVE YEARS FOR SELECTED ITEMS

Ms. Rankin moves That the Town vote to authorize the Concord Public School Committee to approve contracts for (1) the leasing of school buses for up to five years, and (2) licenses and subscriptions for curriculum materials for up to five years in accordance with Mass. Gen. Laws, c. 30B, § 12(b), or any other enabling legislation; or take any other action relative thereto.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2M**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 18 – Creation of Capital and Debt Stabilization Funds

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article seeks Town Meeting approval to create a Capital Stabilization Fund and Debt Stabilization Fund and transfer from Free Cash an amount of money to set aside for future capital and debt projects/expenses.

### **Board Action**

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



## ARTICLE 18: Creation of Capital and Debt Stabilization Funds

Mr. Dahlberg moves that the Town vote to create (a) Debt Stabilization Fund, for the purpose of offsetting the debt associated with future capital projects, and to transfer \$500,000 from Free Cash into said fund; and vote to create (b) Capital Stabilization, for the purpose of funding future capital projects, and to transfer \$100,000 from Free Cash into said fund; as authorized under Mass. Gen. Laws c. 40, §5B.



## What are Stabilization Funds?

In Massachusetts, stabilization funds, also known as "rainy day funds," are reserve accounts that municipalities can establish to set aside money for unforeseen expenses or future capital projects, with a majority vote required to appropriate funds into the fund and a two-thirds vote to appropriate them out. Massachusetts communities are permitted by M.G.L. Chapter 40, Section 5B, to set aside money each year to be held in a Stabilization Fund.



## Why is important to have Stabilization Funds?

- **Financial Stability**: Stabilization funds help municipalities weather unexpected events like natural disasters, uninsured losses, or revenue shortfalls, preventing budget crises and ensuring essential services continue.
- **Capital Planning**: These funds can be used to finance long-term capital projects, smoothing out the impact of large expenditures over time and allowing for better planning and budgeting.
- **Resident Confidence**: Special purpose stabilization funds can build resident confidence in government by demonstrating responsible financial management and ensuring that funds are used as intended.
- **Bond Ratings**: Rating agencies like Mood's consider a municipality's reserves, including stabilization funds, when determining its bond rating, which impacts borrowing costs.



## Options to Funding Stabilization Funds

- Communities fund stabilization funds by setting aside a portion of their annual budget, typically through a majority vote of the town meeting or city council, and appropriating funds up to 10% of the previous year's tax levy.
- Free Cash - Communities also have access to free cash, which are the remaining, unrestricted funds from operations of the previous fiscal year.



# Funding from Free Cash

<b>UFB (Free Cash) - Conservative Est.</b>	<b>\$ 10,400,000</b>
<b>FY25 Budget</b>	<b>\$ 138,108,501</b>
Minimum UFB (free cash) Balance - 5%	\$ 6,905,425
Minimum UFB (free cash) Balance - 6%	\$ 8,286,510
Minimum UFB (free cash) Balance - 7%	\$ 9,667,595
<b>UFB (Free Cash) - Gross</b>	<b>\$ 10,400,000</b>
<b>LESS: Annual Town Meeting 2025 Spending</b>	
Article 10 - CPS Operating Budget fund for McKinney-Vento Homeless Transportation program	\$ 69,906
Art. 25 - Transfer of Peabody Middle School and Appropriate Funds	\$ 100,000
Art. 33 - MCI Concord - Planning	\$ 250,000
<b>Total - Town Meeting 2025 Spending</b>	<b>\$ 419,906</b>
<b>UFB (Free Cash) - Net Total</b>	<b>\$ 9,980,094</b>
Less: Minimum UFB (free cash) Balance - 6%	\$ 8,286,510
<b>UFB (Free Cash) - Available for Stab. Funds</b>	<b>\$ 1,693,584</b>
Capital Stabilization Funds	\$ 100,000
Debt Stabilization Fund	\$ 500,000
General Stabilization Fund	\$ 1,093,584



