



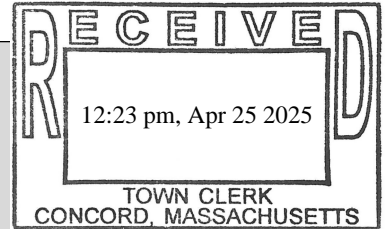
Town of Concord
Concord Finance Committee
AGENDA

May 1, 2025, at 6:30 PM

Concord Town House

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

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



REVISED

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Join the meeting: <https://us02web.zoom.us/j/85264785535?pwd=4Zgw9iXo1cTiHDHlj326QmaJv547IE.1>

Meeting ID: 852 6478 5535 Passcode: 266790 Dial in Toll-Free: 833-548-0282

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

6:30 PM

1. Call to Order

6:35 PM

2. Finance Committee Meeting

- A. Discuss and Potentially Vote on the Following Article:
- Article 7 – Fiscal Year 2026 Town Budget

7:00 PM

3. Finance Committee Annual Town Meeting Public Hearing

- A. Article 33 – MCI Concord Planning
B. Article 34 – Stormwater Enterprise Fund Expenditures
C. Article 48 – Authorize Expenditure of Revolving Funds under MGL Ch. 44 § 53 E ½
D. Article 49 – Light Plant Expenditures and Payment in Lieu of Taxes
E. Article 50 – Solid Waste Disposal Fund Expenditures
F. Article 51 – Sewer System Expenditures
G. Article 52 – Sewer Improvement Fund Expenditures
H. Article 53 – Water System Expenditures
I. Article 54 - Authorize Expenditure from PEG Access & Cable Related Fund
J. Article 55 – Beede Swim and Fitness Center Enterprise Fund Expenditures
K. Article 56 – Appropriate and Transfer Balance of Parking Meter Fund
L. Article 57 – Unpaid Bills
M. Article 58 – Debt Recission

9:00 PM

4. Close the Finance Committee Annual Public Hearing

9:05 PM

5. Resumption of Finance Committee Meeting

A. Discuss and Potentially Vote on the Following Articles:

- Article 33 – MCI Concord Planning
- Article 34 – Stormwater Enterprise Fund Expenditures
- Article 48 – Authorize Expenditure of Revolving Funds under MGL Ch. 44 § 53 E ½
- Article 49 – Light Plant Expenditures and Payment in Lieu of Taxes
- Article 50 – Solid Waste Disposal Fund Expenditures
- Article 51 – Sewer System Expenditures
- Article 52 – Sewer Improvement Fund Expenditures
- Article 53 – Water System Expenditures
- Article 54 – Authorize Expenditure from PEG Access & Cable Related Fund
- Article 55 – Beede Swim and Fitness Center Enterprise Fund Expenditures
- Article 56 – Appropriate and Transfer Balance of Parking Meter Fund
- Article 57 – Unpaid Bills
- Article 58 – Debt Recission

9:30 PM

6. Correspondence

9:35 PM

7. Minutes

A. Approve the minutes of April 15, 2025 and April 24, 2025, if available

9:45 PM

8. Anticipated Adjournment

UPCOMING MEETINGS

Next Meetings:

Thursday, May 22, 2025, @ 6:30 pm

Monday, June 2, 2025, @ 6:30 pm (Annual Town Meeting)



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

1

Call to Order & Open Public Hearing

Requested by: FC Chair

Action Sought: Open Meeting

Proposed Motion(s)

MOVE that the Finance Committee opens their Annual Town Meeting Public Hearing #3

Additional Information

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

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

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

2A

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>

FY26 Forecast: various revisions to reflect updates

Expenditure Adjustments, v.7 vs Control	
Total Expenditures, v.7	\$144,129,952
add: CMS Debt, netted in earlier revisions	\$ 1,000,000
add: projected debt (Roads & Amenities Bldg)	\$ 143,769
deduct: CCRSD debt adjustment	\$ (72,798)
Revised Total, v.9	\$145,200,923

					Reflects FY26 Final Guidelines			
	FY2024 Tax Rate Recap	FY2025 Tax Rate Recap	FY2026 Projected v.2 (11.27.24)	FY2026 Projected v.3 (12.02.24)	FY2026 Projected v.7 (03.10.25)	FY2026 Projected v.8 (03.26.25)	FY2026 Projected v.9 (04.16.25)	FY2026 TM Control
REVENUE								
Property Tax	\$ 111,683,243	\$ 116,241,894	\$ 121,206,904	\$ 121,634,111	\$ 121,682,902	\$ 119,941,737	\$ 121,634,111	\$ 120,944,157
State Aid	\$ 5,973,329	\$ 6,158,659	\$ 6,312,625	\$ 6,312,625	\$ 6,312,625	\$ 6,321,222	\$ 6,312,625	\$ 6,312,625
Local Receipts & Other Available Funds	\$ 15,939,030	\$ 15,707,948	\$ 17,035,147	\$ 16,134,424	\$ 16,134,424	\$ 18,807,474	\$ 17,944,141	\$ 17,944,141
total: Revenue	\$ 133,595,602	\$ 138,108,501	\$ 144,554,676	\$ 144,081,160	\$ 144,129,951	\$ 145,070,433	\$ 145,890,877	\$ 145,200,923
EXPENDITURES								
Town, Guidelines	\$ 31,711,833	\$ 32,745,639	\$33,580,194	\$33,580,194	\$33,678,889	\$33,678,889	\$33,678,889	\$ 33,678,889
Town, Non-Guidelines, Joint Accounts	\$ 26,166,592	26,928,826	\$29,580,673	\$29,580,673	\$28,951,172	\$29,964,451	\$29,951,172	\$ 29,951,172
Town, Non-Guidelines, FY26 Debt Exclusion	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$143,769	\$ 143,769
CPS, Guidelines	\$ 45,047,176	\$ 46,515,714	\$47,357,648	\$47,357,648	\$47,632,034	\$47,632,034	\$47,632,034	\$ 47,632,034
CCRSD, Guidelines	\$ 22,302,834	\$ 23,150,489	\$23,957,154	\$23,957,154	\$24,301,422	\$24,301,422	\$24,301,422	\$ 24,301,422
CCRSD, Debt Exclusion	\$ 3,055,012	\$ 2,990,419	\$3,093,458	\$3,093,458	\$2,980,933	\$2,908,135	\$2,908,135	\$ 2,908,135
Minuteman Regional	\$ 1,722,546	\$ 1,732,806	\$1,802,118	\$1,802,118	\$1,772,373	\$1,772,373	\$1,772,373	\$ 1,772,373
Capital, Town & CPS	\$ 1,725,000	\$ 2,180,000	\$2,100,000	\$2,428,135	\$2,948,520	\$2,948,520	\$2,948,520	\$ 2,948,520
OPEB	\$ 1,364,609	\$ 1,364,608	\$1,364,609	\$1,364,609	\$1,364,609	\$1,364,609	\$1,364,609	\$ 1,364,609
Overlay Account	\$ 500,000	\$ 500,000	\$ -	\$ -	\$500,000	\$500,000	\$500,000	\$ 500,000
total: Expenditures	\$ 133,595,602	\$ 138,108,501	\$142,835,854	\$143,163,989	\$144,129,952	\$145,070,433	\$145,200,923	\$ 145,200,923

FY26 Estimated Impact to Property Tax, at Guidelines and Now

	FY2025	Guidelines v.7 FY2026	TM Control 25-Apr FY2026		Guidelines v.7 FY2025	TM Control 25-Apr FY2025
Property Tax, Existing Base	\$ 104,843,729	\$109,288,545	\$ 109,478,829		\$ 4,444,816	\$ 4,635,100
Property Tax, New Growth	\$ 1,283,499	\$1,000,000	\$ 1,000,000		\$ (283,499)	\$ (283,499)
Property Tax, Base	\$ 106,127,228	\$ 110,288,545	\$ 110,478,829		\$ 4,161,317	\$ 4,351,601
Property Tax, Exempt Debt	\$ 10,114,666	\$ 11,394,357	\$ 11,465,328		\$ 1,279,691	\$ 1,350,662
Property Tax, MS Stabilization Fund	\$ -	\$ -	\$ (1,000,000)		\$ -	\$ (1,000,000)
Property Tax, Exempt Debt, Net	\$ 10,114,666	\$ 11,394,357	\$ 10,465,328		\$ 1,279,691	\$ 350,662
Property Tax, Total	\$ 116,241,894	\$ 121,682,902	\$ 120,944,157		\$ 5,441,008	\$ 4,702,263
Property Tax Impact, Existing Base	4.01%	3.98%	3.99%			
Property Tax Impact, New Growth	1.15%	-0.24%	-0.24%			
Property Tax Impact, Exempt Debt	-0.16%	1.10%	0.30%			
Property Tax Impact, Total	5.00%	4.84%	4.05%			

FY26 Forecast, Version issues v.7 – v.9

					reflects FY26 Final Guidelines				
	FY2024 Tax Rate Recap	FY2025 Tax Rate Recap	FY2026 Projected v.2 (11.27.24)	FY2026 Projected v.3 (12.02.24)	FY2026 Projected v.7 (03.10.25)	FY2026 Projected v.8 (03.26.25)	FY2026 Projected v.9 (04.16.25)		FY2026 TM Control
Local Receipts									
Motor Vehicle Excise			\$ 3,917,578	\$ 3,755,232	\$ 3,755,232	\$ 3,755,232	\$ 3,755,232	\$	\$ 3,755,232
Penalties & Interest				\$ 144,228	\$ 144,228	\$ 144,228	\$ 144,228	\$	\$ 144,228
Interest			\$ 1,750,000	\$ 1,950	\$ 1,950	\$ 1,950,000	\$ 1,950,000	\$	\$ 1,950,000
Pilot Programs			\$ 33,254	\$ 25,500	\$ 25,500	\$ 25,500	\$ 476,500	\$	\$ 25,500
Misc Revenue Non-Recc			\$ 60,840	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$	\$ 50,000
Meals Tax			\$ 495,466	\$ 515,100	\$ 515,100	\$ 515,100	\$ 515,100	\$	\$ 515,100
Room Occupancy			\$ 551,273	\$ 643,125	\$ 643,125	\$ 643,125	\$ 643,125	\$	\$ 643,125
Jet Fuel			\$ 475,000	\$ 463,590	\$ 463,590	\$ 463,590	\$ 463,590	\$	\$ 463,590
In Lieu of Taxes			\$ 50,000						
Other Departmental Revenue				\$ 1,585,487	\$ 1,585,487	\$ 1,585,487	\$ 1,585,487	\$	\$ 1,591,987
Migrant Aid									
Unrealized Gains			\$ 133,189						
Supplemental Re Tax			\$ 65,989						
Fees			\$ 1,499,389						
Rentals			\$ 68,721	\$ 306,500	\$ 306,500	\$ 306,500	\$ 306,500	\$	\$ 300,000
Permits & Licenses			\$ 1,753,525	\$ 1,663,268	\$ 1,663,268	\$ 1,663,268	\$ 1,663,268	\$	\$ 1,663,268
Misc Revenue			\$ 225,904	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$	\$ 120,000
Fines			\$ 50,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$	\$ 35,000
Health Services Overhead			\$ 25,000						
sub-total, local receipts	\$ 9,864,272	\$ 11,023,545	\$ 11,155,129	\$ 9,308,980	\$ 9,308,980	\$ 11,257,030	\$ 11,708,033		\$ 11,257,030
Funds From Other Sources									
Transfers from Enterprise	\$ 2,263,599	\$ 2,545,552	\$ 2,799,614	\$ 3,866,093	\$ 3,866,093	\$ 3,866,093	\$ 2,581,611	\$	\$ 2,581,611
CEMETERY FUND				\$ 275,790	\$ 275,790	\$ 275,790	\$ 285,443	\$	\$ 285,443
SEWER FUND				\$ 308,475	\$ 308,475	\$ 308,475	\$ 319,272	\$	\$ 319,272
WATER FUND				\$ 894,618	\$ 894,618	\$ 894,618	\$ 925,930	\$	\$ 925,930
LIGHT FUND				\$ 1,398,049	\$ 1,398,049	\$ 1,398,049	\$ 662,446	\$	\$ 662,446
SOLID WASTE FUND				\$ 142,547	\$ 142,547	\$ 142,547	\$ 147,536	\$	\$ 147,536
SWIM AND FITNESS FUND				\$ 57,974	\$ 57,974	\$ 57,974	\$ 60,003	\$	\$ 60,003
TELECOM FUND				\$ 53,654	\$ 53,654	\$ 53,654	\$ 37,214	\$	\$ 37,214
PEG ACCESS FUND				\$ 597,632	\$ 597,632	\$ 597,632	\$ 1,606	\$	\$ 1,606
RECREATION FUND				\$ 137,354	\$ 137,354	\$ 137,354	\$ 142,161	\$	\$ 142,161
FREE CASH TO REDUCE TAX RATE	\$ 1,000,000								
FREE CASH CARRY FORWARD	\$ 600,000								
Ambulance Revolving Fund				\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$	\$ 1,000,000
DOG INNOCLUATION FUND				\$ 1,000	\$ 1,000	\$ 1,000			
CMLP PILOT	\$ 459,000	\$ 459,000	\$ -					\$	\$ 451,000
Penion Reserve	\$ 1,650,000	\$ 1,650,000	\$ 1,580,403	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$	\$ 1,650,000
OPEB FUND				\$ 275,000	\$ 275,000				
Stabilization Fund, CMS		\$ -	\$ 1,500,000			\$ 1,000,000	\$ 1,000,000	\$	\$ 1,000,000
Opioid Settlement Fund	\$ 29,851	\$ 29,851		\$ 29,851	\$ 29,851	\$ 29,851			
Septic Betterment Fund	\$ 67,808								
Transportation Network Fund	\$ 3,500			\$ 3,500	\$ 3,500	\$ 3,500	\$ 4,500	\$	\$ 4,500
sub-total, funds from other sources	\$ 6,073,758	\$ 4,684,403	\$ 5,880,017	\$ 6,825,444	\$ 6,825,444	\$ 7,550,444	\$ 6,236,111		\$ 6,687,111
Total Local Receipts, and Other Sources	\$15,938,030	\$15,707,948	\$17,035,147	\$16,134,424	\$16,134,424	\$18,807,474	\$17,944,144		\$17,944,141

Local Receipts & Other Available Funds		
Version 7:	Presented	Actual Estimate
Understated: Interest Income	\$ 1,950	\$ 1,950,000
Overstated Transfer: Light Fund	\$ 1,398,049	\$ 662,446
Overstated Transfer: PEG Fund	\$ 597,632	\$ 1,606
Understated: CMLP PILOT	\$ -	\$ 451,000
Netted: \$1M of CMS Debt	\$ -	\$ -
Version 8:		
Understated: Interest Income	Adjusted	
Netted: \$1M of CMS Debt	Adjusted	
Overstated Transfer: Light Fund	Not Adjusted	
Overstated Transfer: PEG Fund	Not Adjusted	
Understated: CMLP PILOT	Not Adjusted	
Version 9:		
Overstated Transfer: Light Fund	Adjusted	
Overstated Transfer: PEG Fund	Adjusted	
Understated: CMLP PILOT	Adjusted	



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

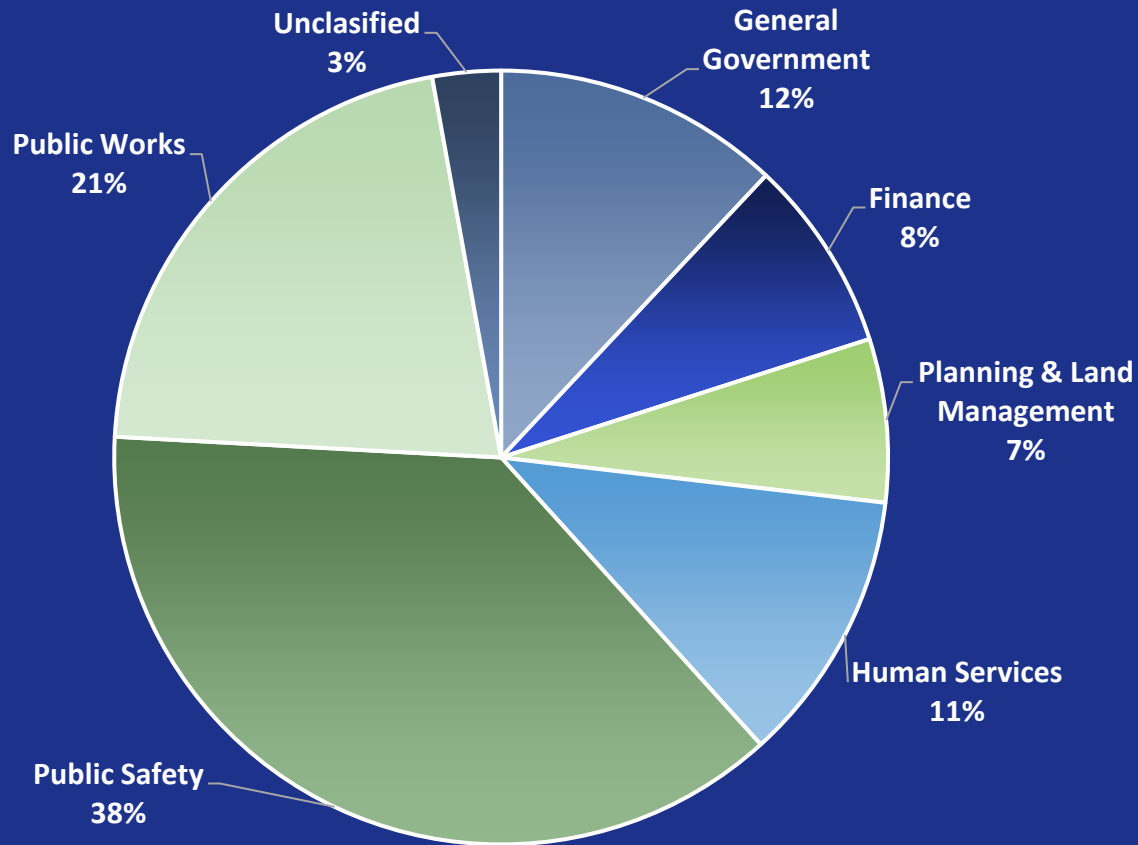
FY26 Level Service: +\$1,500,000

Net Reductions from Level

Service: -\$600,000:

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

Expenses = \$200,000



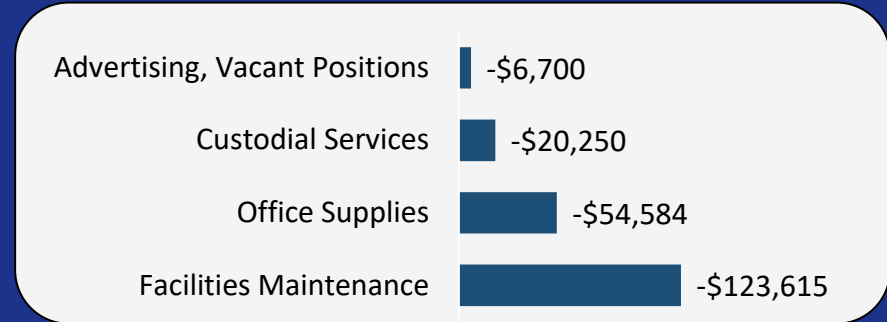
Town Government Operating Budget				
Department	FY25	FY26	FY26 -25 \$ Change	FY26 -25 % Change
General Government	\$ 4,144,519	\$ 4,041,559	\$ (102,960)	-2.48%
Finance	\$ 2,599,727	\$ 2,710,398	\$ 110,671	4.26%
Planning & Land Mgmt	\$ 2,298,834	\$ 2,297,065	\$ (1,769)	-0.08%
Human Services	\$ 3,488,951	\$ 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%
Total	\$ 32,745,639	\$ 33,678,889	\$ 933,250	2.85%

FY26: Net Reductions

PERSONNEL: -\$400,000

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

EXPENSES: -\$200,000



Personnel Changes

- 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
Total: Town Government	\$ 31,711,833	260.49	\$ 32,745,639	257.60	\$ 33,678,889	252.86	\$ 933,250	2.85%	-4.74

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
Sub-total:	\$2,300,433	\$0	\$104,757	\$0	\$1,236,368	\$3,641,559	-3.95
2A: Legal Services	\$0	\$0	\$0	\$0	\$400,000	\$400,000	0.00
Total: General Government	\$2,300,433	\$0	\$104,757	\$0	\$1,636,368	\$4,041,559	-3.95
						Personnel: 59.51%	\$2,405,191
						Expense: 40.49%	\$1,636,368

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
Total: Finance	\$2,138,362	\$0	\$38,865	\$14,000	\$519,171	\$2,710,398	0.00
						Personnel: 80.85%	\$2,405,191
						Expense: 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
Total: DPLM	\$1,895,498	\$73,632	\$50,000	\$40,000	\$237,935	\$2,297,065	0
						Personnel: 89.64%	\$ 2,059,130
						Expense: 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
Total: Human Services	\$2,652,183	\$296,495	\$245,675	\$73,263	\$581,169	\$3,848,785	0.25
						Personnel: 84.90%	\$ 2,059,130
						Expense: 15.10%	\$ 237,935

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
Total: Public Safety	\$10,003,729	\$0	\$0	\$7,800	\$2,638,717	\$12,650,246	-0.04
					Personnel: 79.14%	\$10,011,529	
					Expense: 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
Total: Public Works	\$3,827,541	\$0	\$0	\$30,240	\$3,310,922	\$7,168,703	-1
					Personnel: 53.81%	\$3,857,781	
					Expense: 46.19%	\$3,310,922	

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
Total: Unclassified	\$1,028,765	0	\$806,506	0	\$962,133	0	\$155,627	19%	0
Total: Town Government	\$31,711,833	260.49	\$32,745,639	257.6	\$33,678,889	252.86	\$933,250	3%	-4.74

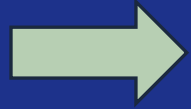
Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
8: Employee Wellness	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Sub-total:	\$0	\$0	\$0	\$0	\$25,000	\$25,000
9: Reserve Fund	\$0	\$0	\$0	\$0	\$200,000	\$200,000
10: Salary Reserve Fund	\$0	\$0	\$0	\$0	\$737,133	\$737,133
Total: Unclassified	\$0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

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

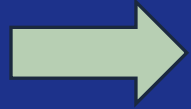
Fixed Cost: Town & School

Town Government Operating Budget				
Line No.	Item No.	Department	FY25 Appropriation	FY26 Recommended Budget
Joint Accounts (Town - Concord Public Schools)				
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
		sub-total:	\$ 9,885,056	\$ 11,265,162
13	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157
	B	Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,567,124
		sub-total:	\$ 5,999,746	\$ 5,151,281
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	\$ -
		sub-total:	\$ 4,453,350	\$ 5,568,546
	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		\$ -
		sub-total:	\$ 6,590,674	\$ 7,966,183
		total: Joint Accounts	\$ 26,928,826	\$ 29,951,172
Total: FY Appropriation			\$ 59,674,464	\$ 63,630,061

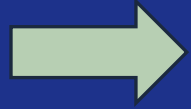
FY26 Summary



+2.85%

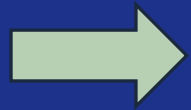


Net Staffing Reductions: -4.74 FTE's



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>



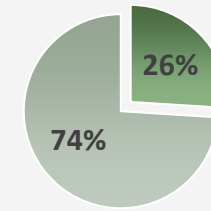
Article 7: Fiscal Year 2026 Town Budget

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

Supplemental Slides

FY26 Budget Overview

TOTAL HOUSEHOLDS: 6,411

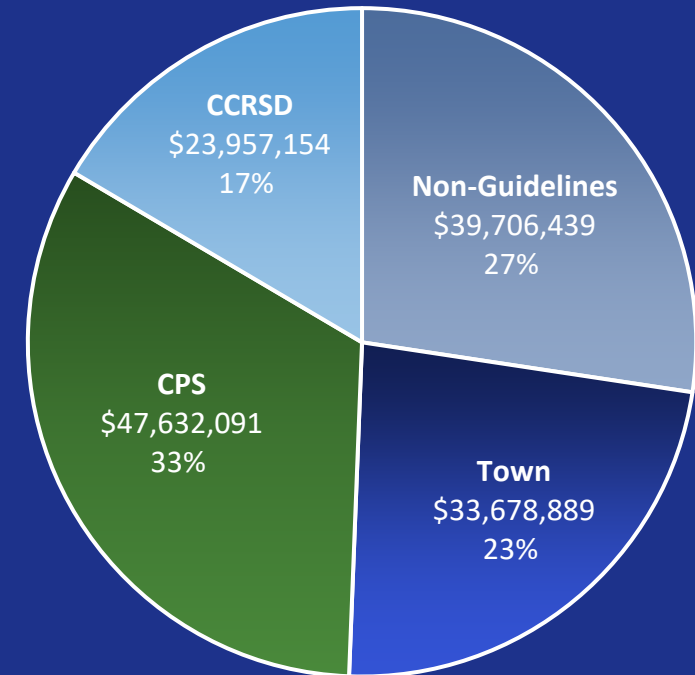


■ With school-aged children: 1,667

■ Without school-aged children: 4,744

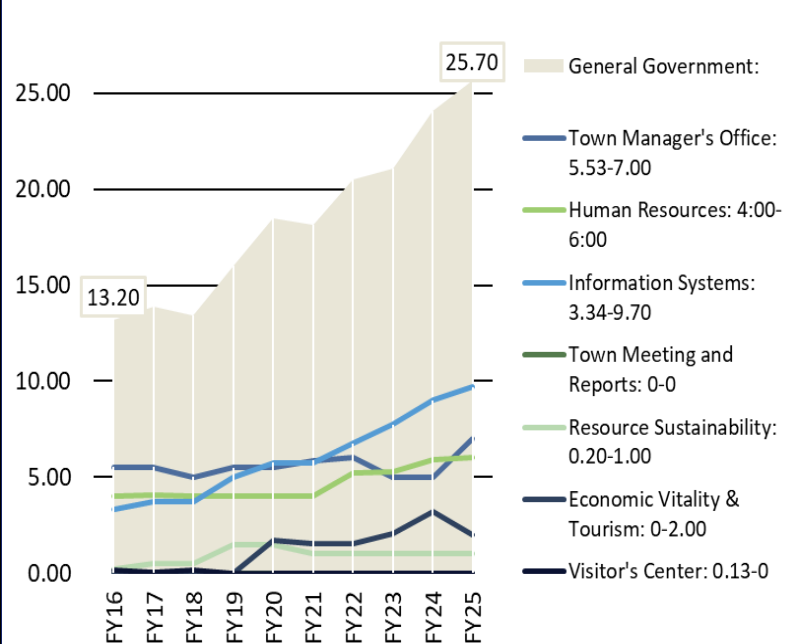
Governmental Cost Center	Total	Percent
Education	\$85,608,012	59.05%
CCRSD + Debt	\$27,050,612	18.66%
CPS + Debt + Tier One Capital	\$56,772,450	39.16%
Minuteman RHS + Debt	\$1,784,950	1.23%
Other Municipal Services	\$40,592,189	28.00%
Town + Debt + Tier One Capital	\$40,592,189	28.00%
Other, inc. Employee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

GUIDELINES V. NON-GUIDELINES



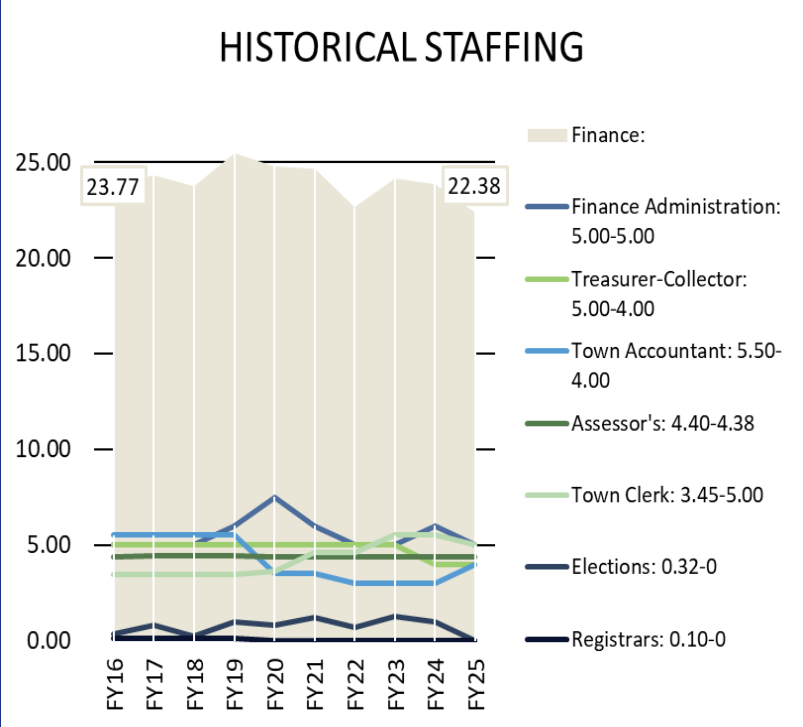
General Government: 3-Year Historical Perspective

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
Sub-total:	\$3,455,093	24.08	\$3,744,519	25.70	\$3,641,559	21.75	(\$102,960)	-2.75%	-3.95
2AA Legal Services	\$450,000	0.00	\$400,000	0.00	\$400,000	0.00	\$0	0.00%	0.00
TOTAL	\$3,905,093	24.08	\$4,144,519	25.70	\$4,041,559	21.75	(\$102,960)	-2.48%	-3.95

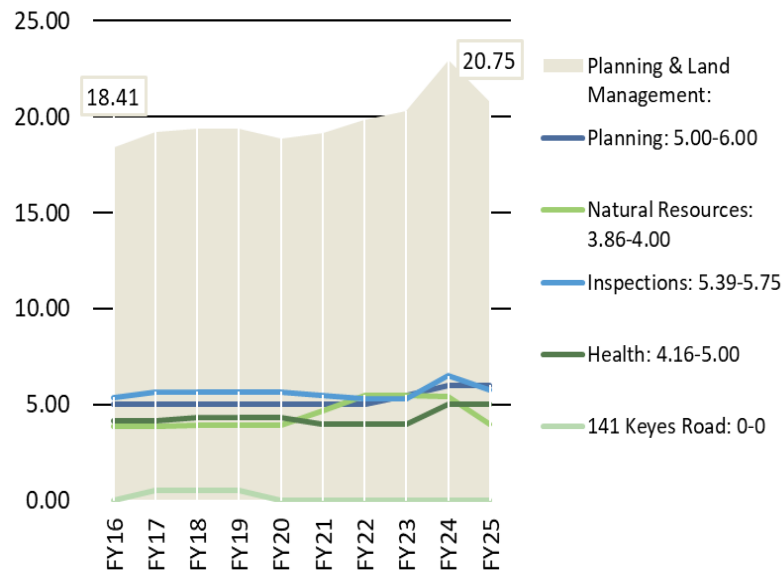
Finance: 3-Year Historical Perspective



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
TOTAL	\$2,433,074	23.88	\$2,599,727	22.38	\$2,710,398	22.38	\$110,671	4.26%	0.00

DPLM: 3-Year Historical Perspective

HISTORICAL STAFFING

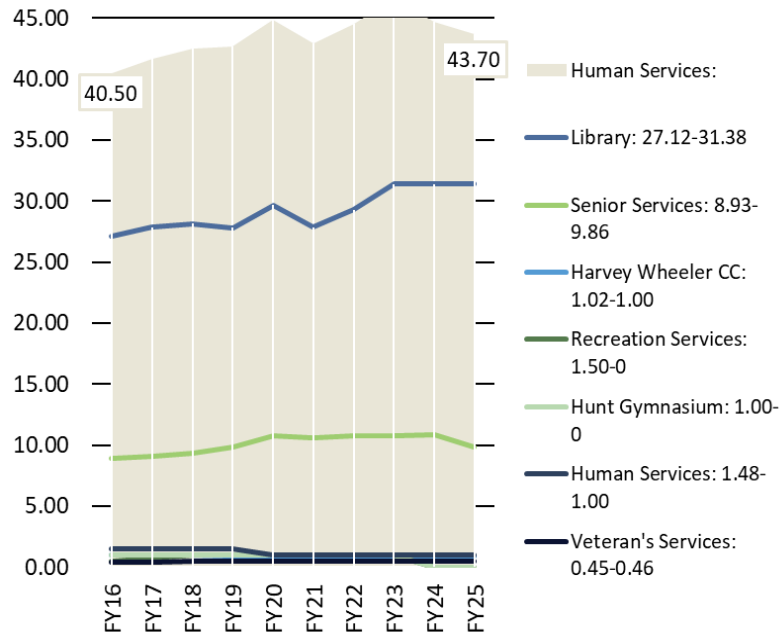


Planning & Land Management (DPLM)

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
Total: DPLM	\$2,232,750	22.92	\$2,298,834	20.75	\$2,297,065	20.75	(\$1,769)	-0.08%	0

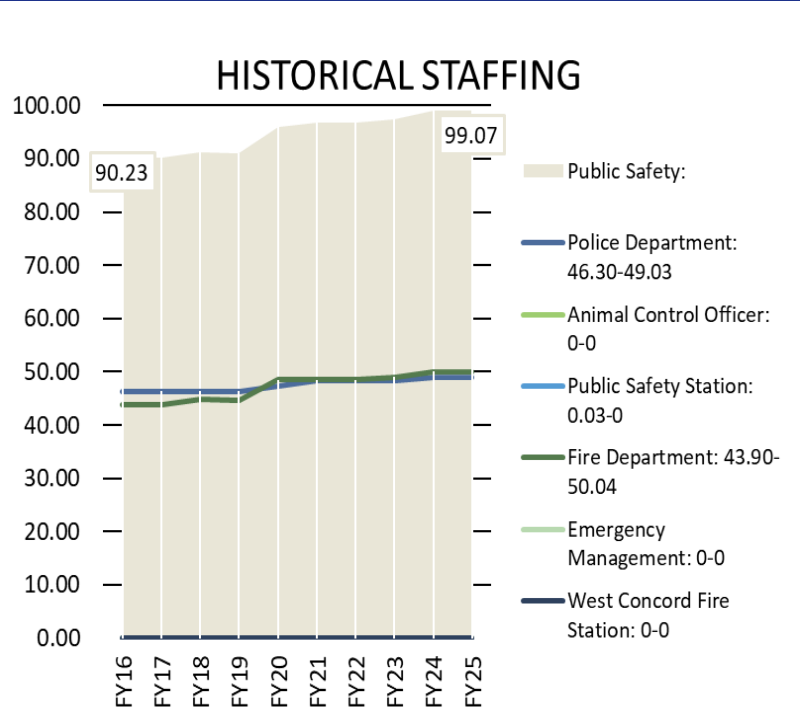
Human Services : 3- Year Historical Perspective

HISTORICAL STAFFING



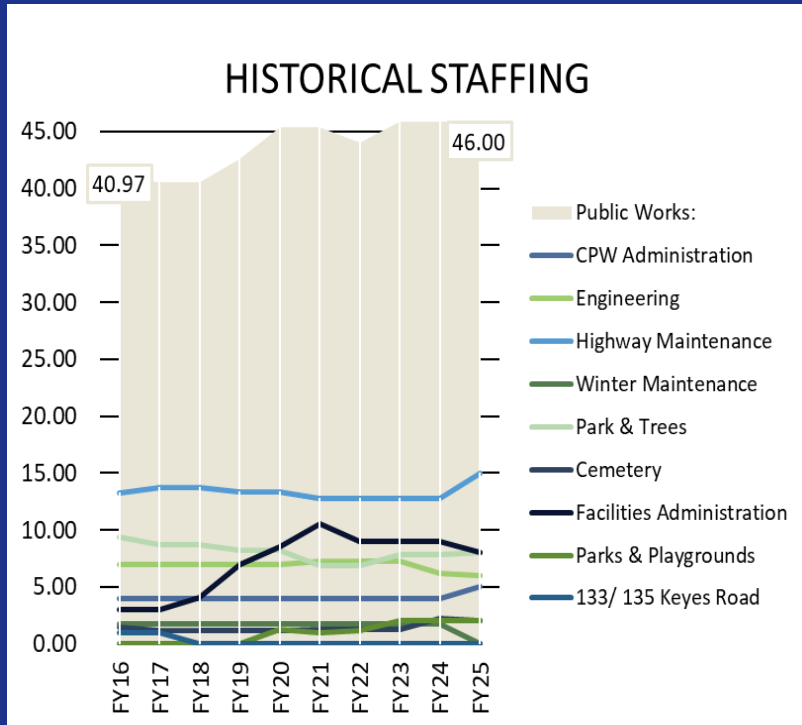
Human Services									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26 -25 FTE Change
5B1: Senior Services	\$641,337	10.86	\$670,851	9.86	\$669,891	8.86	(\$960)	-0.14%	-1
5B2: Harvey Wheeler Community Cent.	\$64,266	1	\$67,277	1	\$134,807	1	\$67,530	100.38%	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
Total: Human Services	\$3,394,494	44.7	\$3,488,951	43.7	\$3,848,785	43.95	\$359,834	10.31%	0.25

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
Total: Public Safety	\$11,731,996	99.07	\$12,106,896	99.07	\$12,650,246	99.03	\$543,350	4.49%	-0.04

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
Total: Public Works	\$6,985,663	45.84	\$7,300,206	46	\$7,168,703	45	(\$131,503)	-1.80%	-1

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
TOTAL	227.08	261.60	34.52



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%
Total:	\$96,322,217	\$98,249,582	\$103,209,558	\$106,448,493	\$110,610,286	\$112,045,258	\$116,456,488	\$122,499,889	\$131,980,985	\$136,432,848	\$40,110,631	48.76%



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3A

Finance Committee Annual Town Meeting Public Hearing

Article 33 – MCI Concord Planning

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

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

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

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

Board Action

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

ARTICLE 33. MCI Concord Planning

Mr. Howell moves that the Town transfer from Free Cash the sum of \$250,000 for the purpose of evaluating the feasibility of acquiring the existing MCI Concord Wastewater Treatment Plant and for general planning purposes associated with the MCI Concord.

FY25 MCI Planning Budget

State Earmarks, \$475,000 and \$250,000

Budget	Description
\$400,000	Concept Planning, Economic and Market Analysis
\$40,000	Consulting Contract Contingency
\$285,000	Wastewater Treatment Plant Analysis: Including System Conditions, demand assessment, Integration Analysis
\$725,000	Total FY25 Earmark

FY25 Funding Use:

- We are grateful for the support from the state
 - Must use it by June 30, 2025 or lose it
 - Delayed release, until Feb '25 compressed the project
- Assessments and Public Outreach – March to June 2025 See: mci-concord.org/#events
- Wastewater System Planning
- Traffic – expanded ongoing local study scope

Context

- Concord has not had to spend Town funds yet
- New Funding from the State not expected.
- Access to funding we can deploy as needed will be important as we get closer to a transaction
- The town cannot enter into any contract without a source of appropriated funds

ARTICLE 33: MCI Concord Planning

FY26 MCI Planning Sources:

Budget	Description	Source	Status
\$100,000	Consultant to assist in drafting zoning	ARPA	Approved: Must be spent by December 31, 2026
\$250,000 new	<i>Requested Earmark, for public outreach, transportation, and WWTP</i>	<i>Legislature</i>	<i>Request submitted with Reps Status: won't receive new, but PAC treatment for \$40K is more likely</i>
\$250,000	<i>Town Meeting Warrant Article 33</i>	<i>Town Meeting</i>	<i>This Request: Concord can control and use as needed</i>

FY 26 Funding Uses:

- Additional Public Outreach – After June 2025
- Wastewater System Planning
- Traffic – Route 2 Rotary redesign project – 18 months
- Legal Support for MCI site options – RFP Input
- Due diligence studies and assessments of the site and buildings
- Compare to \$45K and 1000 hours of Staff and Planning Board effort spent just zoning for MBTA Communities

ARTICLE 33. MCI Concord Planning

Mr. Howell moves that the Town transfer from Free Cash the sum of \$250,000 for the purpose of evaluating the feasibility of acquiring the existing MCI Concord Wastewater Treatment Plant and for general planning purposes associated with the MCI Concord.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3B

Finance Committee Annual Town Meeting Public Hearing

Article 34 – Stormwater Enterprise Fund Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The FY26 Stormwater Enterprise Fund Budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee May 1, 2025 and will also be published on the Town’s website under the 2025 Annual Town Meeting tab and in the Town Meeting Briefing Book.

Following approval of Article 16 of the 2024 Annual Town Meeting which formally established the Stormwater Utility Enterprise Fund and associated Bylaw, a comprehensive 10-year budget projection and associated fee for the Stormwater Utility have been developed. The projected annual FY26 budget of approximately \$1,062,800 is to address the town’s stormwater priorities allocated between capital and non-capital costs. The Public Works Commission has evaluated various fee structure options and plans on voting for the final rate schedule at the May 2025 PWC meeting. This vote will be contingent upon the voting in favor of this article for the FY26 Stormwater Enterprise Budget at the 2025 Annual Town Meeting. The Stormwater Utility Credit Policy designed to encourage property owners to minimize their impact on the municipal stormwater system by offering credits for approved stormwater management activities will also be formerly adopted by the PWC in May 2025. The work performed to date on establishing this enterprise is contained in the “Evaluation of a Stormwater Enterprise Fund report,” completed by Weston & Sampson and posted on the Town’s website.

Board Action

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



ARTICLE 34: Stormwater Enterprise Fund Expenditures

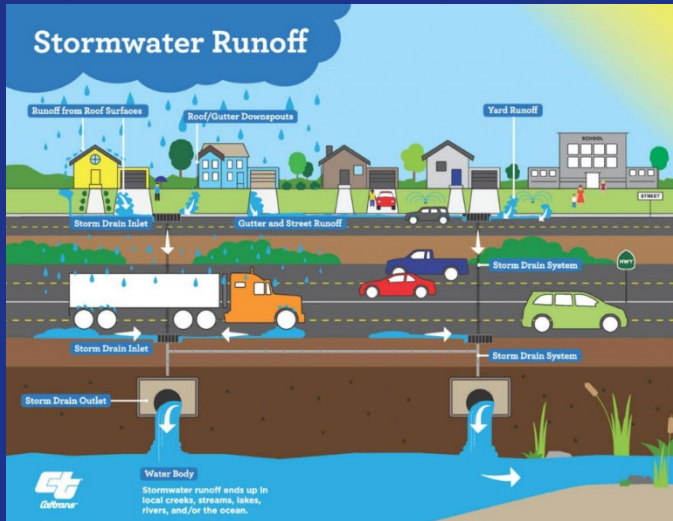
ARTICLE 34. Stormwater Enterprise Fund Expenditures

Motion: TBD moves that the Town take affirmative action on Article 34 to determine whether the Town will appropriate the amount required for the total expenses of the Stormwater Enterprise Fund for the fiscal year ending June 30, 2026 for the operation of the Stormwater System, in accordance with Mass. Gen. Laws c. 44, § 53F½, to be expended under the direction of the Town Manager; or take any other action relative thereto.



ARTICLE 34: Stormwater Enterprise Fund Expenditures

What is Stormwater?



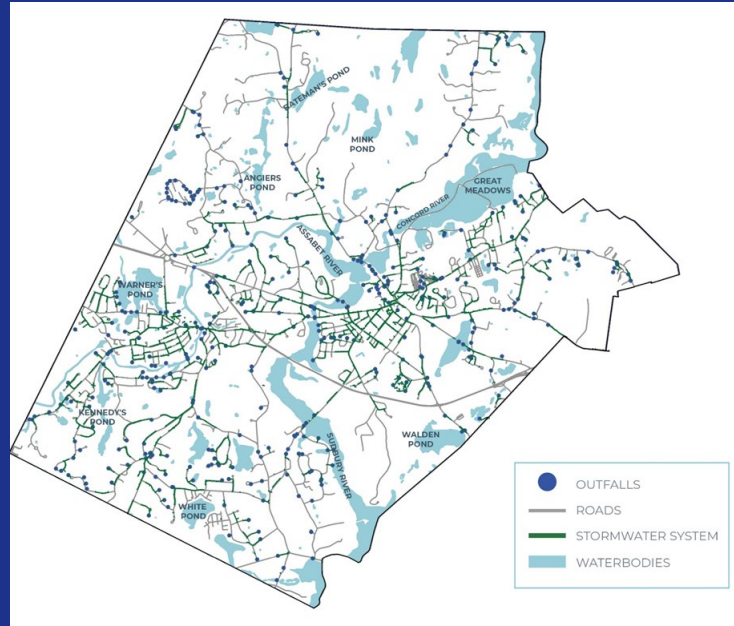
Stormwater is rain or melting snow that flows over land or impervious surfaces - paved streets, parking lots, building rooftops.

Urban areas have less vegetation, more impervious surfaces - less rain able to infiltrate into ground, more runoff generated.