## ARTICLE 18: Creation of Capital and Debt Stabilization Funds

Mr. Dahlberg moves that the Town vote to create (a) Debt Stabilization Fund, for the purpose of offsetting the debt associated with future capital projects, and to transfer \$500,000 from Free Cash into said fund; and vote to create (b) Capital Stabilization, for the purpose of funding future capital projects, and to transfer \$100,000 from Free Cash into said fund; as authorized under Mass. Gen. Laws c. 40, §5B.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2N**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 19 – Appropriation to General Stabilization Fund

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article seeks Town Meeting approval to transfer from Free Cash an amount of money to set aside to fund future capital projects.

### **Board Action**

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



## **ARTICLE 19: Appropriation to General Stabilization Funds**

Mr. Dahlberg moves that the Town transfer the sum of \$1,093,584 from Free Cash to the General Stabilization Fund.



## What are Stabilization Funds?

In Massachusetts, stabilization funds, also known as "rainy day funds," are reserve accounts that municipalities can establish to set aside money for unforeseen expenses or future capital projects, with a majority vote required to appropriate funds into the fund and a two-thirds vote to appropriate them out. Massachusetts communities are permitted by M.G.L. Chapter 40, Section 5B, to set aside money each year to be held in a Stabilization Fund.



# General Stabilization Funds

**Purpose:** To provide financial resources for emergencies or unforeseen events that cannot be supported by current general fund appropriations. .

- **Fund Use:** While a general stabilization fund may be appropriated for any lawful purpose, withdrawals should be limited 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.
- **Target Balance:** 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.
- **Bond Ratings:** Rating agencies like Mood's consider a municipality's reserves, including stabilization funds, when determining its bond rating, which impacts borrowing costs.



## Options to Funding Stabilization Funds

- Communities fund stabilization funds by setting aside a portion of their annual budget, typically through a majority vote of the town meeting or city council, and appropriating funds up to 10% of the previous year's tax levy.
- Free Cash - Communities also have access to free cash, which are the remaining, unrestricted funds from operations of the previous fiscal year.



# Funding from Free Cash

<b>UFB (Free Cash) - Conservative Est.</b>	<b>\$ 10,400,000</b>
FY25 Budget	\$ 138,108,501
Minimum UFB (free cash) Balance - 5%	\$ 6,905,425
Minimum UFB (free cash) Balance - 6%	\$ 8,286,510
Minimum UFB (free cash) Balance - 7%	\$ 9,667,595
<b>UFB (Free Cash) - Gross</b>	<b>\$ 10,400,000</b>
<b>LESS: Annual Town Meeting 2025 Spending</b>	
Article 10 - CPS Operating Budget fund for McKinney-Vento Homeless Transportation program	\$ 69,906
Art. 25 - Transfer of Peabody Middle School and Appropriate Funds	\$ 100,000
Art. 33 - MCI Concord - Planning	\$ 250,000
<b>Total - Town Meeting 2025 Spending</b>	<b>\$ 419,906</b>
<b>UFB (Free Cash) - Net Total</b>	<b>\$ 9,980,094</b>
Less: Minimum UFB (free cash) Balance - 6%	\$ 8,286,510
<b>UFB (Free Cash) - Available for Stab. Funds</b>	<b>\$ 1,693,584</b>
Capital Stabilization Funds	\$ 100,000
Debt Stabilization Fund	\$ 500,000
General Stabilization Fund	\$ 1,093,584



## **ARTICLE 19: Appropriation to General Stabilization Funds**

Mr. Dahlberg moves that the Town transfer the sum of \$1,093,584 from Free Cash to the General Stabilization Fund.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**20**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 20 – OPEB Trust Fund Appropriation

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

Best practice suggests that both the General Fund and Enterprise Fund contributions to the OPEB Trust Fund should be appropriated by Town Meeting. Based upon the results of the January 1, 2024, OPEB Liability Valuation Report (GASB Statements No. 74 and 75), the following contributions will be made to the OPEB Trust Fund in FY26: General Fund, \$1,401,347; Light Fund, \$50,761; and Broadband Fund, \$15,743. Based, again, upon the results of the January 1, 2024, valuation, no annual contributions are required from the Water, Sewer or Swim & Fitness Enterprise Funds.