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Stormwater Infrastructure

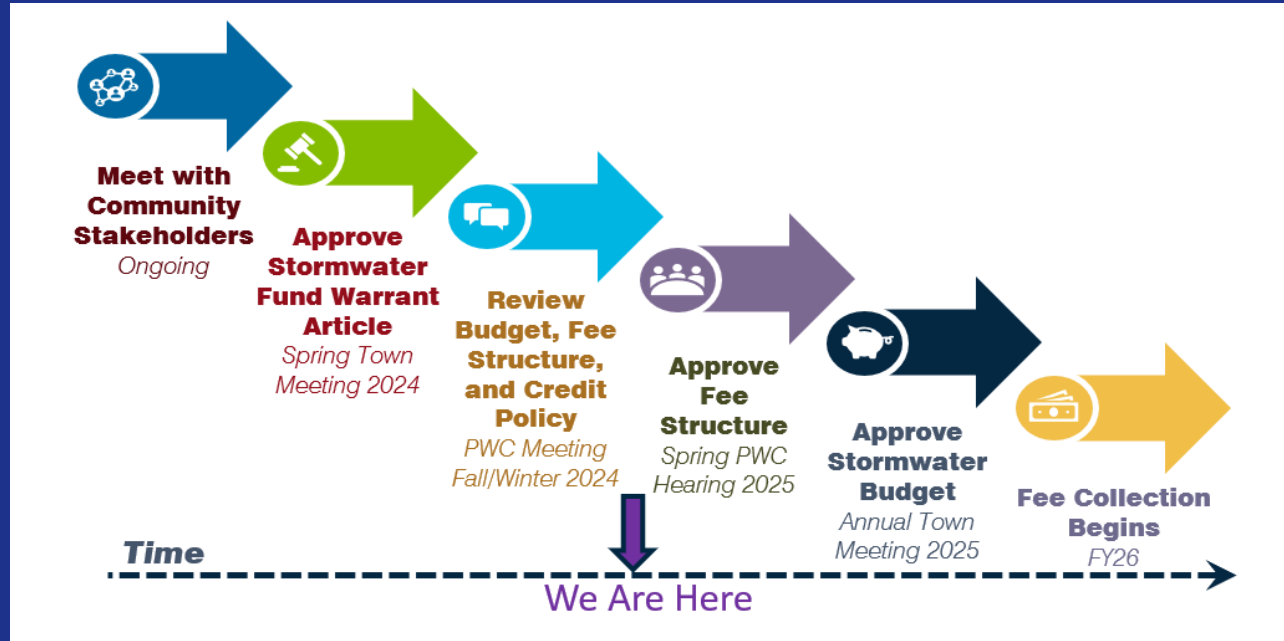


- Stormwater Drains = 62 miles
- Stormwater Outfalls = 154
- Culverts = 171
- Drain Manholes = 1,640
- Catch Basins = 3,788
- Treatment Chambers = 10
- Infiltration Basins = 23



ARTICLE 34: Stormwater Enterprise Fund Expenditures

2024 ATM formally established the stormwater enterprise fund and bylaw





ARTICLE 34: Stormwater Enterprise Fund Expenditures

2024 Annual Town Meeting

Town voted to take Affirmative action on Article 16 by:

- 1) accepting the provisions of Mass. Gen. Laws. Chapter 44, § 53F½ to authorize the establishment of a Stormwater Enterprise Fund, effective July 1, 2025; and
- 2) adopting a bylaw regarding such Stormwater Enterprise Fund in the form shown on the handout.

ARTICLE 34: Stormwater Enterprise Fund Expenditures

BYLAW: FRAMEWORK

- Sec 1- Purpose:
 - MS4 Permit Compliance
 - Flood Mitigation: Climate resiliency
 - Failing Infrastructure
 - Deferred Maintenance
 - Stormwater Quality
- Sec 2: Definitions
- Sec 3: Responsibilities
- Sec 4: Establish Enterprise Fund
- Sec 5: Rate Setting
- Sec 6: Billing, Collection, Credits
- Sec 7: Appeals



Commercial



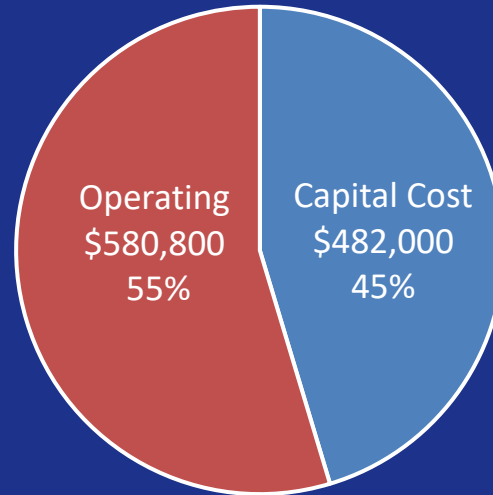
Residential



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Stormwater FY26 Budget

**Estimated FY26
Budget**
\$1.06 million





ARTICLE 34: Stormwater Enterprise Fund Expenditures

Operating Costs

- **\$312,800** - EPA - MS4 Permit Compliance Requirements
 - Drainage mapping
 - Wet weather outfall screening & sampling
 - Catchment investigation to remove illicit discharges
 - Phosphorous source evaluation for Concord River watershed and Shawsheen River watershed



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Operating Costs (Continued)

- **\$131,000:** Asset Management and Drain Line Cleaning -
 - Develop asset management program for stormwater infrastructure
 - Clean, inspect, and inventory conditions of drainpipes and culverts
 - Catch basin Cleaning



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Operating Costs (Continued)

- **\$25,000** - Inspection & Maintenance of Pollutant removal & Infiltration Systems
- **\$100,000** - Staffing
 - Billing Assistance/Administrative Support - \$50,000
 - Consulting Assistance - \$50,000
- **\$7,000** - Billing Software
- **\$5,000** - Water Quality Monitoring



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Capital Costs – \$482,000

- **\$300,000** - Construction of BMP retrofits for phosphorus removal, per MS4 permit requirements
- **\$30,000** – Equipment Rentals: Jetter Trailer
- **\$152,000** - Stormwater System Upgrades & Repairs:
 - Drainpipes, Culverts, Catchbasins





ARTICLE 34: Stormwater Enterprise Fund Expenditures

Stormwater Rate Structures

Simple Set Fee Structure

- Annual or Quarterly Fee (Residential v. Commercial/Industrial)

Impervious Area Based Method

- Calculated on Impervious Area
- Establish a Common Unit: An Equivalent Residential Unit (ERU) is the amount of impervious area on a single-family residential parcel.
 - Flat Rate
 - Tiered

Rates Based on Actual Costs for Stormwater Management



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Proposed Annual Fees by Parcel Type



1 to 3-Family Residential

Impervious Area (SF)	Annual Fee
0 – 2,500	\$41.30
2,500 – 5,000	\$78.23
5,000 – 10,000	\$144.31
10,000 – 25,000	\$297.24
25,000 – N/A	\$733.49



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Proposed Fees by Parcel Type (cont.)



Non-Residential & Larger Multi-Family Residential

Impervious Area (SF)	Annual Fee
0-5,000	\$118.00
5,000-10,000	\$154.75
10,000-15,000	\$261.26
15,000-25,000	\$424.10
25,000-50,000	\$763.12
50,000-75,000	\$1,299.66
75,000-100,000	\$1,786.72
100,000-250,000	\$2,806.64
250,000-500,000	\$6,918.73
500,000-N/A	\$23,347.99



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Proposed Stormwater Credits

Small Residential (Up to 25% credit):

- Single-family homes, duplexes, etc.
- Acceptable BMPs: Rain gardens, dry wells, and porous pavers

Non-Residential and Multi-Family (Up to 50% credit):

- Acceptable BMPs: Oil/Grit Separators, sediment forebays, rain gardens, filters, detention basins, porous pavers

Income Eligible Households (Up to 25% credit):

- Residents in financial assistance programs (Water, Sewer, Electric programs)



ARTICLE 34: Stormwater Enterprise Fund Expenditures

For related documents:

- Concord Stormwater Enterprise Fund Evaluation Report
- Fee Structure Analysis
- Credit Policy
- Stormwater Enterprise FAQ

QR code of Stormwater Utility Page:





ARTICLE 34. Stormwater Enterprise Fund Expenditures

Motion: TBD moves that the Town take affirmative action on Article 34 to determine whether the Town will appropriate the amount required for the total expenses of the Stormwater Enterprise Fund for the fiscal year ending June 30, 2026 for the operation of the Stormwater System, in accordance with Mass. Gen. Laws c. 44, § 53F½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

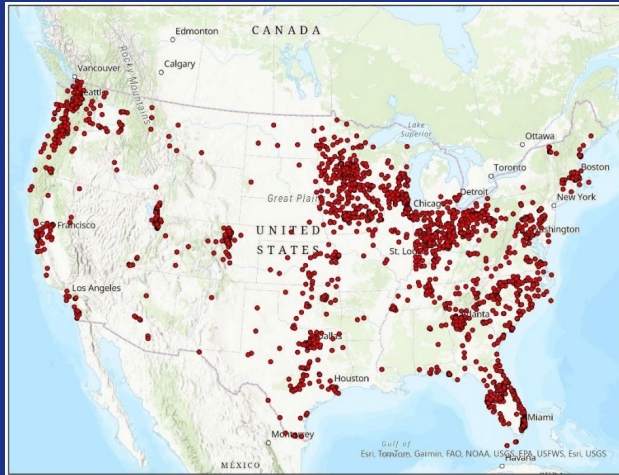


Supplemental Information

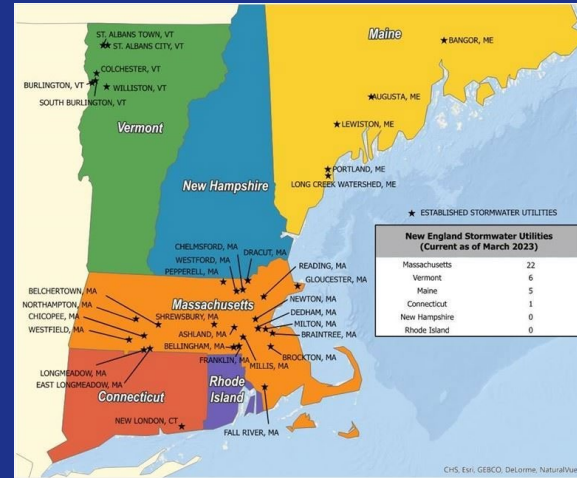


ARTICLE 34: Stormwater Enterprise Fund Expenditures

National Response to Stormwater Regulations



Utilities Established in More than 2,100 communities across the Country





Utilities Established in about 22 communities in MA



ARTICLE 34: Stormwater Enterprise Fund Expenditures

Stormwater Fee Structure Options

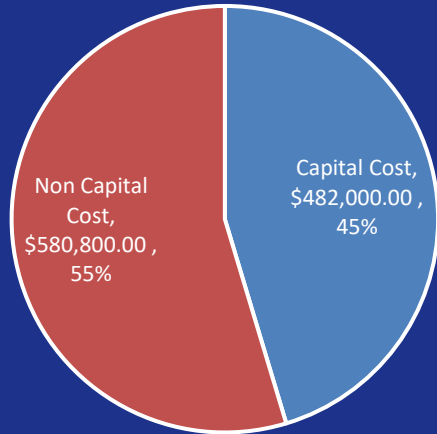
	 1 to 3-Family Residential	 Non-Residential & Larger Multi-Family Residential
Option 1	Flat Fee (\$118/year)	Impervious Area using ERU (\$118/ERU)
Option 2	4 Tiers Based on Impervious Area (Starting at \$41.30/year)	10 Tiers Based on Impervious Area (Starting at \$118/year)
Option 2B	5 Tiers Based on Impervious Area (Starting at \$41.30/year)	10 Tiers Based on Impervious Area (Starting at \$118/year)
Option 3	3 Tiers Based on Impervious Area (Starting at \$105.60/year)	10 Tiers Based on Impervious Area (Starting at \$118/year)

PWC to accept the Stormwater Rate Structure “Option 2B” formal rate hearing scheduled to occur on May 14, 2025

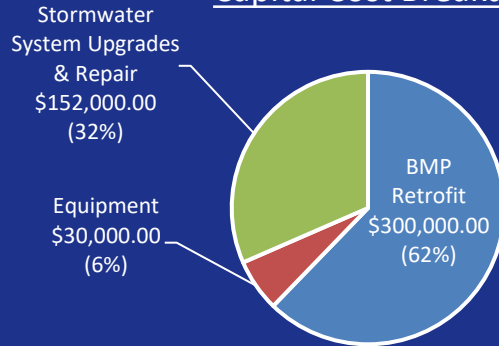


ARTICLE 34: Stormwater Enterprise Fund Expenditures

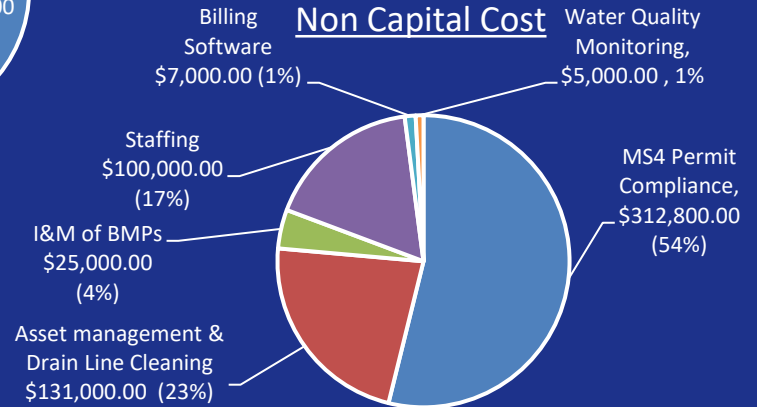
Stormwater Budget



Capital Cost Breakdown



Non Capital Cost





Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3C

Finance Committee Annual Town Meeting Public Hearing

Article 48 – Authorize Expenditure of Revolving Funds under MGL
c. 44 § 53 E1/2

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article authorizes the annual spending limits for each of the Revolving Funds identified above. Spending from these funds may only occur for the stated purposes identified in the Town's Revolving Fund Bylaw, and only with the approval of the Town Manager.

Board Action

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



Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

Ms. Hartman moves that the Town take affirmative action on Article 48, as printed in the Warrant.



Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

- Revolving Funds authorized under MGL Chapter 44, Section 53E ½ require that an annual, not to exceed budget be established
- This article seeks approval of annual budgets for 6 existing funds, as follows:



Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

Revolving Fund	Annual Spending Limit
Ambulance	\$ 1,000,000
Regional Housing Services	\$ 375,000
Road Repair	\$ 120,000
Senior Services	\$ 50,000
Tree Preservation	\$ 50,000
Visitor's Center & Tourism	\$ 70,000



Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

- Fund receipts come in the form of fees, fines and/or donations
- Spending from these funds supplements existing departmental budgets to provide programs and services such as:



Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

- Ambulance Service
- Pavement preservation activities- crack sealing; full-depth patching; and infra red treatments
- Senior Services- day trips; other recreational activities
- Housing Services- monitoring of existing affordable units reconciling SHI; consulting on proposed projects
- Visitor Center activities such as tours and programs



ARTICLE 48: Revolving Funds

Article 48: Authorize Expenditure of Revolving Funds under MGL c. 44, § 53E ½

Ms. Hartman moves that the Town take affirmative action on Article 48, as printed in the Warrant.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3D

Finance Committee Annual Town Meeting Public Hearing

Article 49 – Light Plant Expenditures and Payment in Lieu of Taxes

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This article authorizes the Town manager, as manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity long with other departmental income to be used for the purposes of operating the department for the fiscal year ending June 30, 2025. This is a routine annual action. Further, this article authorizes the transfer of \$451,000 from the operating fund of the Light Plant to the General Fund and amount consistent with past years and designed to represent what a private utility would pay in property taxes.

Board Action

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

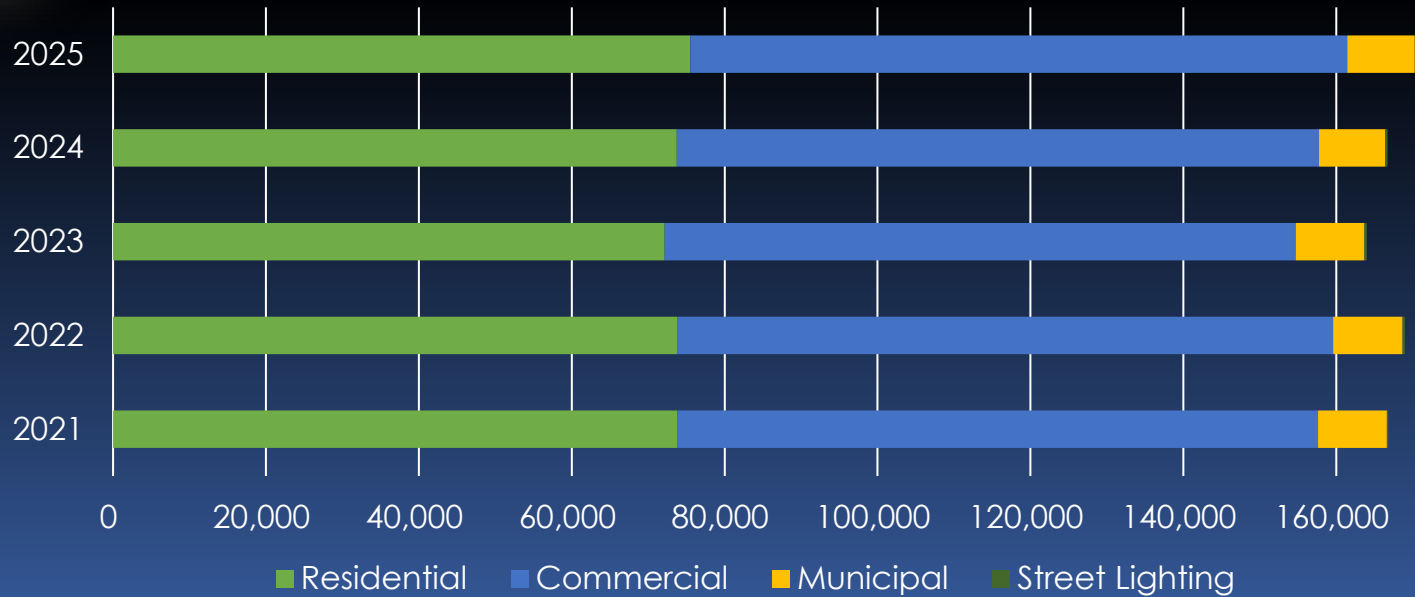


Article 49

Mr. Leon moves that the Town authorize the income from sales of electricity and broadband and from servicing and jobbing during the fiscal year ending June 30, 2025, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extensions, enlargements, additions, renewals, and reconstruction; and further to authorize a transfer of \$451,000 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2026.

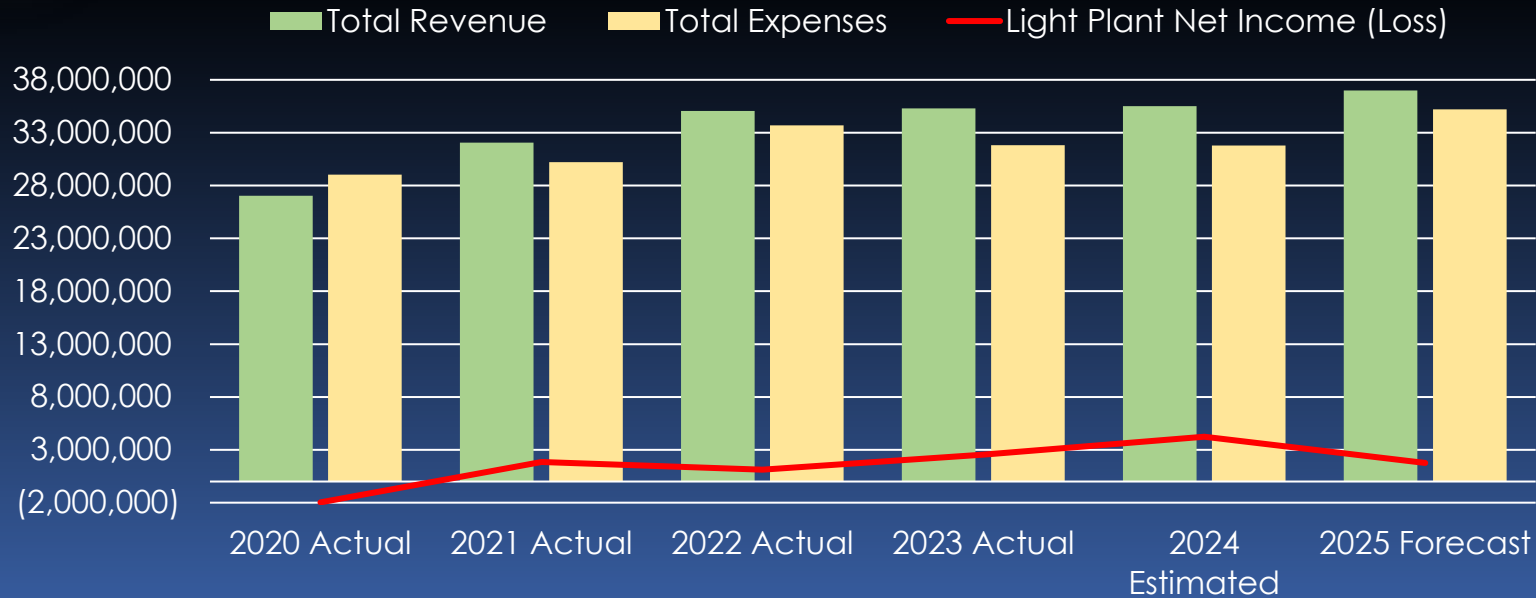


MWH Sales



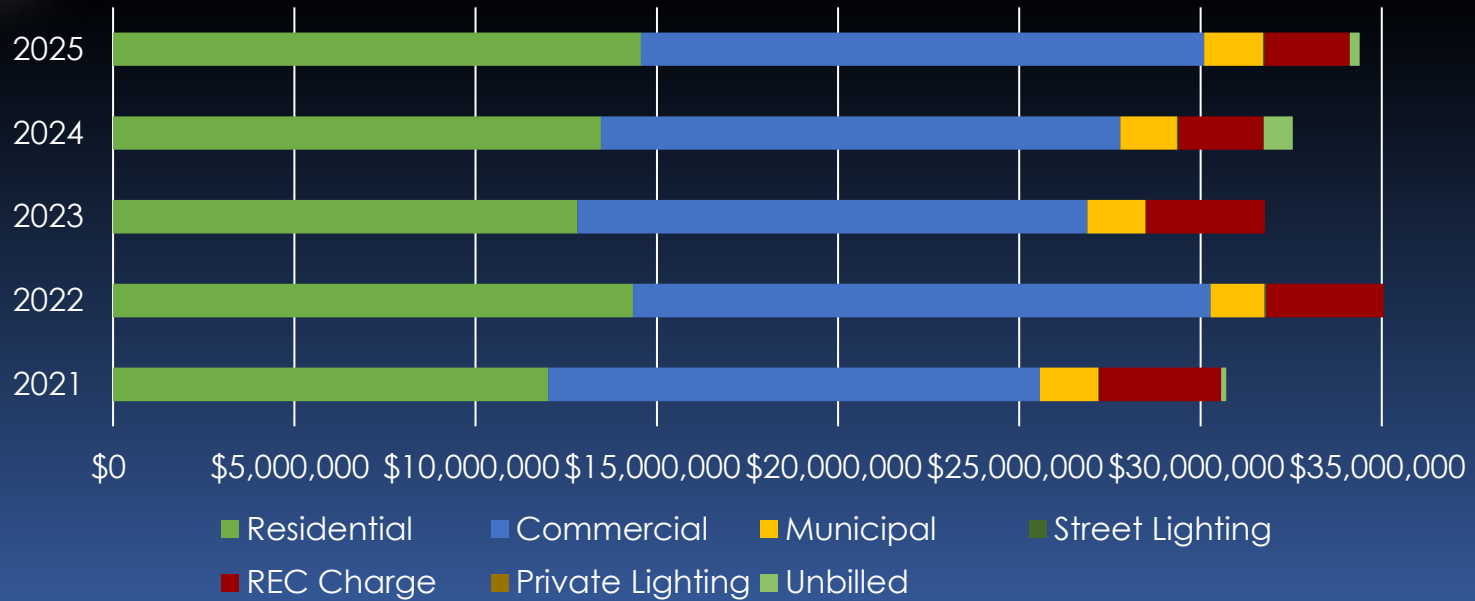


Light Plant Net Income



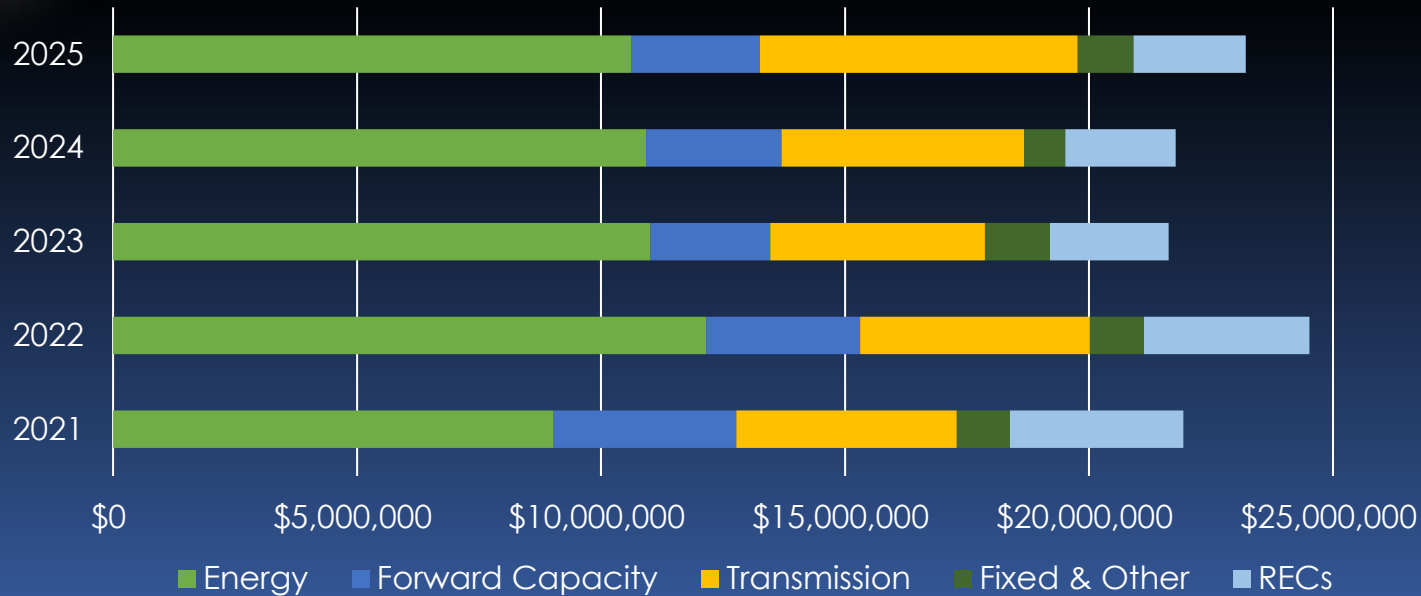


Electricity Sales



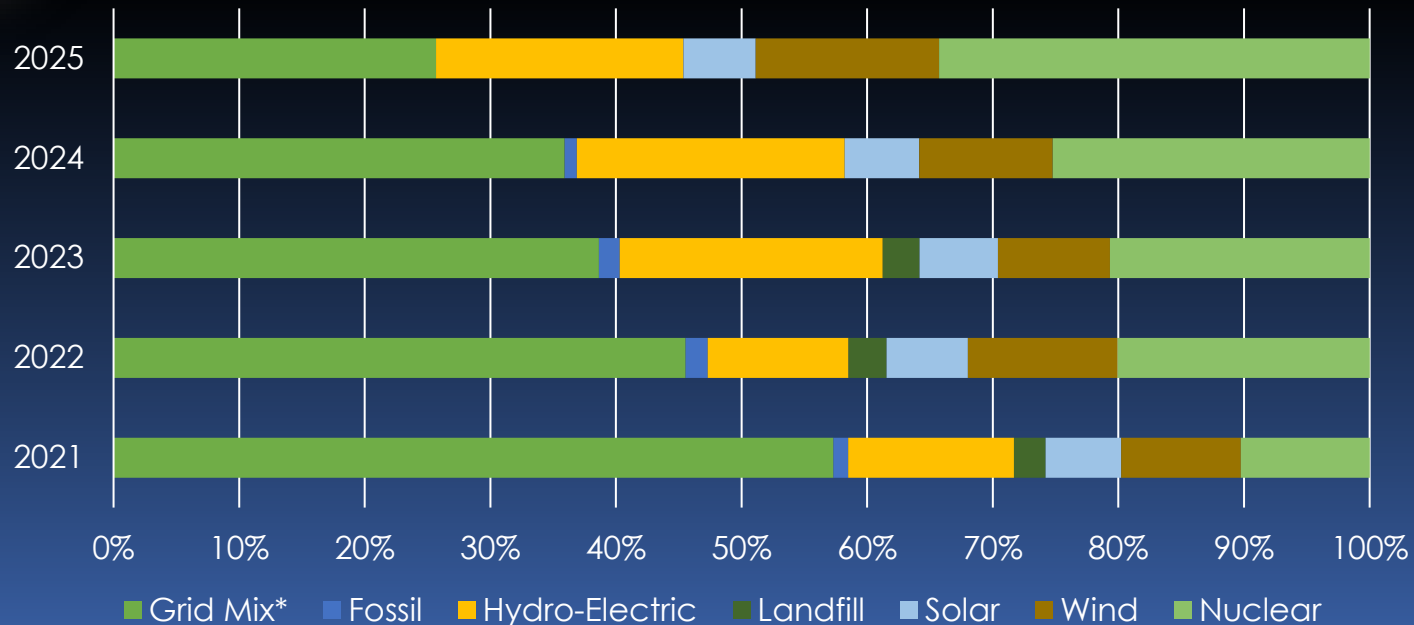


Power Cost Categories





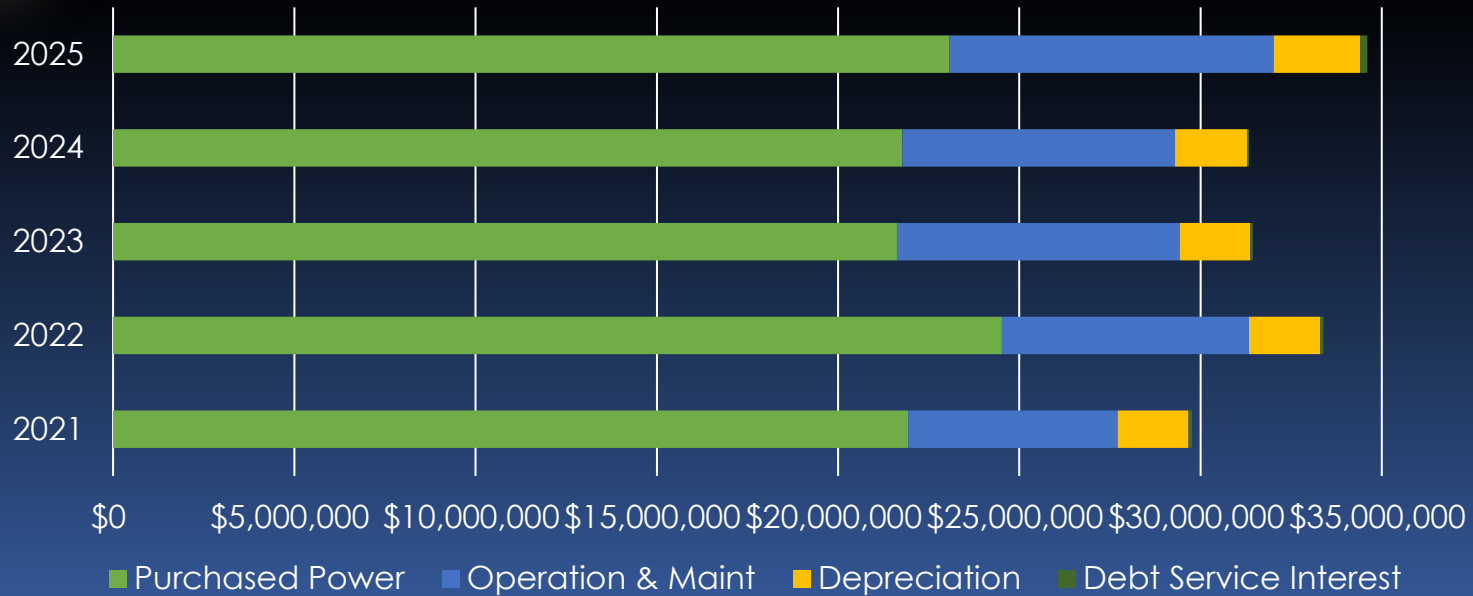
Power Generation Categories



*Grid mix includes both contracts (hedged) and what is purchased on the spot market (open)



Operating Cost





Capital Outlay

	<u>2024</u>	<u>2025</u>
Total Capital Outlay	\$1,788,183	\$14,143,242
Funded via ...		
• Depreciation Fund	589,183	5,495,542
• Underground Fund	15,000	317,500
• Borrowing	1,125,000	7,675,000
• Grant Funding	50,000	60,000



Gross Margin

	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Total Revenue	32,059,519	35,294,112	35,514,504	35,514,504
Total Expense	34,797,923	34,358,636	35,312,098	37,215,728
Net Income	1,110,944	2,542,867	3,135,370	2,156,338
DPU Rate of Return	1.29 %	3.52 %	4.34 %	2.88 %



Payment in Lieu of Taxes

The Payment in Lieu of Taxes for the fiscal year will be \$451,000

The funds will be transferred from the Operating Fund of the Light Plant to be used by the Assessors to reduce the tax levy for the fiscal year ending June 30, 2026



Article 49: Light Plant



Telecommunications



Internet Service Offering

- Offered to residents and businesses since 2014
- 45 to 1 Gbps for Residential Service
- Over 1,785 active customers in December 2025
- Low-income discount available
- Details at www.concordma.gov/broadband

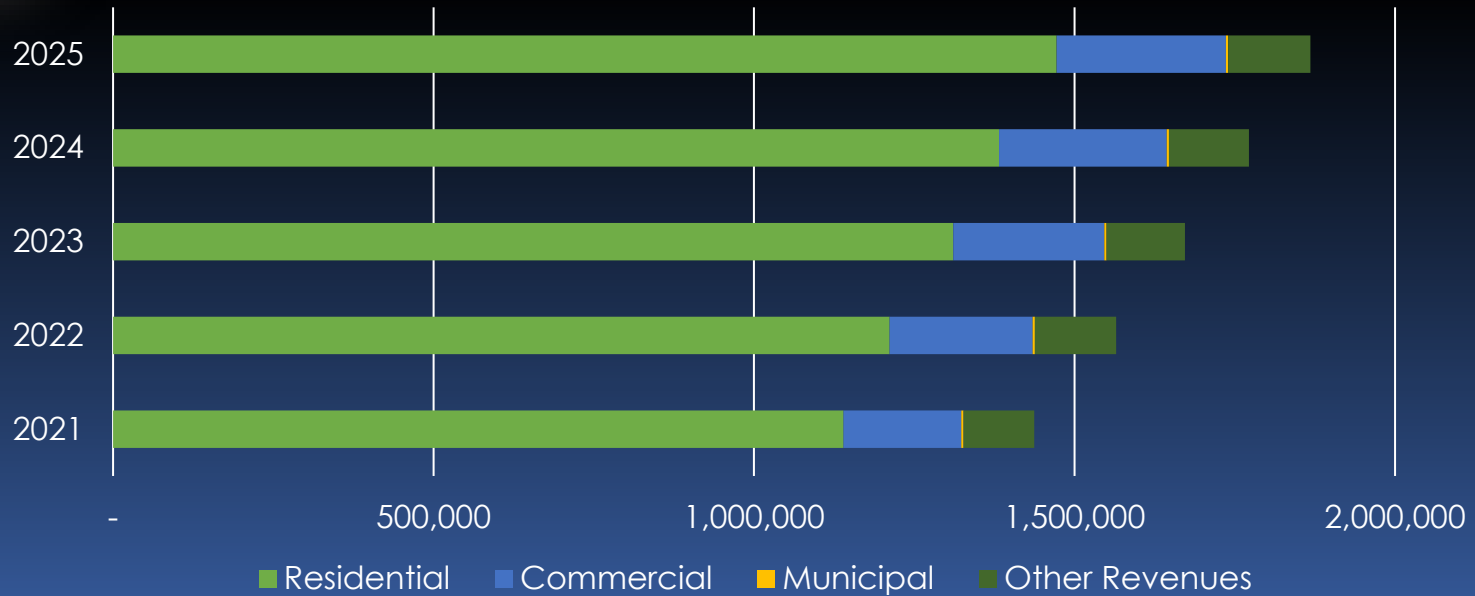


2024 Results

- **Subscriptions & Revenue**
 - Active subscriptions grew 3.8% in 2024
- **Financial Results**
 - Estimated 2024 Revenue \$1,867,755 and Net Income \$270,454

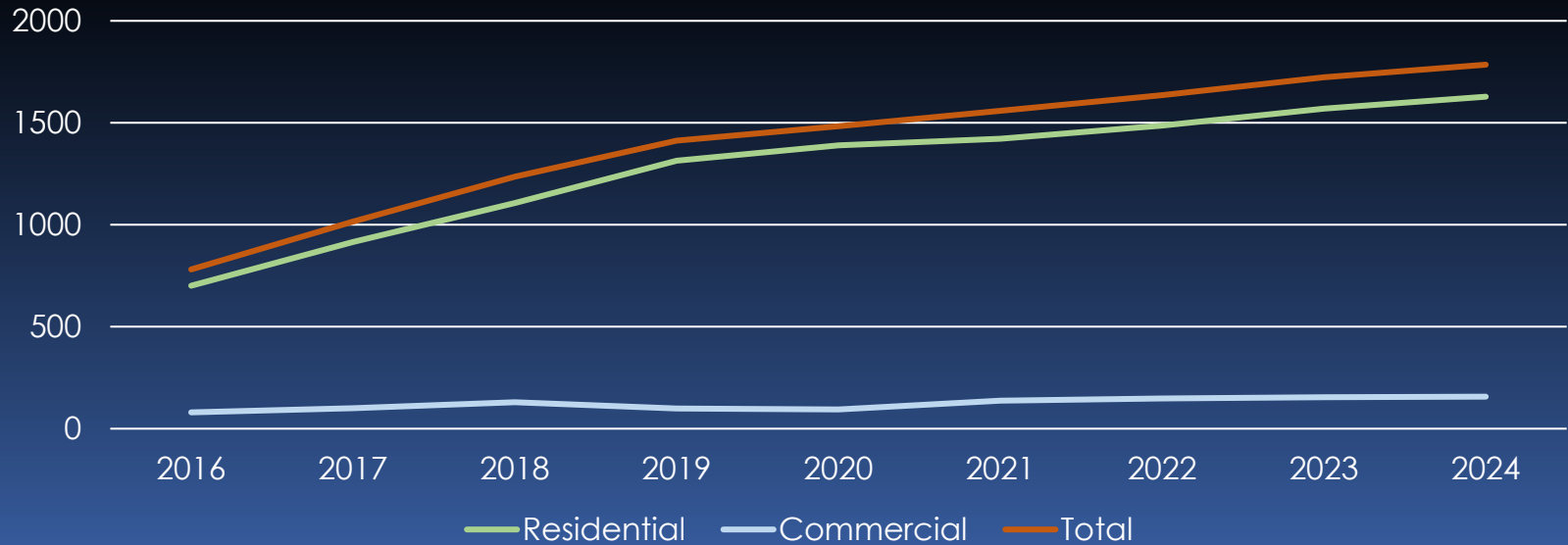


Revenue Sources





Active Customer Counts





2025 Forecast Plans

- Provide more accurate onboarding estimates based on granular availability data
- Replace core network switching (OLT) infrastructure to have 10Gbps or higher speeds

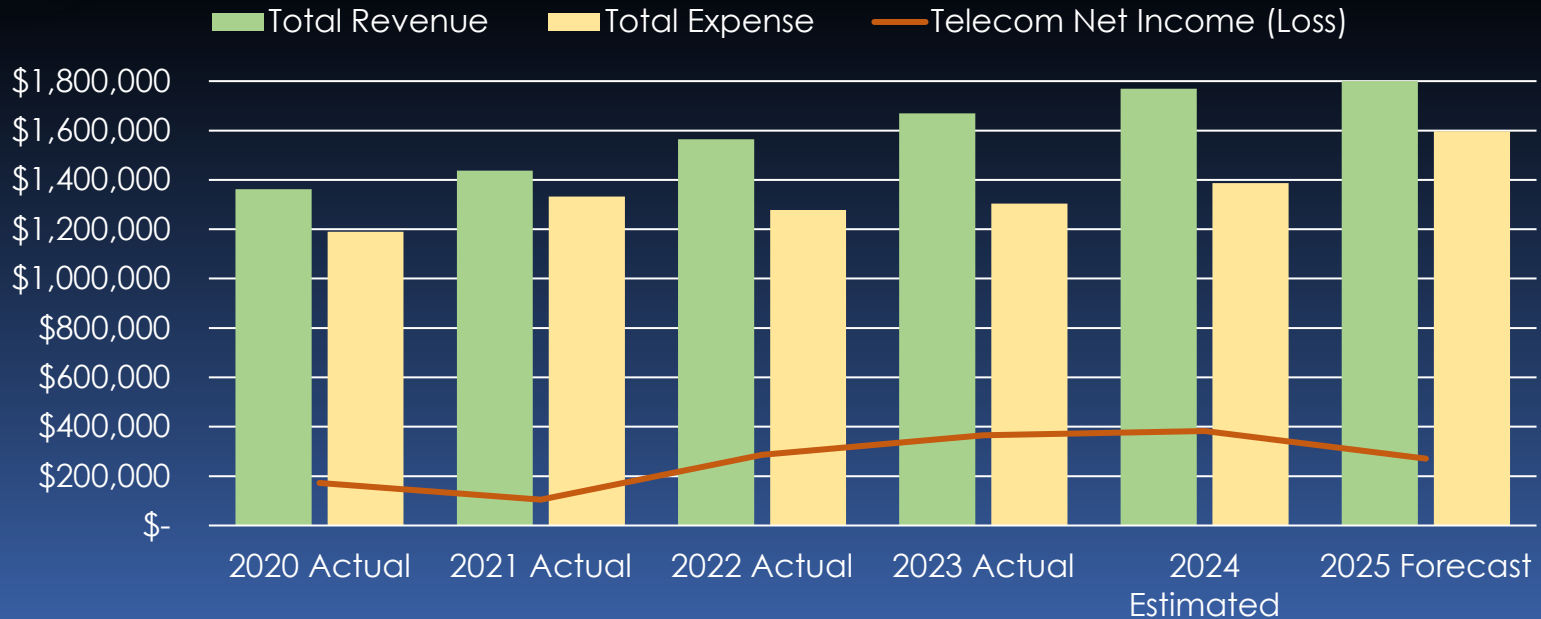


2025 Forecast Plans

- Fill vacant staff position
- Focus on marketing, customer outreach and satisfaction
- Continue to expand availability of fiber to unserved areas of Concord



Telecom Net Income (Loss)





Article 49

Mr. Leon moves that the Town authorize the income from sales of electricity and broadband and from servicing and jobbing during the fiscal year ending June 30, 2025, together with the balance of operating cash in the Light Plant Fund, to be expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extensions, enlargements, additions, renewals, and reconstruction; and further to authorize a transfer of \$451,000 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2026.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3E

Finance Committee Annual Town Meeting Public Hearing

Article 50 – Solid Waste Disposal Fund Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue from fiscal year ending June 30, 2026, to be used to operate the Town's "pay-as-you-throw" curbside solid waste and recycling collection and disposal program. The program consists of two major components: curbside collection and disposal including recycling and Drop-off Days; and the operation and maintenance of the Town's composting site including the former landfill. This has been a routine annual action.

Board Action

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



Article 50: Solid Waste Disposal Fund Expenditures

To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting; or take any other action relative thereto.



Article 50: Solid Waste Disposal Fund Expenditures

The goal of Concord Public Works for the Solid Waste and Recycling Program is to provide an efficient, sustainable, and cost-effective solid waste collection, disposal and recycling service for subscribers of the Town's curbside program.



Article 50: Solid Waste Disposal Fund Expenditures

Municipal Solid Waste & Recycling Program Overview

- Weekly Automated Collection
- Town Issued, Leased Carts
- Pay-As-You-Throw
- Environmentally Sustainable
- Cost Competitive
- Scheduled Bulk Pickup Available
- Semi-Annual Billing
- Online Payments
- Single Stream Recycling Program



Article 50: Solid Waste Disposal Fund Expenditures

Curbside Program Overview

Subscribers as of December 31

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
2020	3,587	1,693	2,623	38%
2021	3,657	1,592	2,505	38%
2022	3,622	1,462	2,162	40%
2023	3,508	1,493	2,200	40%
2024	3,738	1,417	2,161	40%



Article 50: Solid Waste Disposal Fund Expenditures

Additional Recycling Opportunities for Residents

DropOff/SwapOff - Zero Waste Days

- Spring Event – May 3rd, 2025
- Fall Event – October 4th, 2025

Household Hazardous Waste

Minuteman Household Hazardous Waste Facility – Lexington

- Monthly, April - November

Batteries, Bulbs, & Intact Mercury Items

- Accepted at CPW, 133 Keyes Road, During Business Hours



Article 50: Solid Waste Disposal Fund Expenditures

Compost Site: 755 Walden Street

April-December

Wednesdays 3:00 pm – 6:00 pm

Saturdays 9:00 am – 3:00 pm

Items Accepted:

Usable Latex Paint

Invasive Plant Species

Leaves and Yard Debris

Brush and Branches

Mattresses

Styrofoam

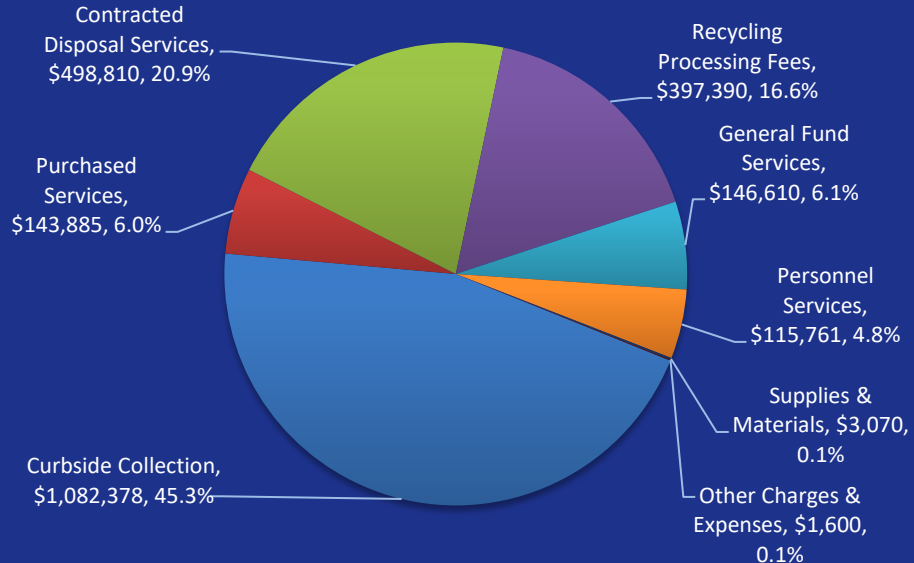
Processed Compost Available for Residents



Article 50: Solid Waste Disposal Fund Expenditures FY 26 Curbside Program Projected Expenditures

Curbside Collection	\$1,082,378
Purchased Services	\$143,885
Contracted Disposal Services	\$498,810
Recycling Processing Fees	\$397,390
General Fund Services	\$146,610
Personnel Services	\$115,761
Supplies & Materials	\$3,070
Other Charges & Expenses	\$1,600
Total Solid Waste Costs	\$2,389,503

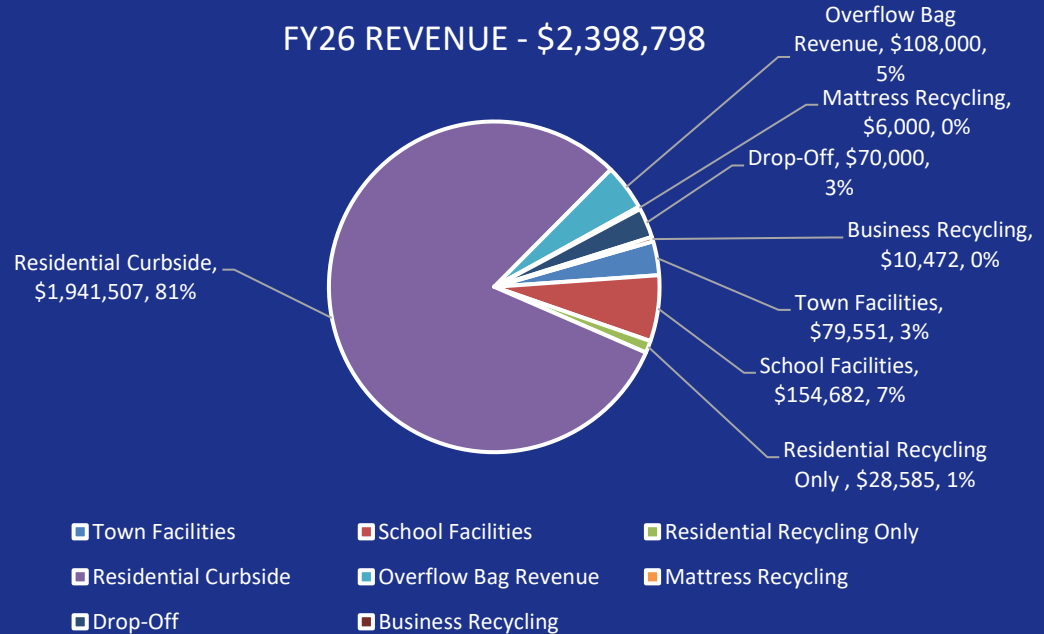
FY26 EXPENDITURES - \$2,389,503





Article 50: Solid Waste Disposal Fund Expenditures FY 26 Curbside Program Projected Revenue

Residential Curbside	\$1,941,507
School Facilities	\$154,682
Overflow Bag Revenue	\$108,000
Town Facilities	\$79,551
Drop-Off	\$70,000
Residential Recycling Only	\$28,585
Business Recycling Only	\$10,472
Mattress Recycling	\$6,000
Total Projected Revenue	\$2,398,798





Article 50: Solid Waste Disposal Fund Expenditures

Current Subscription Fees

	FY25 6-Month Subscription	FY25 Annual Cost
Solid Waste & Recycling Subscription Fee includes weekly collection and disposal of one 35-gallon solid waste cart and one 96-gallon recycling cart	\$245.00	\$490.00
Recycling Only Subscription Fee includes weekly collection and processing of one 96-gallon cart	\$197.50	\$395.00
Additional Cart(s) Customers may lease additional solid waste and/or recycling carts	\$47.50	\$95.00
Overflow Tags Overflow tags will remain \$3.60 per tag. Bags with overflow tags are only collected from customers with a solid waste and recycling subscription.		