### **Board Action**

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



## Article 20: OPEB Trust Fund Appropriation

Ms. Hartman moves: that the Town vote to raise and appropriate \$1,401,347; and transfer \$50,761 from Light Fund; and \$15,743 from Broadband; for a total appropriation of \$1,467,851 to fund the Town's FY25 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, §20.



# OPEB Trust Fund Appropriation

- OPEB refers to retiree benefits other than pension; i.e. health insurance
- For many years, the Town, like all other municipalities, followed the “pay-as-you-go” methodology, only funding the current cost retiree health insurance, leaving the accrued benefit cost unfunded
- Realizing the need to address this unfunded liability, the Town sought special approval by the Legislature to establish a trust fund



## OPEB Trust Fund Appropriation

- In 2008, the Town's initial OPEB Trust Fund was established by a Special Act of the Legislature
- In 2020, the Town reauthorized its existing OPEB Trust Fund under M.G.L c. 32B, §20
- Each year since FY09, the Town has made an annual contribution to its OPEB Trust Fund equal to the Actuarially Determined Contribution (ADC)



# OPEB Trust Fund Appropriation

- OPEB Liability is valued by an actuary on an annual basis, as of Jan. 1
- As of 01/01/23, the liability was \$55M, of which 60% was funded
  - Unfunded = \$22M
  - Funded = \$33M
- The Town's funding schedule assumes a 6.75% discount rate, and fully amortizes the liability as of 2035, though there is no legal requirement to do so
- Because of the Town's strong funding status, beginning in FY22, the remaining unfunded liability will be amortized using a level payment methodology



# OPEB Trust Fund Appropriation

- While the Town has been making annual contributions to the trust fund, it has only been appropriating the General Fund share, and doing so through the Budget Article
- Both the Department of Revenue and the Town's external auditor have indicated that best practice is to appropriate the full annual contribution (General Fund + Enterprise Funds) in a stand-alone warrant article



# OPEB Trust Fund Appropriation

- FY25 Appropriation to OPEB Trust Fund:

<b>Fund</b>	<b>Amount</b>
General Fund	\$ 1,401,347
Light Fund	\$ 50,761
Boradband Fund	\$ 15,743
Water Fund	\$ -
Sewer Fund	\$ -
<b>Total</b>	<b>\$ 1,467,851</b>



## Article 10: OPEB Trust Fund Appropriation

Ms. Hartman moves: that the Town vote to raise and appropriate \$1,364,608; and transfer \$85,275 from Light Fund; and \$17,698 from Broadband; for a total appropriation of \$1,467,851 to fund the Town's FY25 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, §20.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2P**

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# **Finance Committee Annual Town Meeting Public Hearing**

Article 21 – OPEB Trust Fund Expenses

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

Similar to the previous article, best practice is that all Trust Fund expenses should be appropriated and paid directly from the Fund rather than deducting them from earnings. Further, under Mass. Gen. Laws c. 32B, § 20, Town Meeting must specifically authorize the Trustee's employment of any and all investment consultants.

### **Board Action**

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

## ARTICLE 21: OPEB TRUST FUND EXPENSE

ARTICLE 11. To determine whether the Town will vote to appropriate a sum of money from the Other Post-Employment Benefits Liability Trust Fund (OPEB Fund) established under Mass. Gen. Laws c. 32B, § 20, for OPEB Fund expenses, and further to authorize the Trustee of the OPEB fund to employ reputable and knowledgeable investment consultants to assist in determining appropriate investments and pay for those services from the OPEB Fund, or take any other action relative thereto.