The projected rate increase for FY26 is 5%



Article 50: Solid Waste Disposal Fund Expenditures

To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting; or take any other action relative thereto.

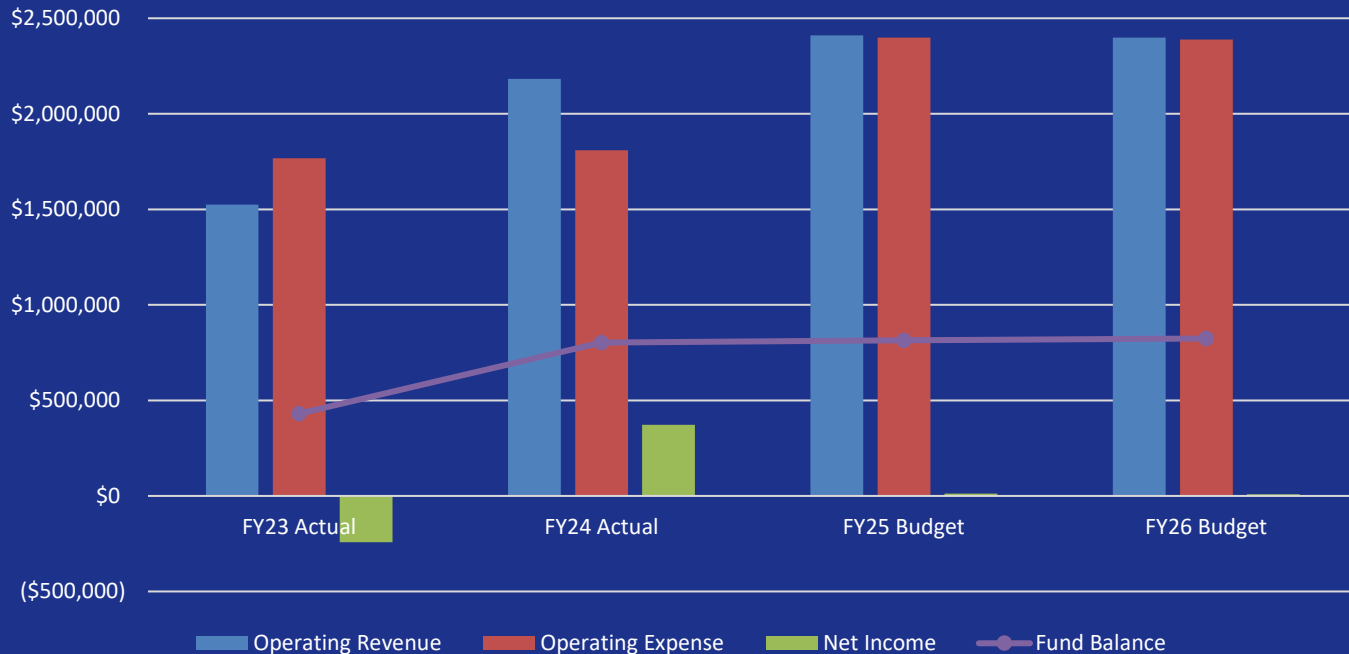


Article 50: Solid Waste Disposal Fund Expenditures Supplemental Information



Article 50: Solid Waste Disposal Fund Expenditures

Change in Solid Waste Rate Stabilization Fund Balance





Article 50: Solid Waste Disposal Fund Expenditures Rate Stabilization Fund Balance

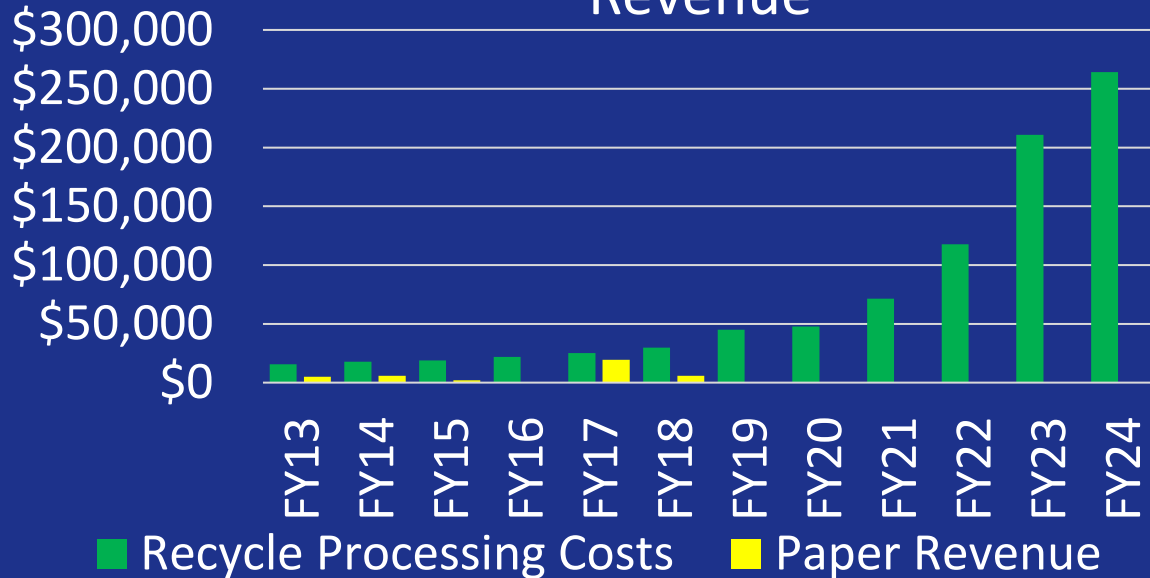
NET INCOME	FY23 Actual	FY24 Actual (1)	FY25 Budget	FY26 Budget
Operating Revenues	\$1,525,016	\$2,182,449	\$2,410,460	\$2,398,798
Operating Expenses	(\$1,768,044)	(\$1,810,056)	(\$2,398,831)	(\$2,389,503)
Operating Income	(\$243,028)	\$372,394	\$11,629	\$9,295
	\$0	\$0	\$0	\$0
Net Income from Operations	(\$243,028)	\$372,394	\$11,629	\$9,295
Other Adjustments	\$0	\$0	\$0	\$0
Net Income	(\$243,028)	\$372,394	\$11,629	\$9,295
RATE STABILIZATION FUND BALANCE	FY23 Actual	FY24 Actual (1)	FY25 Budget	FY26 Budget
Net Income	(\$243,028)	\$372,394	\$11,629	\$9,295
Capital Expenditures:	\$0	\$0	\$0	\$0
Other Adjustments:	\$0	\$0	\$0	\$0
Net Increase (Decrease)	(\$243,028)	\$372,394	\$11,629	\$9,295
Beginning Fund Balance	\$673,735	\$430,707	\$803,101	\$814,730
Ending Fund Balance	\$430,707	\$803,101	\$814,730	\$824,025

(1) Unaudited



Article 50: Solid Waste Disposal Fund Expenditures

Comparison of Recycling Costs & Revenue

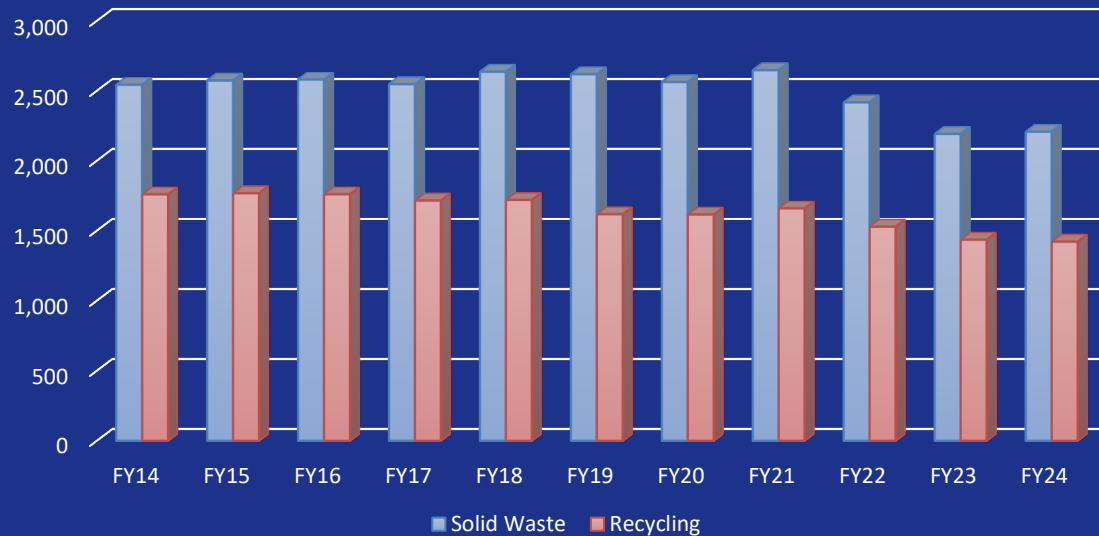


	Recycle Processing Costs	Paper Revenue
FY13	\$15,621	\$4,981
FY14	\$17,891	\$5,904
FY15	\$18,908	\$2,046
FY16	\$21,762	\$480
FY17	\$25,209	\$19,524
FY18	\$29,631	\$5,941
FY19	\$45,091	\$0
FY20	\$47,606	\$0
FY21	\$71,489	\$0
FY22	\$117,696	\$0
FY23	\$210,889	\$0
FY24	\$264,239	\$0



Article 50: Solid Waste Disposal Fund Expenditures

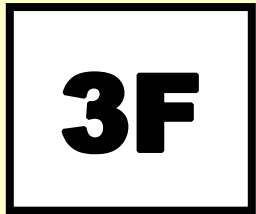
Solid Waste & Recycling Tonnage





Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025



Finance Committee Annual Town Meeting Public Hearing

Article 51 – Sewer System Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2026 revenue for the operation and maintenance and improvement to the Town’s sewer system. The Sewer Fund is an enterprise fund similar to the Town’s Water and Light Plant Funds. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord’s residences and many businesses and institutions are connected to the Town’s municipal sewer system. This has been a routine annual action.

Board Action

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



Article 51: Sewer System Expenditures

To determine whether the Town will vote that the income from user fees, special services fees and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.



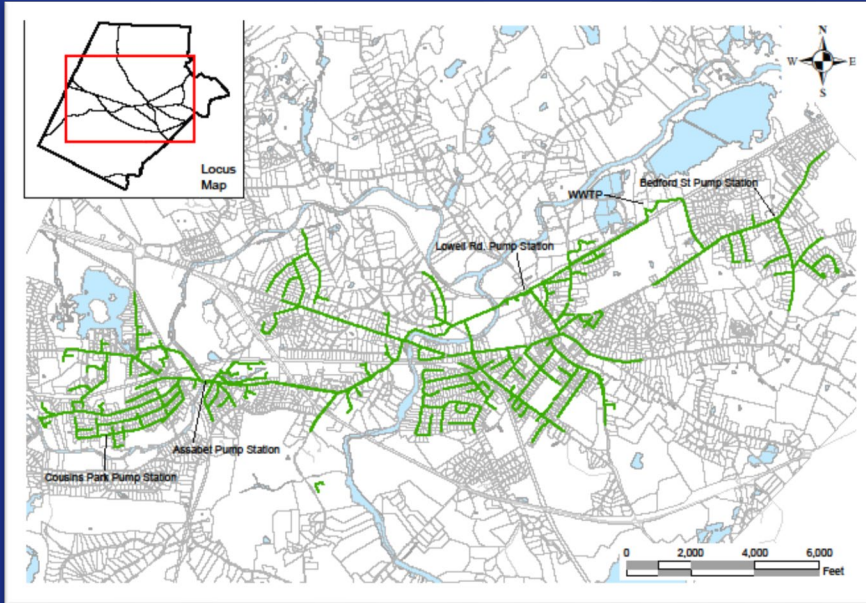
Article 52: Sewer Improvement Fund Expenditures

To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 25 of the 1989 Town Meeting and applicable state enabling statutes, or take any other action relative thereto.



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures



Municipal Sewer System

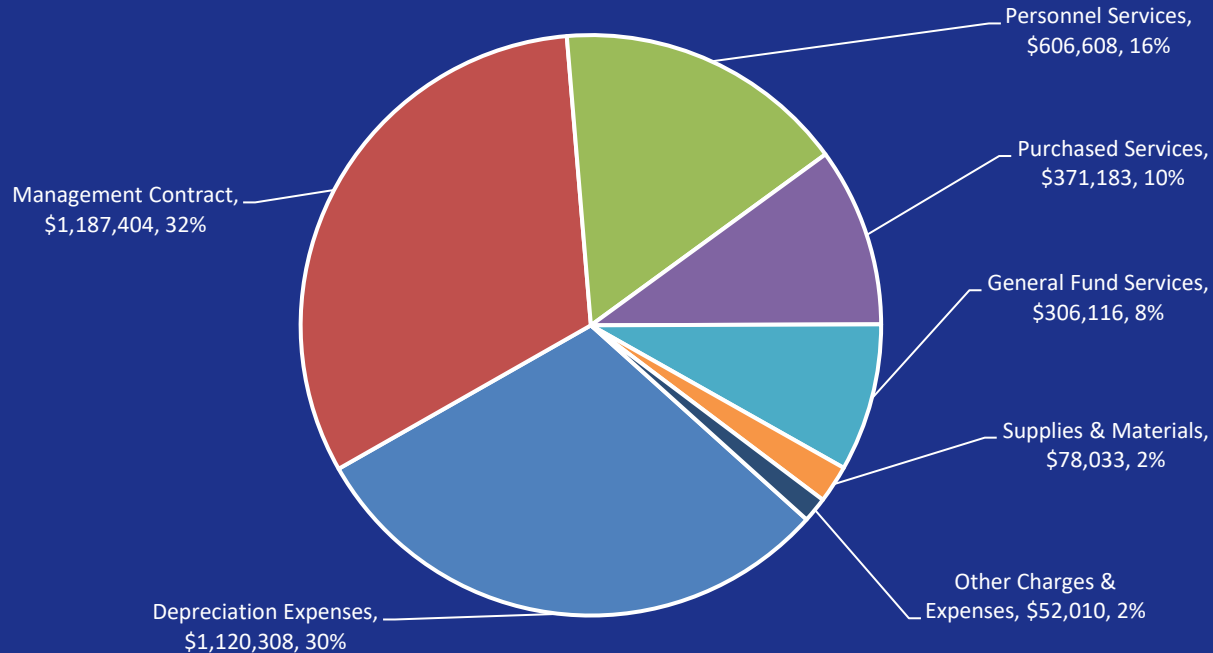
Infrastructure Assets = \$18.8 million

- 1 – Advanced WWTP
- 2 – Large Scale Pumping Stations
- 6 – Neighborhood Lift Stations
- 34 – Miles of Collection Main
- 903 – Manholes



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures

FY26 Operating Expenditures - \$3,721,662





Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY26 – Capital Improvement Plan

Proposed Expenditures - \$2,369,250

- \$ 420,000 – Wastewater Treatment Plant Structures & Equipment
- \$ 1,000,000 – Wastewater Capacity/Optimization (MCI)
- \$ 200,000 – Meter Replacements
- \$ 255,000 – Inflow/Infiltration & Sewer Lateral Work
- \$ 199,000 – Sewer Stations Structures & Equipment
- \$ 71,250 – Vehicles Replacement & Heavy Equipment
- \$ 24,000 – Other Miscellaneous Equipment & Improvements
- \$ 200,000 – Wastewater Planning



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY25 – Sewer Rates

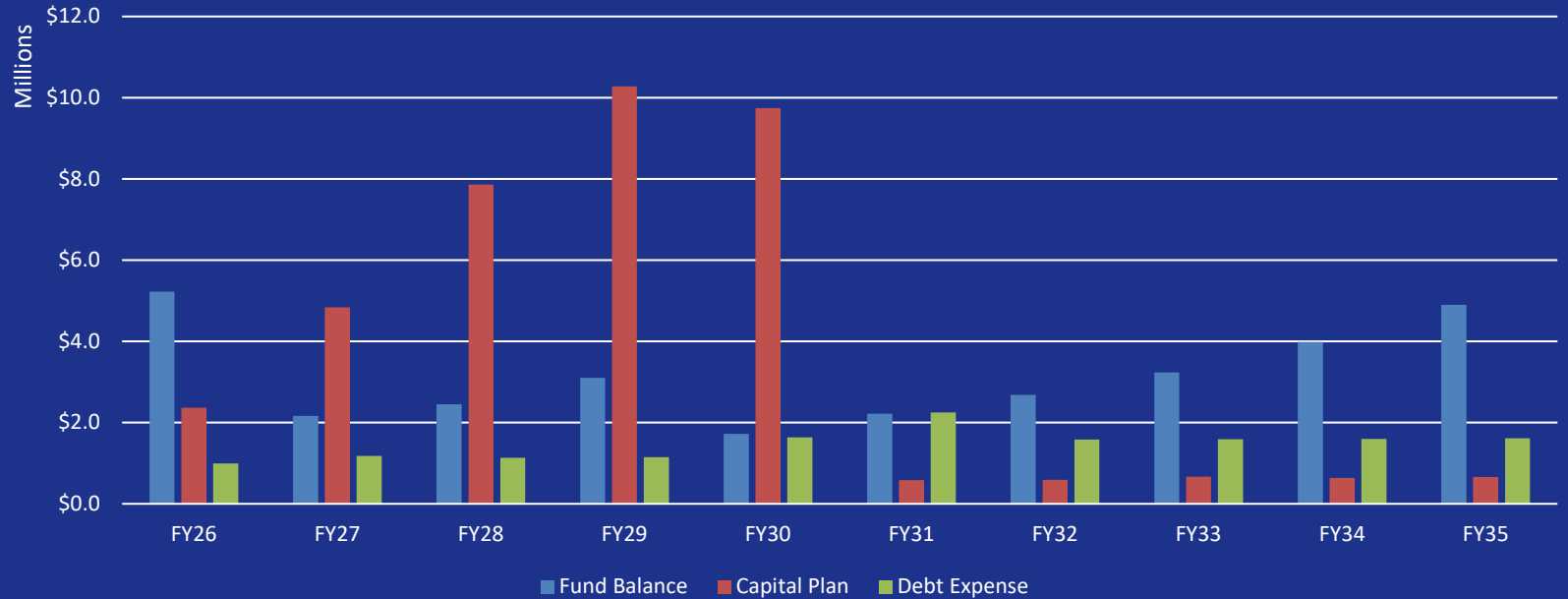
Proposed Adjustment (FY25 vs. FY26)

- Residential Rate - \$0.1431/cubic foot - 5% increase
- Commercial Rate - \$0.1431/cubic foot - 5% increase
- Sewer Improvement Fee - \$40.07 per gallon - no change

Impact on Avg. Residential Customer
\$40.89/year



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures 10 Year Capital Plan





Article 51: Sewer System Expenditures

To determine whether the Town will vote that the income from user fees, special services fees and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.



Article 52: Sewer Improvement Fund Expenditures

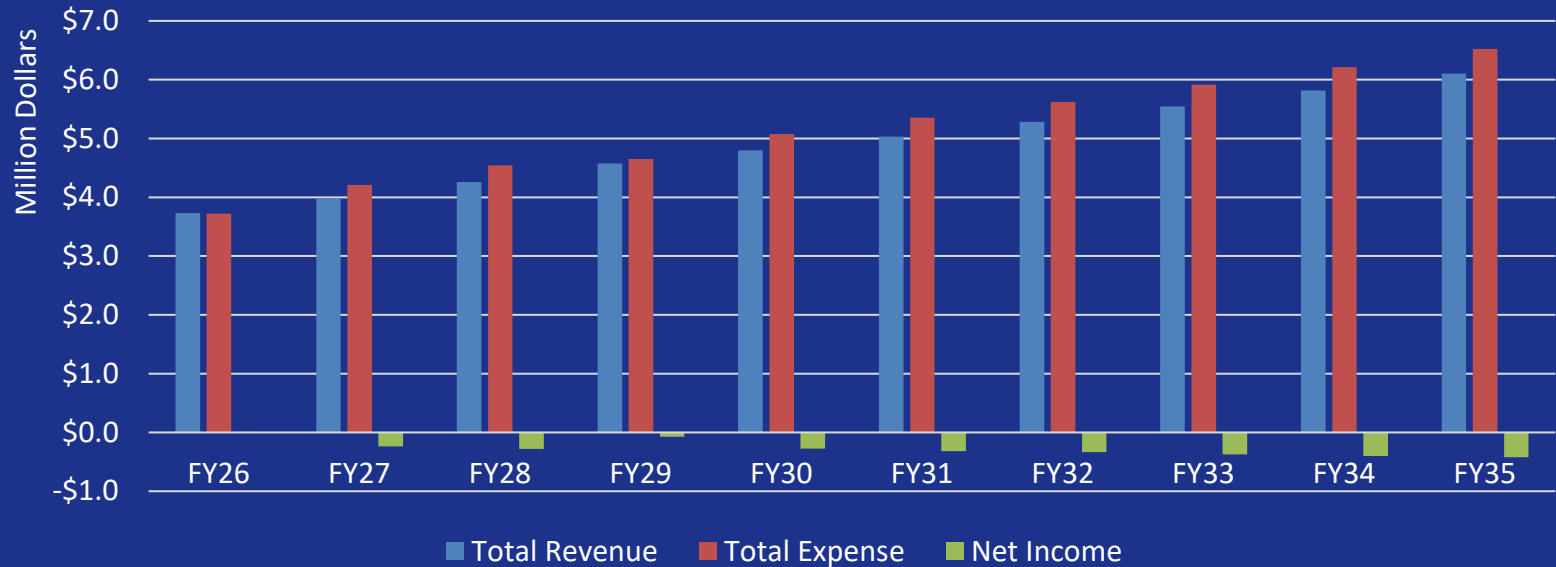
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Supplemental Information



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures 10 Year Operating Projections





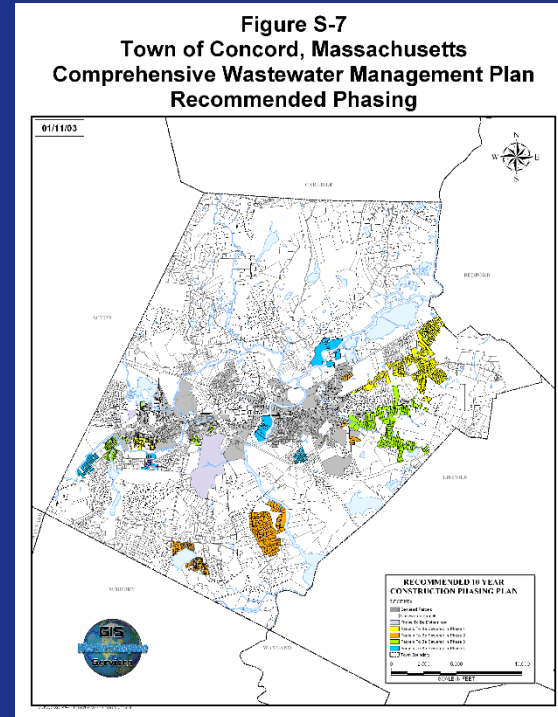
Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures

TOWN OF CONCORD, MASSACHUSETTS
**COMPREHENSIVE
 WASTEWATER
 MANAGEMENT
 PLAN SUMMARY**
 FEBRUARY 2003

Prepared for:
 Concord Public Works
 Keyes Road
 Concord, MA 01742
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Prepared by:
 Weston & Sampson Engineers, Inc.
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Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

2003 – ATM Article 36 Comprehensive Wastewater Master Plan (CWMP)

- 20 Year Plan
- Growth Neutral – No allowance for increase in wastewater capacity
- Established Eligibility, Allocation and Construction Phasing

2003 – Certification - Executive Office of Environmental Affairs (EEOA)

2004 – ATM Article 48 CWMP – Phase I Design/Construction Funding

2004 – Sewer Rules/Regulations – Codified Right of Connections

- Restricted to Parcels/Areas specified within the CWMP.
- One connection per parcel, even if later subdivided.



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

Subsequent Planning Efforts

2005 – Comprehensive Long Range Plan (CLRP)

- Recommended Focused Redevelopment in Village Centers
- Supports Economic Development and Affordable Housing

2005 – Planned Production Housing Plan (PPHP)

- Supports State Affordable Housing Goals

2007 – Status of Municipal Wastewater Treatment Report

- Stated No Municipal Treatment Capacity Available to Support CLRP and PPHP Recommendations

2009 – Integrated Planning Initiative

- Aligned goals – Quantified Wastewater Needs



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures

Capacity Management Efforts

2007 – Wastewater Treatment Plant Upgrade (CoMag)

2008 – Brownfield Grant

Assessment of Grace Property for WW discharge

2009 – Post WWTP Upgrade

Desktop Capacity Assessment

2013 – DEP Approval of Hydrogeologic Evaluation @ WWTP (GWD)

2015 – Detailed Wastewater Capacity Assessment of WWTP

2022 – WWTP Facilities Plan



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures

Capacity Management Efforts (continued)

- Ongoing Inflow/Infiltration Assessment and Mitigation
- Public Works Commission Policies
 - 1,000 gallon per day review
 - Efforts to manage Economic Development, Affordable Housing Objectives & Residential Infill/Expansions (Accessory Dwelling Units - In-Law Apartments)



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

National Pollution Discharge Elimination System (NPDES)

2011 – Permit Renewal

- Appeal – EPA’s Environmental Appeals Board (EAB)

2017 – Permit Renewal

- Formal Request made for Additional capacity

2022 – Issuance of General Permit

- Request for Increase in Capacity – Denied
- EPA/DEP Acknowledged Request – Req. for anti-degradation study
- Response Letter to EPA Region 1 Administrator

2023 – Notice of Wastewater Needs – Submitted to Governor



Article 51: *Sewer System Expenditures*

Article 52: *Sewer Improvement Fund Expenditures*

Potential Wastewater Alternatives

- Increase Existing Wastewater Plant Discharge Permit (Requires Challenging Regulatory Process)
- Increase Flow to Existing Plant with Groundwater Discharge
- Construct New Neighborhood Treatment Systems
- Construct New Town Treatment Plant
- Partner with Private Entities to Serve Municipal Needs
- Demand Management / Conservation
- Explore Regional Partnerships



Article 51: *Sewer System Expenditures*

Article 52: *Sewer Improvement Fund Expenditures*

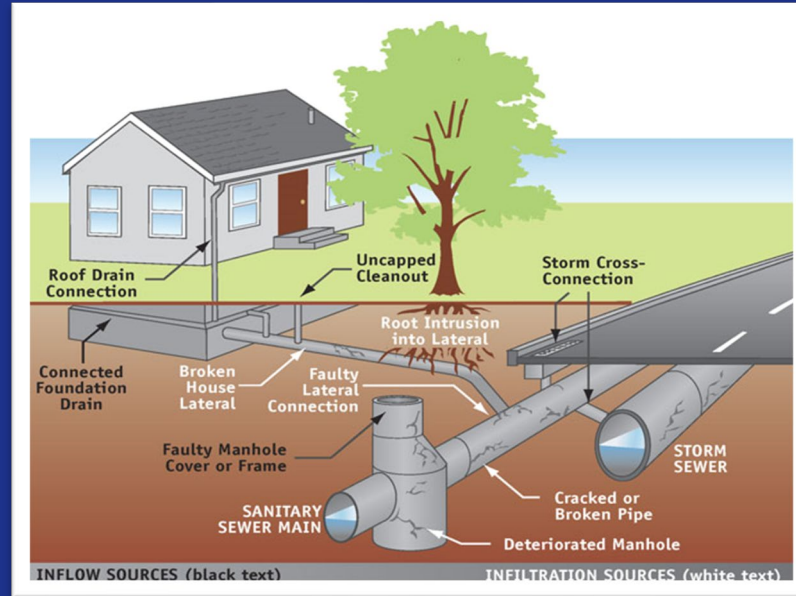
Consequences of No Action

- Does Not Translate into “No Growth” Alternative
- On-Site Treatment / Disposal of Wastewater Flow Potentially Increases where Possible
- Permit Exceedance Resulting in EPA Consent Order
- Sewer Moratorium
- Legal Challenges / Expenses – Hostile Development
- Inability for Town to Support Economic Development, Institutional & Regional Facilities, Affordable Housing Objectives & State Requirements, Residential Expansions (Bedroom Additions, In-Law Apartments)



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures



King County, Washington, Department of Natural Resources and Parks



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY26 – Operations & Maintenance Plan

Proposed Expenditures - \$ 3,997,902

- \$ 1,396,548 - Depreciation
- \$ 1,354,185 - Treatment Plant
- \$ 941,053 - Pumping & Collection System
- \$ 306,116 - General Fund Services

Sewer Fund: Plan and Projection	Actual	Revised	Proposed										10 years
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY26-35
Operating Revenue													
User Fees	2,721,738	3,390,000	3,586,000	3,827,000	4,114,000	4,425,000	4,646,000	4,879,000	5,124,000	5,381,000	5,651,000	5,934,000	47,567,000
Other	119,879	145,631	145,631	146,631	147,631	150,631	153,631	155,631	158,631	161,631	167,631	167,631	1,552,309
Subtotal	2,841,617	3,533,631	3,731,631	3,973,631	4,261,631	4,575,631	4,799,631	5,034,631	5,282,631	5,542,631	5,815,631	6,101,631	49,119,309
Operating Expense													
O & M	2,273,801	2,496,510	2,601,354	2,731,663	2,868,504	3,012,206	3,163,112	3,321,584	3,488,000	3,662,764	3,846,290	4,039,019	32,734,495
Depreciation	1,044,694	1,030,428	1,120,308	1,478,743	1,675,601	1,636,789	1,912,552	2,032,579	2,130,838	2,251,446	2,367,970	2,484,989	19,091,815
Subtotal	3,318,495	3,526,938	3,721,662	4,210,405	4,544,105	4,648,995	5,075,663	5,354,163	5,618,838	5,914,210	6,214,260	6,524,008	51,826,311
Operating Income	-476,878	6,693	9,969	-236,774	-282,474	-73,364	-276,032	-319,532	-336,209	-371,580	-398,629	-422,377	-2,707,002
ADD: Interest Income	389,930	267,834	230,202	157,184	86,585	49,521	4,930	405,418	7,512	22,732	39,510	60,205	1,063,799
Bond Premium	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement Fees	165,649	181,000	181,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,231,000
Capacity Preservation Fees	-	-	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	5,800,000
Capacity Development Fees	-	-	0	0	0	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
LESS: Interest Expense													
Existing Debt	45,700	32,129	19,457	6,529	0	0	0	0	0	0	0	0	25,986
New Debt	0	0	0	0	0	339,000	868,050	1,249,800	1,184,250	1,118,700	1,053,150	987,600	6,800,550
Bond Anticipation Notes (BANs)	0	0	0	0	0	127,125	204,750	159,750	0	0	0	0	491,625
Issuance expense	0	0	0	0	5,650	65,600	98,100	71,000	0	0	0	0	240,350
													0
Net Income	33,001	423,398	981,714	943,880	828,461	474,432	87,997	135,336	17,054	62,452	117,731	180,228	3,829,286
Available Resources from:													
Net income	33,001	423,398	981,714	943,880	828,461	474,432	87,997	135,336	17,054	62,452	117,731	180,228	3,829,286
Depreciation expense	1,044,694	1,030,428	1,120,308	1,478,743	1,675,601	1,636,789	1,912,552	2,032,579	2,130,838	2,251,446	2,367,970	2,484,989	19,091,815
subtotal	1,077,695	1,453,826	2,102,022	2,422,623	2,504,062	2,111,221	2,000,549	2,167,915	2,147,892	2,313,899	2,485,701	2,665,217	22,921,101
Bond proceeds	0	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	21,850,000
Loan proceeds	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	0	21,850,000
LESS: Principal repayments													
Existing Debt	637,843	627,265	639,936	652,865	0	0	0	0	0	0	0	0	1,292,801
New Debt	0	0	0	0	0	282,500	737,500	1,092,500	1,092,500	1,092,500	1,092,500	1,092,500	6,482,500
BAN Repayment	0	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	21,850,000
Net Available for Capital Purposes	439,852	826,561	1,462,086	1,769,758	8,154,062	10,928,721	8,363,049	1,075,415	1,055,392	1,221,399	1,393,201	1,572,717	36,995,800
Capital Plan:													
User Fee Supported	616,829	1,273,750	937,250	2,581,500	955,650	907,500	2,460,900	384,200	374,900	438,400	391,400	394,300	9,837,000
Improvement Fee Supported	118,629	679,000	1,432,000	2,244,000	1,257,000	270,000	184,000	199,000	214,000	230,000	247,000	265,000	6,542,000
Borrowing Supported	-	-	-	-	5,650,000	9,100,000	7,100,000	-	-	-	-	-	21,850,000
Cash Position													
Beginning balance	7,557,393	7,261,786	6,135,597	5,228,433	2,162,691	2,454,103	3,105,324	1,723,473	2,215,688	2,682,180	3,234,179	3,988,980	32,930,647
ADD: Net available	439,852	826,561	1,462,086	1,769,758	8,154,062	10,928,721	8,363,049	1,075,415	1,055,392	1,221,399	1,393,201	1,572,717	36,995,800
LESS: Planned Capital	735,459	1,952,750	2,369,250	4,835,500	7,862,650	10,277,500	9,744,900	583,200	588,900	669,400	638,400	659,300	38,229,000
Changes in assets & liabilities													
Ending balance	7,261,786	6,135,597	5,228,433	2,162,691	2,454,103	3,105,324	1,723,473	2,215,688	2,682,180	3,234,179	3,988,980	4,902,397	31,697,447



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3G

Finance Committee Annual Town Meeting Public Hearing

Article 51 – Sewer Improvement Fund Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund), as well as fiscal year 2026 fees, for constructing and expanding the Town's sewer lines and treatment facilities. Sewer improvement fees are charged to certain properties connecting to the sewer system. This has been a routine annual action.

Board Action

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



Article 51: Sewer System Expenditures

To determine whether the Town will vote that the income from user fees, special services fees and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.



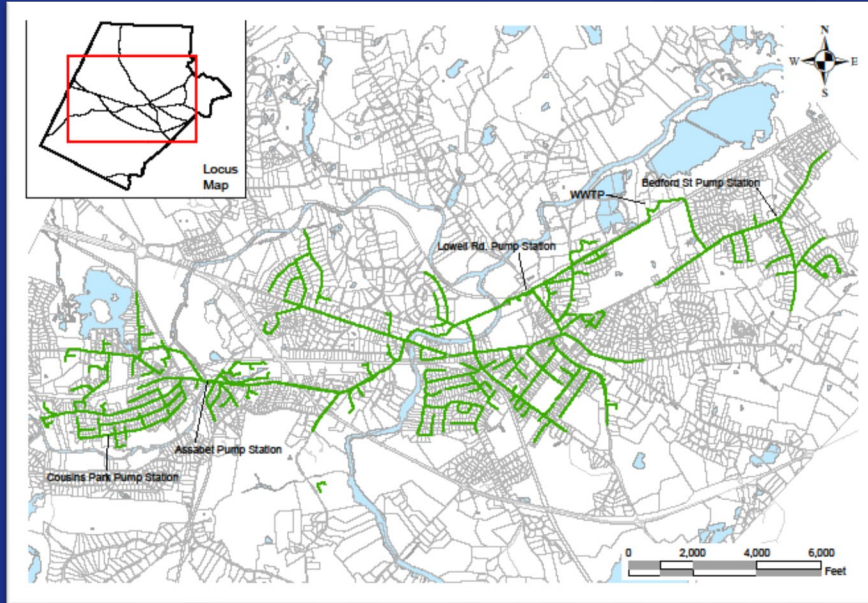
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Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures



Municipal Sewer System

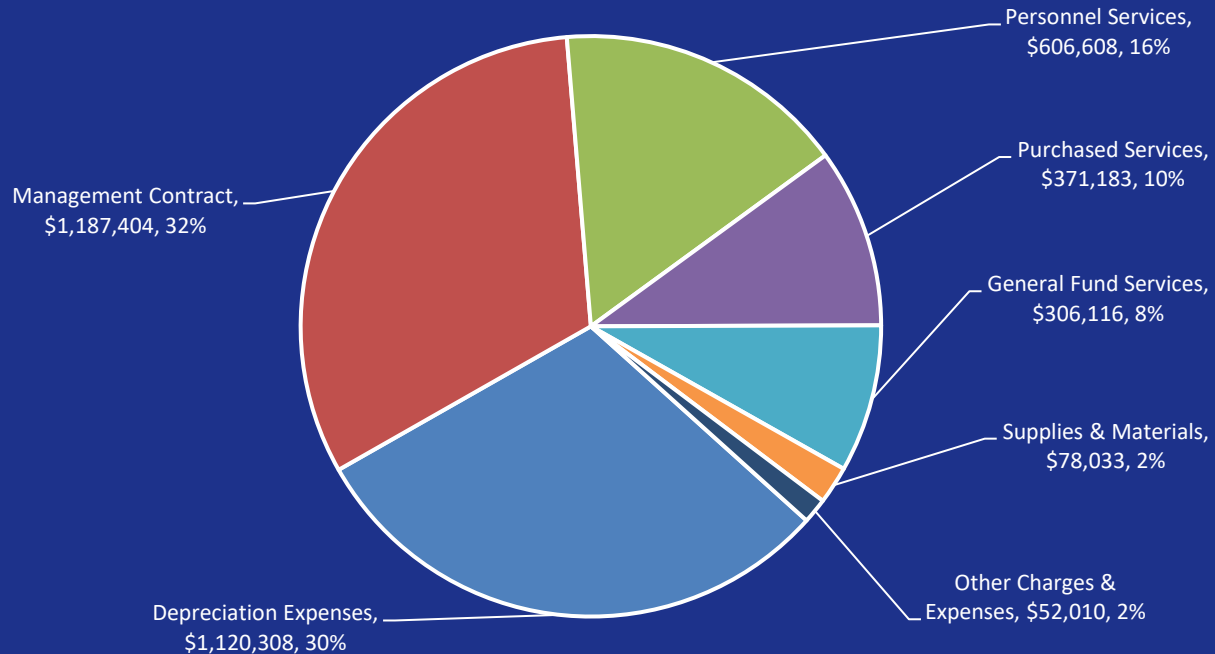
Infrastructure Assets = \$18.8 million

- 1 – Advanced WWTP
- 2 – Large Scale Pumping Stations
- 6 – Neighborhood Lift Stations
- 34 – Miles of Collection Main
- 903 – Manholes



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures

FY26 Operating Expenditures - \$3,721,662





Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY26 – Capital Improvement Plan

Proposed Expenditures - \$2,369,250

- \$ 420,000 – Wastewater Treatment Plant Structures & Equipment
- \$ 1,000,000 – Wastewater Capacity/Optimization (MCI)
- \$ 200,000 – Meter Replacements
- \$ 255,000 – Inflow/Infiltration & Sewer Lateral Work
- \$ 199,000 – Sewer Stations Structures & Equipment
- \$ 71,250 – Vehicles Replacement & Heavy Equipment
- \$ 24,000 – Other Miscellaneous Equipment & Improvements
- \$ 200,000 – Wastewater Planning



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY25 – Sewer Rates

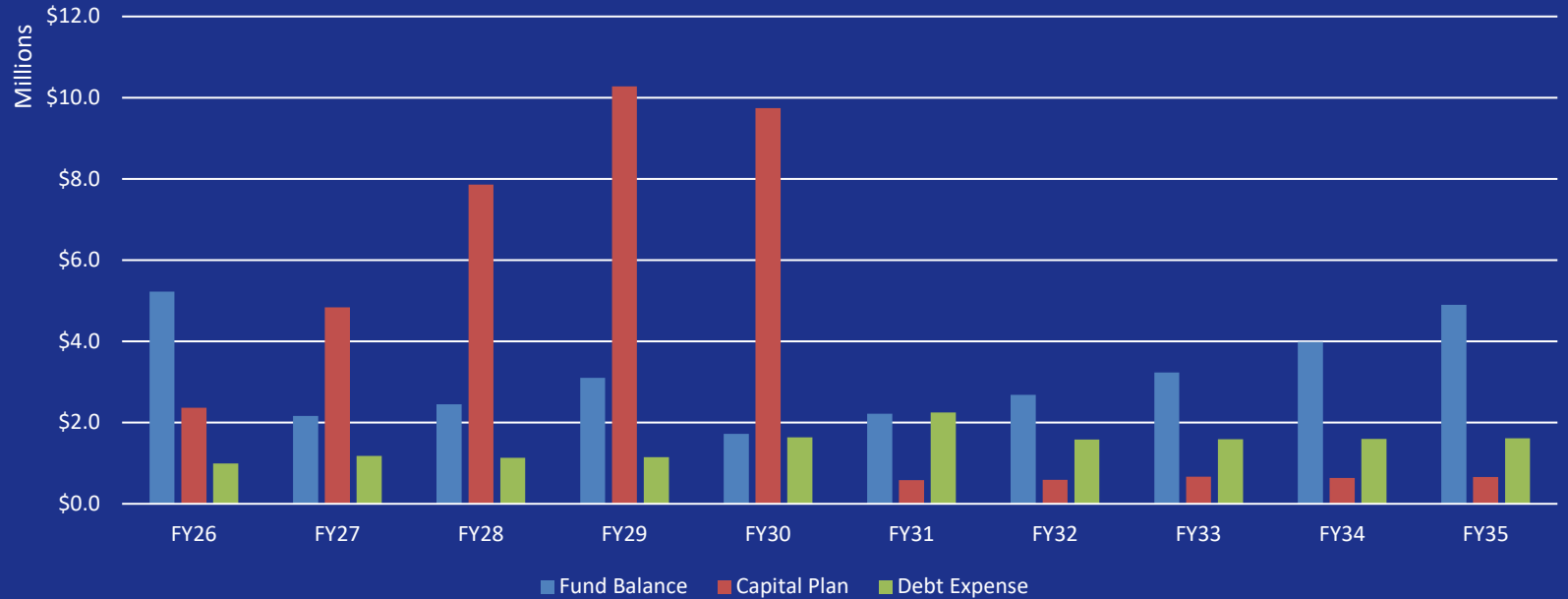
Proposed Adjustment (FY25 vs. FY26)

- Residential Rate - \$0.1431/cubic foot - 5% increase
- Commercial Rate - \$0.1431/cubic foot - 5% increase
- Sewer Improvement Fee - \$40.07 per gallon - no change

Impact on Avg. Residential Customer
\$40.89/year



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures 10 Year Capital Plan





Article 51: Sewer System Expenditures

To determine whether the Town will vote that the income from user fees, special services fees and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.