## ARTICLE 21: OPEB TRUST FUND EXPENSE

### OPEB Trust Fund Expense

- Trust Fund expenditures may include:
  - Actuarial valuation: \$25,000
    - Performed annually, including reports needed for Town's annual audit
    - Annual review of funding plan
  - Investment Advisor Fees; Banking Fees: up to \$250,000
    - Fiducient was hired through a Request for Proposal Process
    - Fiducient Fee is set contractually at \$36,050
  - Trustee compensation: \$0
    - No compensation proposed at this time, but subject to change in future years

## ARTICLE 21: OPEB TRUST FUND EXPENSE

### **Article 11: Benefits of hiring an Investment Advisor**

Acting as a fiduciary advisor to assist with the investment implementation, management & ongoing review of fund, including:

- Identification of short and long-term investment objectives, risk tolerance & cash flow needs
- Development of target asset allocation and custom benchmark
- Recommend individual security selection and timeline for strategic implementation; recommend changes based upon evolving market conditions
- Ensure compliance with Investment Policy Statement (IPS) and MGL; monitor performance against custom benchmark

## ARTICLE 21: OPEB TRUST FUND EXPENSE

ARTICLE 11. To determine whether the Town will vote to appropriate a sum of money from the Other Post-Employment Benefits Liability Trust Fund (OPEB Fund) established under Mass. Gen. Laws c. 32B, § 20, for OPEB Fund expenses, and further to authorize the Trustee of the OPEB fund to employ reputable and knowledgeable investment consultants to assist in determining appropriate investments and pay for those services from the OPEB Fund, or take any other action relative thereto.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**2Q**

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## **Finance Committee Annual Town Meeting Public Hearing**

Article 24 – Transfer from Middle School Stabilization Fund

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

Discussion Dependent

### **Additional Information**

This article seeks Town Meeting approval to transfer from the Middle School Stabilization Fund the amount of \$1,000,000 to smooth the FY26 tax impact of the debt service associated with the Middle School Construction project.

### **Board Action**

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



## **ARTICLE 19: Appropriation to General Stabilization Funds**

Mr. Dahlberg moves that the Town transfer the sum of \$1,000,000 from the Middle School Stabilization Fund, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2026, to offset the debt associated with the school construction project.