Article 52: Sewer Improvement Fund Expenditures

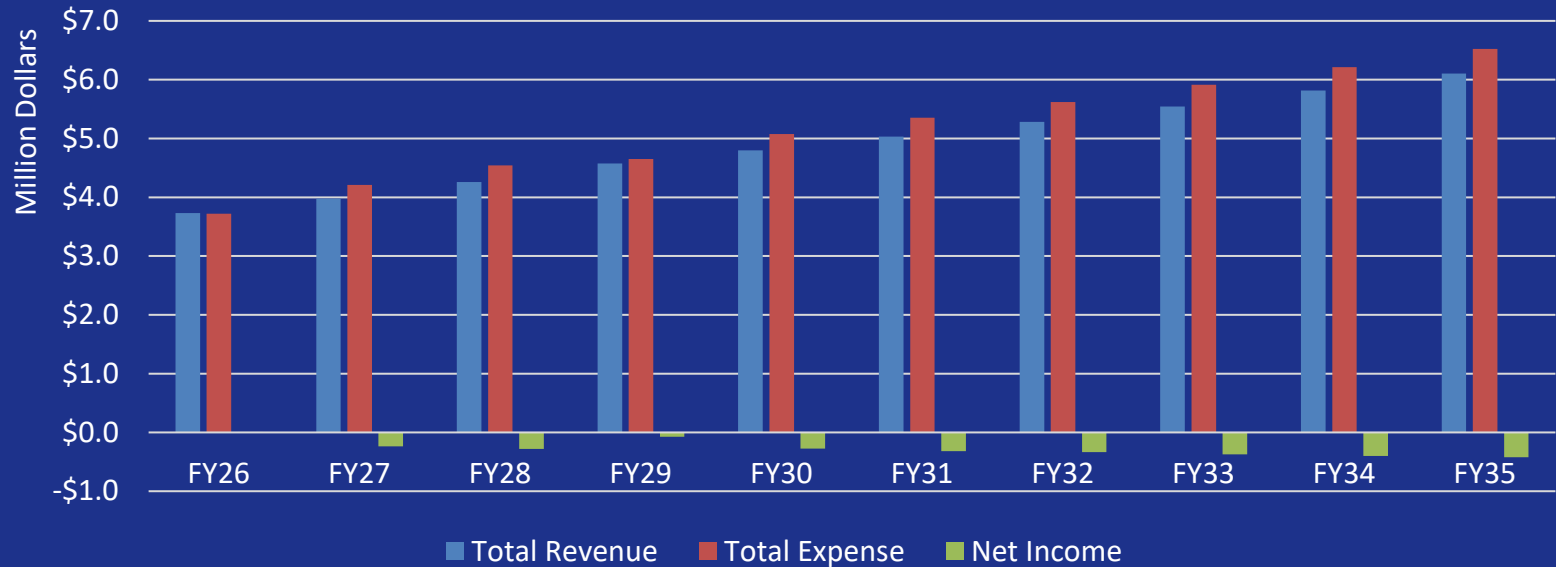
To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 25 of the 1989 Town Meeting and applicable state enabling statutes, or take any other action relative thereto.



Supplemental Information



Article 51: Sewer System Expenditures Article 52: Sewer Improvement Fund Expenditures 10 Year Operating Projections





Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

2003 – ATM Article 36 Comprehensive Wastewater Master Plan (CWMP)

- 20 Year Plan
- Growth Neutral – No allowance for increase in wastewater capacity
- Established Eligibility, Allocation and Construction Phasing

2003 – Certification - Executive Office of Environmental Affairs (EEOA)

2004 – ATM Article 48 CWMP – Phase I Design/Construction Funding

2004 – Sewer Rules/Regulations – Codified Right of Connections

- Restricted to Parcels/Areas specified within the CWMP.
- One connection per parcel, even if later subdivided.



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

Subsequent Planning Efforts

2005 – Comprehensive Long Range Plan (CLRP)

- Recommended Focused Redevelopment in Village Centers
- Supports Economic Development and Affordable Housing

2005 – Planned Production Housing Plan (PPHP)

- Supports State Affordable Housing Goals

2007 – Status of Municipal Wastewater Treatment Report

- Stated No Municipal Treatment Capacity Available to Support CLRP and PPHP Recommendations

2009 – Integrated Planning Initiative

- Aligned goals – Quantified Wastewater Needs



Article 51: *Sewer System Expenditures*

Article 52: *Sewer Improvement Fund Expenditures*

Capacity Management Efforts

2007 – Wastewater Treatment Plant Upgrade (CoMag)

2008 – Brownfield Grant

Assessment of Grace Property for WW discharge

2009 – Post WWTP Upgrade

Desktop Capacity Assessment

2013 – DEP Approval of Hydrogeologic Evaluation @ WWTP (GWD)

2015 – Detailed Wastewater Capacity Assessment of WWTP

2022 – WWTP Facilities Plan



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures

Capacity Management Efforts (continued)

- Ongoing Inflow/Infiltration Assessment and Mitigation
- Public Works Commission Policies
 - 1,000 gallon per day review
 - Efforts to manage Economic Development, Affordable Housing Objectives & Residential Infill/Expansions (Accessory Dwelling Units - In-Law Apartments)



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

National Pollution Discharge Elimination System (NPDES)

2011 – Permit Renewal

- Appeal – EPA’s Environmental Appeals Board (EAB)

2017 – Permit Renewal

- Formal Request made for Additional capacity

2022 – Issuance of General Permit

- Request for Increase in Capacity – Denied
- EPA/DEP Acknowledged Request – Req. for anti-degradation study
- Response Letter to EPA Region 1 Administrator

2023 – Notice of Wastewater Needs – Submitted to Governor



Article 51: *Sewer System Expenditures*

Article 52: *Sewer Improvement Fund Expenditures*

Potential Wastewater Alternatives

- Increase Existing Wastewater Plant Discharge Permit (Requires Challenging Regulatory Process)
- Increase Flow to Existing Plant with Groundwater Discharge
- Construct New Neighborhood Treatment Systems
- Construct New Town Treatment Plant
- Partner with Private Entities to Serve Municipal Needs
- Demand Management / Conservation
- Explore Regional Partnerships



Article 51: *Sewer System Expenditures*

Article 52: *Sewer Improvement Fund Expenditures*

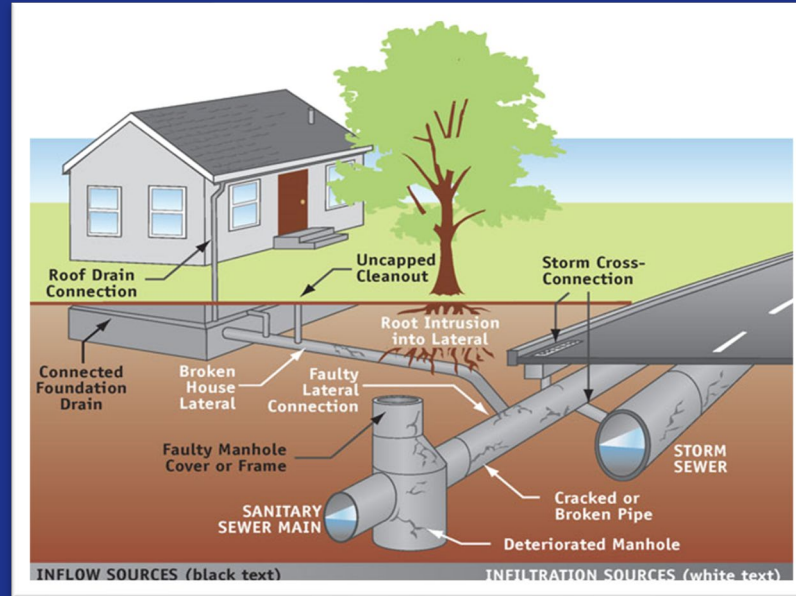
Consequences of No Action

- Does Not Translate into “No Growth” Alternative
- On-Site Treatment / Disposal of Wastewater Flow Potentially Increases where Possible
- Permit Exceedance Resulting in EPA Consent Order
- Sewer Moratorium
- Legal Challenges / Expenses – Hostile Development
- Inability for Town to Support Economic Development, Institutional & Regional Facilities, Affordable Housing Objectives & State Requirements, Residential Expansions (Bedroom Additions, In-Law Apartments)



Article 51: Sewer System Expenditures

Article 52: Sewer Improvement Fund Expenditures



King County, Washington, Department of Natural Resources and Parks



Article 51: Sewer System Expenditures
Article 52: Sewer Improvement Fund Expenditures

FY26 – Operations & Maintenance Plan

Proposed Expenditures - \$ 3,997,902

- \$ 1,396,548 - Depreciation
- \$ 1,354,185 - Treatment Plant
- \$ 941,053 - Pumping & Collection System
- \$ 306,116 - General Fund Services

Sewer Fund: Plan and Projection	Actual	Revised	Proposed										10 years
	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035	FY26-35
Operating Revenue													
User Fees	2,721,738	3,390,000	3,586,000	3,827,000	4,114,000	4,425,000	4,646,000	4,879,000	5,124,000	5,381,000	5,651,000	5,934,000	47,567,000
Other	119,879	145,631	145,631	146,631	147,631	150,631	153,631	155,631	158,631	161,631	167,631	167,631	1,552,309
Subtotal	2,841,617	3,533,631	3,731,631	3,973,631	4,261,631	4,575,631	4,799,631	5,034,631	5,282,631	5,542,631	5,815,631	6,101,631	49,119,309
Operating Expense													
O & M	2,273,801	2,496,510	2,601,354	2,731,663	2,868,504	3,012,206	3,163,112	3,321,584	3,488,000	3,662,764	3,846,290	4,039,019	32,734,495
Depreciation	1,044,694	1,030,428	1,120,308	1,478,743	1,675,601	1,636,789	1,912,552	2,032,579	2,130,838	2,251,446	2,367,970	2,484,989	19,091,815
Subtotal	3,318,495	3,526,938	3,721,662	4,210,405	4,544,105	4,648,995	5,075,663	5,354,163	5,618,838	5,914,210	6,214,260	6,524,008	51,826,311
Operating Income	-476,878	6,693	9,969	-236,774	-282,474	-73,364	-276,032	-319,532	-336,209	-371,580	-398,629	-422,377	-2,707,002
ADD: Interest Income	389,930	267,834	230,202	157,184	86,585	49,521	4,930	405,418	7,512	22,732	39,510	60,205	1,063,799
Bond Premium	-	-	-	-	-	-	-	-	-	-	-	-	-
Sewer Improvement Fees	165,649	181,000	181,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	4,231,000
Capacity Preservation Fees	-	-	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	580,000	5,800,000
Capacity Development Fees	-	-	0	0	0	0	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
LESS: Interest Expense													
Existing Debt	45,700	32,129	19,457	6,529	0	0	0	0	0	0	0	0	25,986
New Debt	0	0	0	0	0	339,000	868,050	1,249,800	1,184,250	1,118,700	1,053,150	987,600	6,800,550
Bond Anticipation Notes (BANs)	0	0	0	0	0	127,125	204,750	159,750	0	0	0	0	491,625
Issuance expense	0	0	0	0	5,650	65,600	98,100	71,000	0	0	0	0	240,350
Net Income	33,001	423,398	981,714	943,880	828,461	474,432	87,997	135,336	17,054	62,452	117,731	180,228	3,829,286
Available Resources from:													
Net income	33,001	423,398	981,714	943,880	828,461	474,432	87,997	135,336	17,054	62,452	117,731	180,228	3,829,286
Depreciation expense	1,044,694	1,030,428	1,120,308	1,478,743	1,675,601	1,636,789	1,912,552	2,032,579	2,130,838	2,251,446	2,367,970	2,484,989	19,091,815
subtotal	1,077,695	1,453,826	2,102,022	2,422,623	2,504,062	2,111,221	2,000,549	2,167,915	2,147,892	2,313,899	2,485,701	2,665,217	22,921,101
Bond proceeds	0	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	21,850,000
Loan proceeds	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	0	21,850,000
LESS: Principal repayments													
Existing Debt	637,843	627,265	639,936	652,865	0	0	0	0	0	0	0	0	1,292,801
New Debt	0	0	0	0	0	282,500	737,500	1,092,500	1,092,500	1,092,500	1,092,500	1,092,500	6,482,500
BAN Repayment	0	0	0	0	0	5,650,000	9,100,000	7,100,000	0	0	0	0	21,850,000
Net Available for Capital Purposes	439,852	826,561	1,462,086	1,769,758	8,154,062	10,928,721	8,363,049	1,075,415	1,055,392	1,221,399	1,393,201	1,572,717	36,995,800
Capital Plan:													
User Fee Supported	616,829	1,273,750	937,250	2,581,500	955,650	907,500	2,460,900	384,200	374,900	439,400	391,400	394,300	9,837,000
Improvement Fee Supported	118,629	679,000	1,432,000	2,244,000	1,257,000	270,000	184,000	199,000	214,000	230,000	247,000	265,000	6,542,000
Borrowing Supported	-	-	-	-	5,650,000	9,100,000	7,100,000	-	-	-	-	-	21,850,000
Cash Position													
Beginning balance	7,557,393	7,261,786	6,135,597	5,228,433	2,162,691	2,454,103	3,105,324	1,723,473	2,215,688	2,682,180	3,234,179	3,988,980	32,930,647
ADD: Net available	439,852	826,561	1,462,086	1,769,758	8,154,062	10,928,721	8,363,049	1,075,415	1,055,392	1,221,399	1,393,201	1,572,717	36,995,800
LESS: Planned Capital	735,459	1,952,750	2,369,250	4,835,500	7,862,650	10,277,500	9,744,900	583,200	588,900	669,400	638,400	659,300	38,229,000
Changes in assets & liabilities													
Ending balance	7,261,786	6,135,597	5,228,433	2,162,691	2,454,103	3,105,324	1,723,473	2,215,688	2,682,180	3,234,179	3,988,980	4,902,397	31,697,447



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3H

Finance Committee Annual Town Meeting Public Hearing

Article 53 – Water System Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

Pursuant to Article 38 of the 1974 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2026 revenue for the operation and maintenance and improvement of the Town’s water system. Similar to the Town’s Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. Almost all of Concord’s residences and businesses/ institutions are connected to the Town’s municipal water system. This has been a routine annual action.

Board Action

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



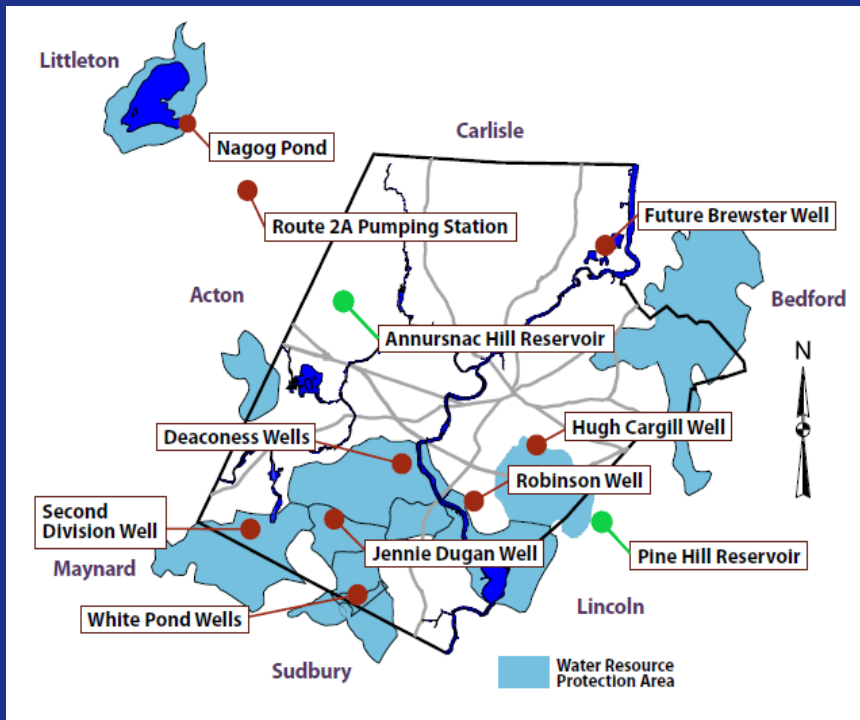
Article 53:

Water System Expenditures

To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting, or take any other action relative thereto.



Article 53: *Water System Expenditures*



Public Water System

Infrastructure Assets = \$25.8 Million

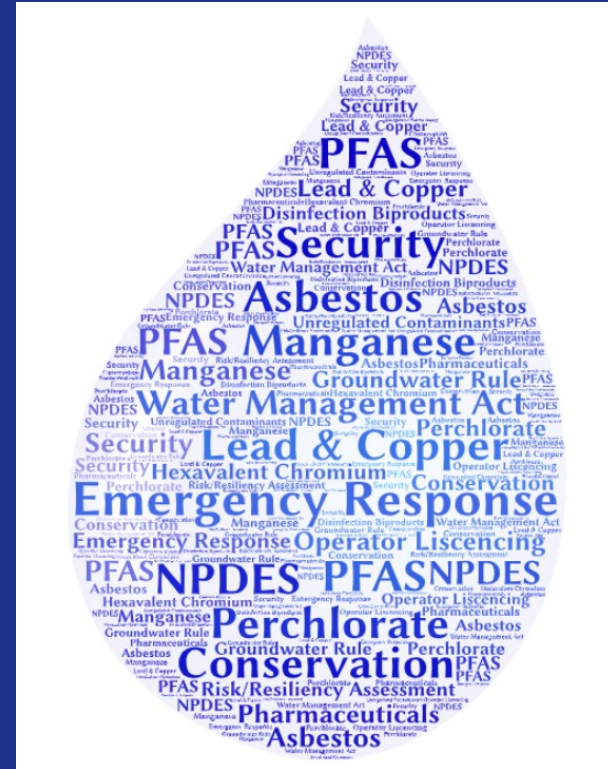
- 1 - Surface Water
- 6 - Ground Water Supplies
- 7 - Pumping Stations
- 2 - Advanced Treatment Facilities
- 2 - Reservoirs (7.5 MG Storage)
- 134 - Miles of Distribution Mains
- 1,339 - Hydrants



Article 53: Water System Expenditures

Regulatory Drivers/Challenges

- Safe Drinking Water Act
 - PFAS
 - Bromate
 - Lead & Copper Rule
- Water Management Act
- Cyber Security

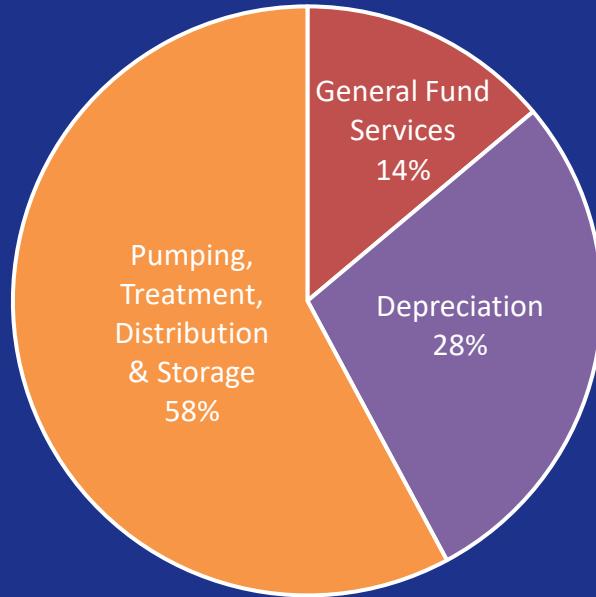




Article 53: *Water System Expenditures*

FY26 – Operations & Maintenance

Proposed Expenditures – \$ 6,120,518



\$ 3,540,731 – Pumping, Treatment, Distribution & Storage

\$ 1,729,382 – Depreciation

\$ 850,405 – General Fund Services



Article 53: *Water System Expenditures*

FY26 - Capital Improvement Plan

Total Proposed Expenditures	<u>\$4,976,750</u>
Water System PFAS Improvements	\$1,900,000
Water Main Replacement	\$1,400,000
Nagog Intake & Treatment Facility	\$250,000
Route 2A & Filtration Construction	\$650,000
Meter Replacements	\$200,000
Source Protection	\$50,000
Vehicle Replacement	\$213,750
Station Structures & Equipment	\$140,000
Reservoir Improvements	\$90,000
Other Misc. Equipment & Improvements	\$43,000
Hydrant Replacement	\$40,000



Article 53: *Water System Expenditures*

FY26 – Residential Rates

Proposed Adjustment (FY25 to FY26):

- 1st Step* - \$0.0964/cubic foot (+12.5 %)
- 2nd Step - \$0.2024/cubic foot (+12.5 %)
- 3rd Step - \$0.2555/cubic foot (+12.5 %)

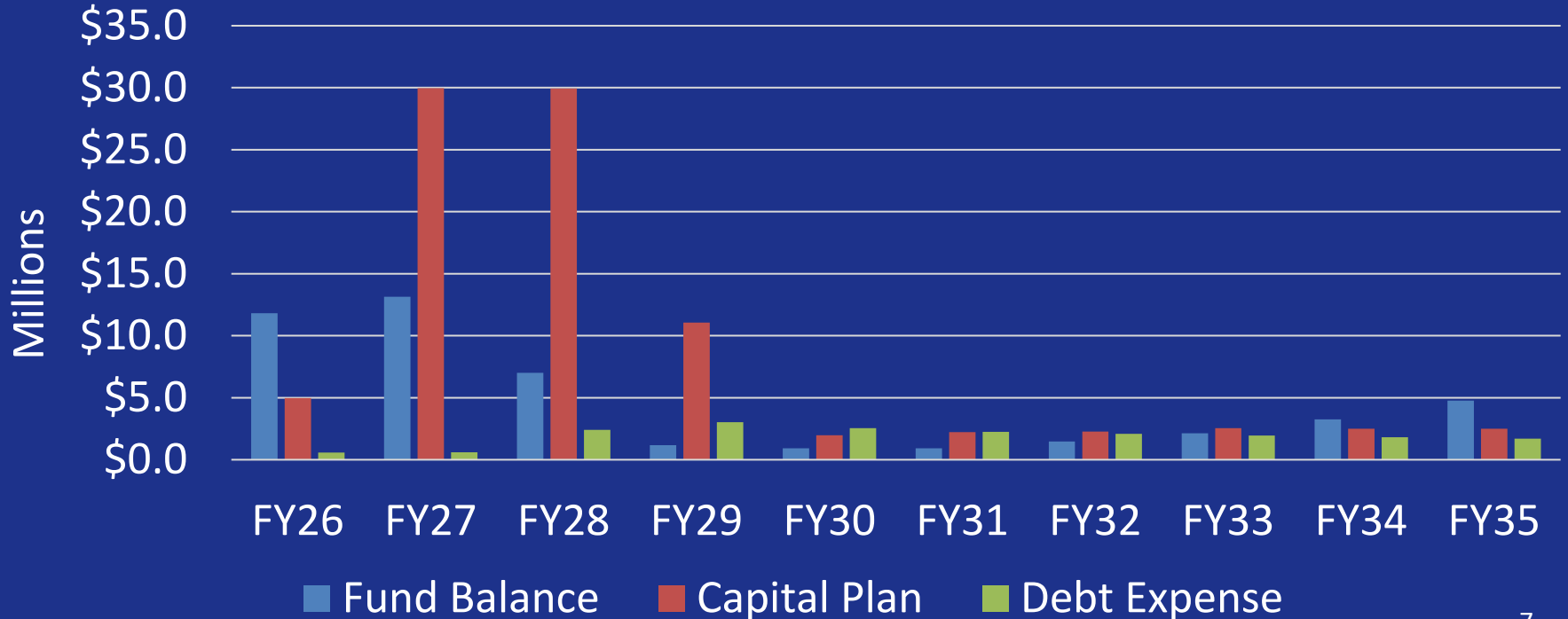
Impact on Avg. Residential Customer about \$ 96.30/year

* Discount Rate \$0.0482: Savings up to \$349.88/Year



Article 53: Water System Expenditures

10 Year Capital Plan





Article 53:

Water System Expenditures

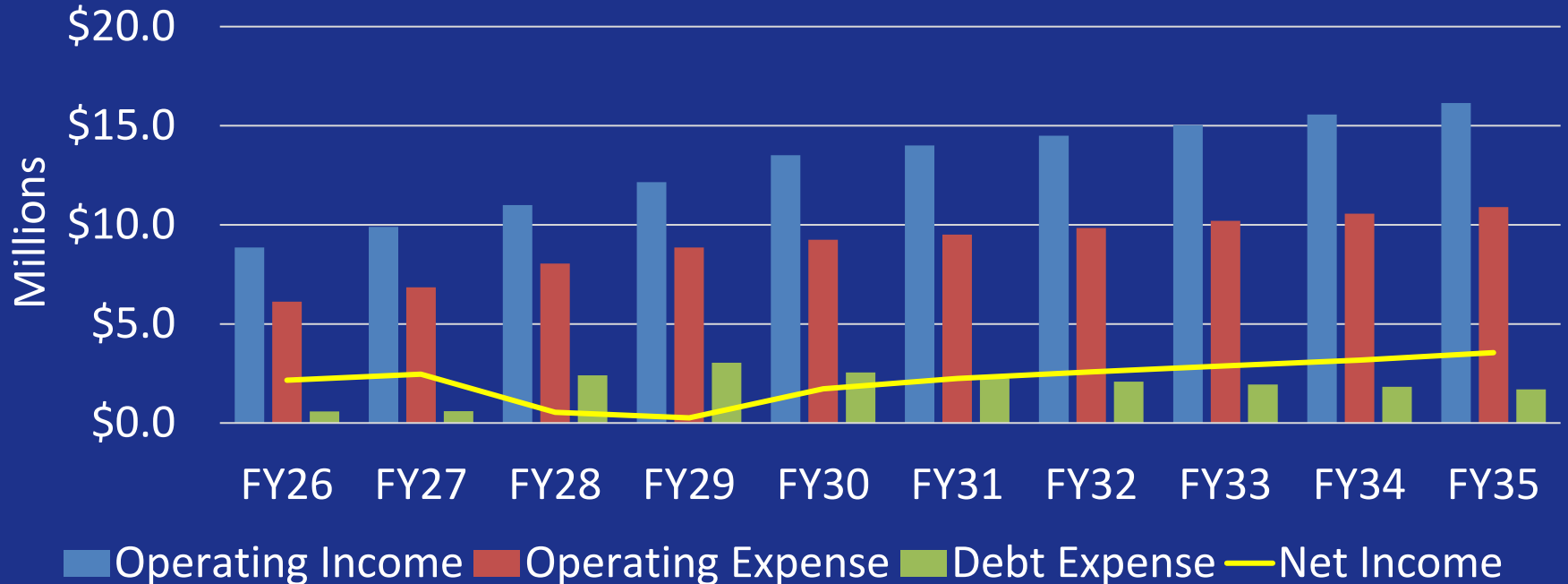
To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water & Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation, under the direction and control of the Town Manager, in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting, or take any other action relative thereto.