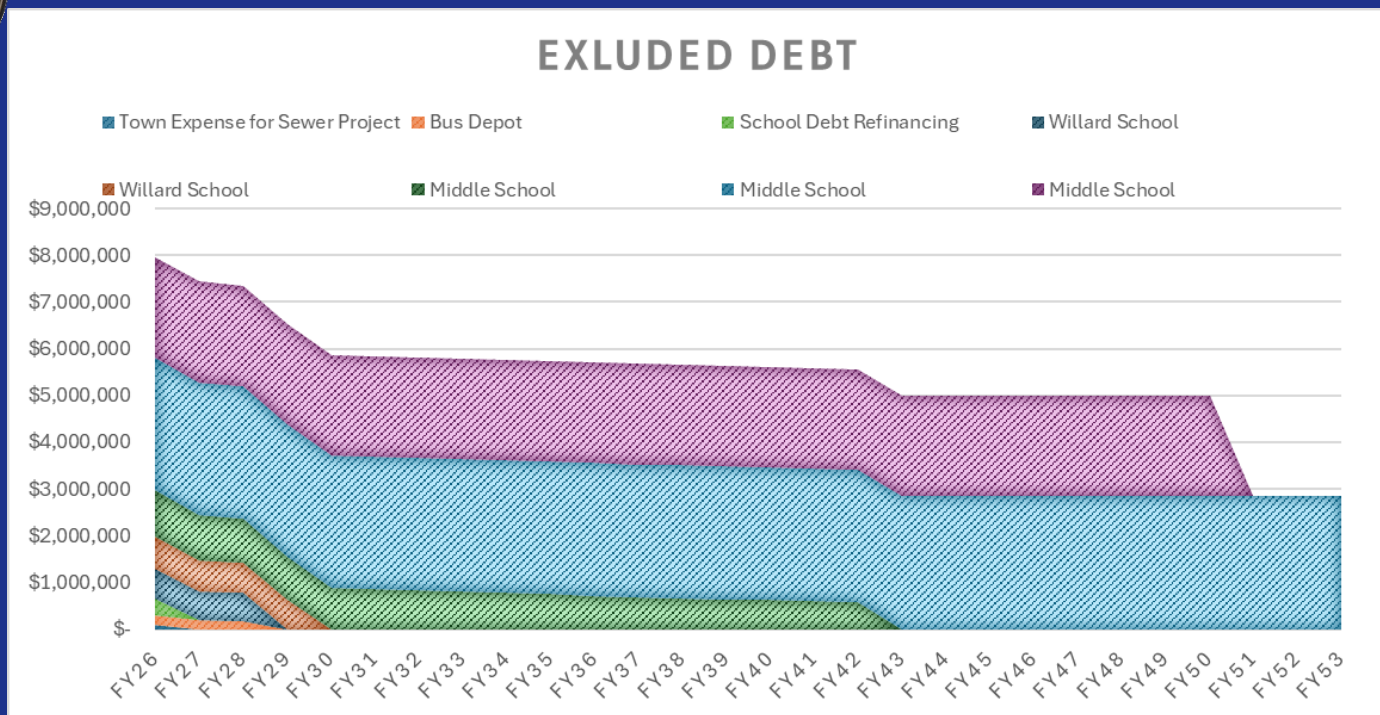
## Timeline

- Article 29 at ATM on April 27, 2020, established the Middle School Building Stabilization fund and transferred \$2,000,000 from Free Cash to said fund.
- Article 20 at ATM on May 1, 2022, transferred \$1,000,000 from Overlay Surplus and \$500,000 from Free Cash to said fund
- Article 20 at ATM on April 30, 2023, transferred from Overlay Surplus \$750,000 and Free Cash \$250,000 for a total transfer of \$1,000,000 to said fund.
- As of April 14, 2024, with accrued interest, this fund has a balance of \$5,033,077.16



## ARTICLE 24: Transfer from Middle School Stabilization Fund

### EXLUDED DEBT





## **ARTICLE 19: Appropriation to General Stabilization Funds**

Mr. Dahlberg moves that the Town transfer the sum of \$1,000,000 from the Middle School Stabilization Fund, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2026, to offset the debt associated with the school construction project.



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**3**

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# **Finance Committee Annual Town Meeting Public Hearing**

Close Public Hearing

**Requested by:**

**Action Sought:**

### **Proposed Motion(s)**

MOVE that the Finance Committee close their Annual Town Meeting Public Hearing #2

### **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 2nd of three public hearing prior to the 2025 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 15, 2025**

**5**

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## Correspondence

Mail, letters, emails, presentations, 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](mailto: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:** [Kristen Hagerty](#)  
**To:** [finance mail](#)  
**Subject:** Public Comment FinCom - Challenged to say "No" - FinCom report  
**Date:** Friday, April 11, 2025 8:41:27 AM

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You don't often get email from khagertyconcord@gmail.com. [Learn why this is important](#)

Hello Eric and Committee,

I am just getting around to listening to the 3/28/25 FinCom meeting. Toward the end, the committee discusses including the sentiment to include that our community is challenged to say No. This is absolutely essential to include prominently in the report and ideally in the Chair's Letter out front. It is interesting to hear that the residents of the Town have not been faced with this basic premise of not being able to fund everything we 'want.'

Thank you for you of your hard work and willingness to clearly communicate complex and challenging concepts to the community.

Kind regards,  
Kristen Hagerty  
Revolutionary Rd



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**April 15, 2025**

**6**

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## Minutes

**Requested by: Don Kupka, Clerk**

**Action Sought: Seek Approval**

### Proposed Motion(s)

MOVE to approve the Finance Committee minutes for the on April 10, 2025.

### Additional Information

Attached are the minutes from the April 10, 2025, meeting for review and potential approval (if available).

### Board Action

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