Supplemental Information

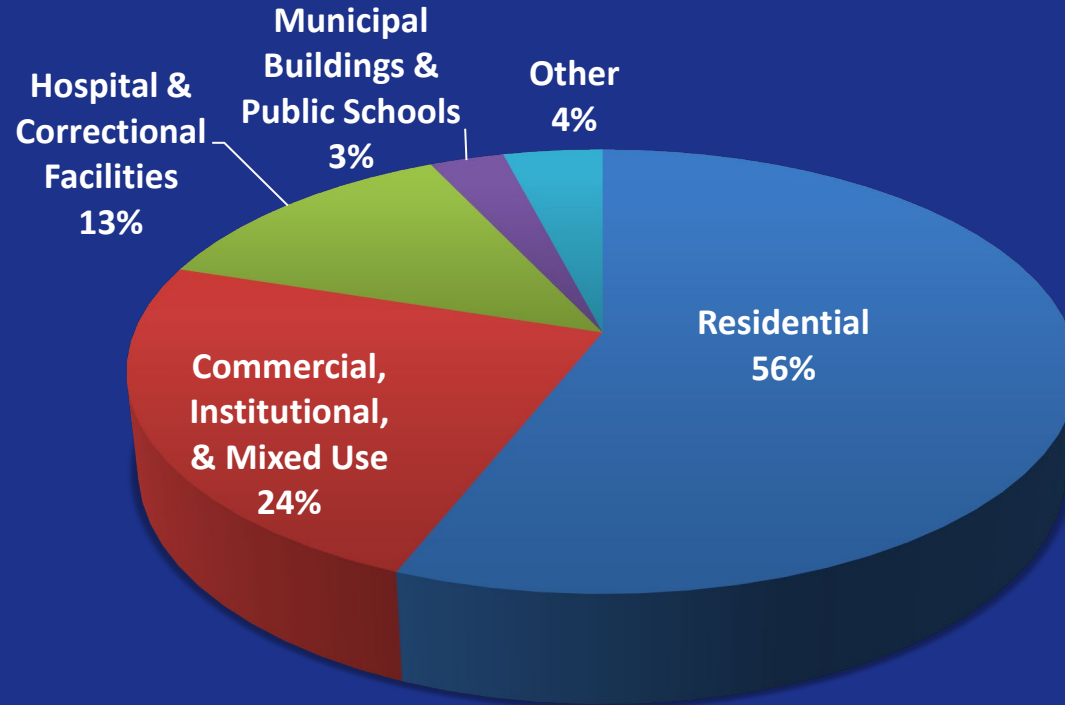


Article 53: *Water System Expenditures* 10 Year Operating Projections





Article 53: *Water System Expenditures* Customer Class Profile





Article 53: *Water System Expenditures*

In CY23, MCI accounted for 9.1% of the total water usage and 12.7% of total water revenue.

Projected Impact of MCI Concord Closure on the Average Residential Bill

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	10 years FY 25-34
Estimated MCI Concord Revenue Loss	-\$675,000	-\$759,375	-\$854,297	-\$961,084	-\$1,081,219	-\$1,216,372	-\$1,338,009	-\$1,404,910	-\$1,475,155	-\$1,548,913	-\$11,314,334
Rate Increase with MCI Concord	12.5%	12.5%	12.5%	10.0%	10.0%	7.5%	5.0%	5.0%	5.0%	5.0%	
Rate Increase without MCI Concord	12.5%	12.5%	12.5%	12.5%	12.5%	12.5%	10.0%	5.0%	5.0%	5.0%	
Difference in Annual Rate Increase	0.0%	0.0%	0.0%	2.5%	2.5%	5.0%	5.0%	0.0%	0.0%	0.0%	
Average Residential Bill with MCI	\$779	\$877	\$986	\$1,085	\$1,194	\$1,284	\$1,348	\$1,416	\$1,487	\$1,562	
Average Residential Bill without MCI	\$779	\$877	\$986	\$1,110	\$1,248	\$1,404	\$1,544	\$1,622	\$1,703	\$1,788	
Impact in Closure of MCI to Average Residential Customer	\$0	\$0	\$0	\$24	\$54	\$120	\$196	\$206	\$216	\$227	\$1,043



Seasonal Water Demand Management Plan

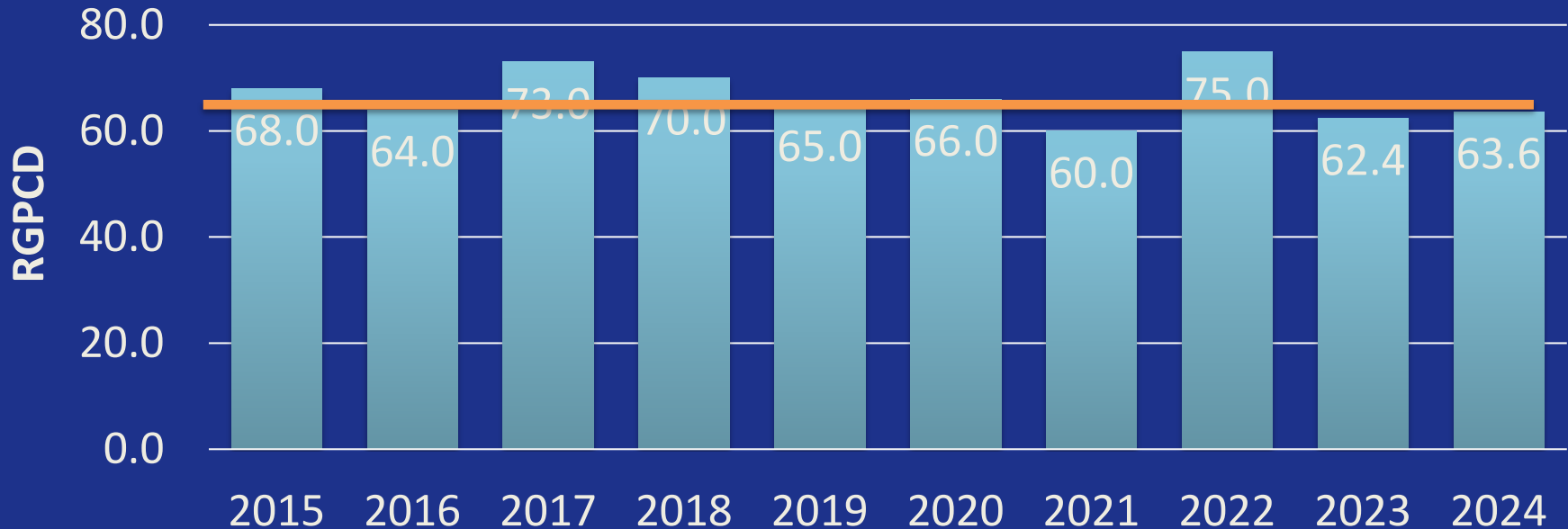
		Level 0 Seasonal Water Conservation Advisory	Level 1 Lawn Watering Restriction	Level 2 Lawn Watering Ban	Level 3 & 4 Water Supply Emergency
		Best Management Practices	State of Water Supply Conservation Declaration by Public Works Commission <u>or</u> Drought Declaration by the Secretary of Energy and Environmental Affairs Water Use Restriction Bylaw 84 or 310 CMR 36.07(2)(c)		State of Water Supply Emergency declaration by the MassDEP <u>or</u> Drought Declaration by the Secretary of Energy and Environmental Affairs MGL Ch 21 G, §§ 15-17 or 310 CMR 36.07(2)(c)
Outdoor Water Use Activities	Lawn & Turf Watering In-ground Irrigation Systems & Sprinklers	Recommended * 1 day or 1-inch per week www.concordma.gov/wateringday	Restricted ** 1 Day per Week Water Before 9AM or After 5PM www.concordma.gov/wateringday	Prohibited **	Prohibited **
	Lawn & Turf Watering Hand-Held Watering & Drip Irrigation Systems	OK	Restricted ** Water Before 9AM or After 5PM <i>Handheld Watering only with an automatic shut off device</i>	Prohibited **	Prohibited **
	Flower Beds, Shrubs, Trees & Veg. Gardens	OK	OK		Prohibited **
	Private Residential Swimming Pools	OK Filling or Topping Off	Restricted ** Topping Off Only		Prohibited ** No Filling or Topping Off
	Washing Vehicle/Boat at home	OK Washing Vehicles at home with an automatic shutoff hose or bucket	Restricted ** Washing Vehicles at home with an automatic shutoff hose or bucket		Prohibited ** Bring to Commercial Car Wash
	Ornamental Fountains	OK	Restricted ** Recirculating Water Only		Prohibited **
	Pressure Washing	OK	Restricted ** <i>Pressure Washing - Spray nozzles should not use more than 3.5 gallons per minute Hose - The washing or cleaning of streets, driveways, sidewalks or other impervious areas is prohibited (Exception for health, sanitation and medical purposes)</i>		Prohibited **

* Unless otherwise advised by qualified lawn care specialist.

** Enforceable with fines (\$50 - 1st offense, \$100 - subsequent offenses)

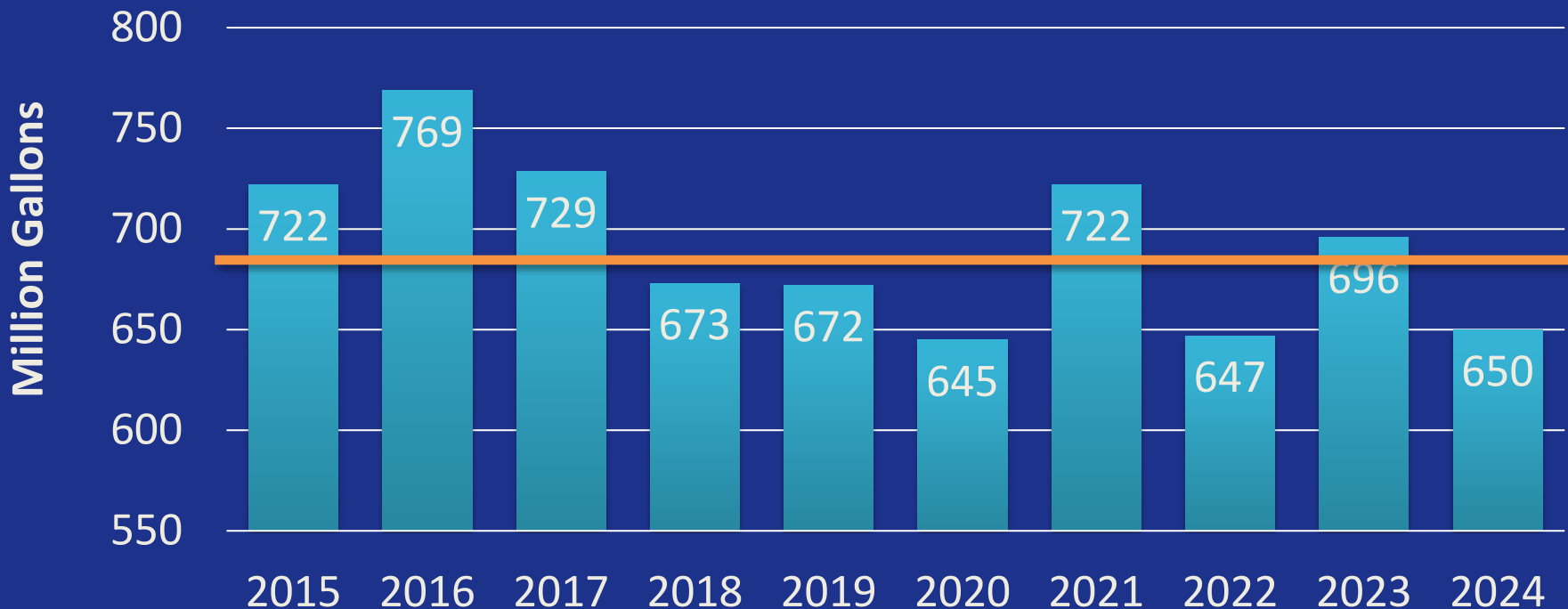


Article 53: *Water System Expenditures* Residential Gallons Per Capita Day (RGPCD)





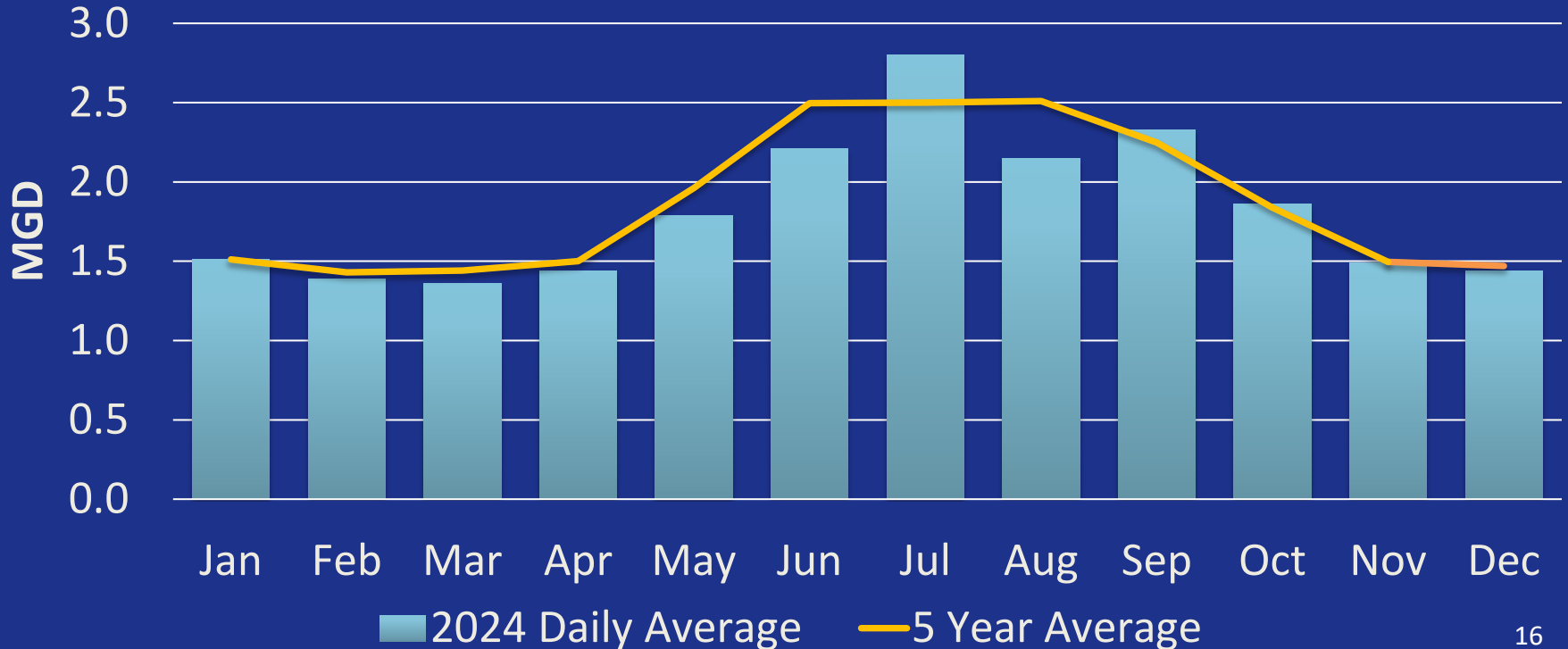
Article 53: *Water System Expenditures* Annual Water Demand (MG)





Article 53: Water System Expenditures

Seasonal Water Demand

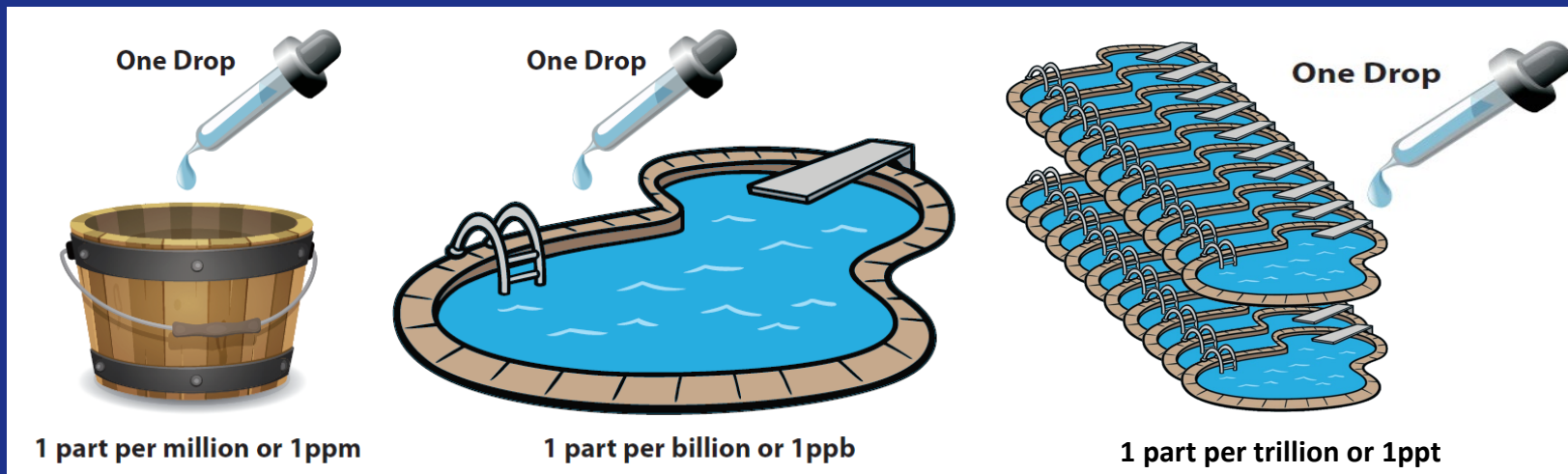




Article 53: Water System Expenditures

PFAS - EPA Proposed MCL

Compounds	Proposed Maximum Contaminant Levels
PFOS	4 parts per trillion (4.0 ng/L)
PFOA	4 parts per trillion (4.0 ng/L)
PFHxS	Hazard Index = 1.0 (unitless)*
GenX Chemicals	
PFNA	
PFBS	





Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

31

Finance Committee Annual Town Meeting Public Hearing

Article 54 – Authorize Expenditure from PEG Access & Cable Related Fund

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The FY2026 PEG Access & Cable-Related Fund Budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance committee on May 1, 2025. Contract negotiations with Comcast are in their final stages. Currently, the Town currently receives 4.8% of all revenue generated by Comcast from the company's Concord customers. This article proposes that the revenue from Comcast received during the calendar year 2025 be appropriated, to be used only for cable-related purposes in accordance with the Town's license agreement. PEG Access services are Public, Educational and Governmental local cable television channels. The fund balance as of July 1, 2024, was \$1,704,247.

Board Action

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



ARTICLE 54: PEG & Cable Fund

PUBLIC - EDUICATION - GOVERNMENT

- Concord is in the final stages of negotiations with Comcast.
 - Comcast's revenue generated from Concord customers goes to the PEG fund.
- Those funds may only be used for cable-related purposes.

The total amount requested is \$526,580 of which \$105,000 shall be reserved for Capital Improvements.

	FY23 "Actual"	FY24 "Un-Audited"	FY25 "Revised"	FY26 "Proposed"
Balance	\$1,805,291	\$1,769,914	\$1,704,247	\$1,640,667



ARTICLE 54: PEG & Cable Fund

FY25 Accomplished

- Filmed and livestreamed Town's 250th Celebration with a 6-camera production along 4 miles of the parade route and the Old North Bridge.
- Installed new broadcast server at MMN and launched Roku and Apple applications for on demand content streaming at no cost.
- Launched Spotify podcast for the Town of Carlisle which included Town Administrator's report and local government topics.
- Filmed and livestreamed Town Meeting 2025 with a 5-camera production in synchronous locations in the CCHS gymnasium and auditorium.



ARTICLE 54: PEG & Cable Fund

FY26 Goals

- Update MMN Studio at CCHS, purchase new studio cameras, audio mixer and control room camera switcher.
- In collaboration with TMO, redesign Town House production equipment in Hearing Room and Select Board Meeting Room.
- Purchase new field cameras, tripods and mobile audio units.
- Invest in professional development opportunities for MMN staff to continue to develop skills.



Operating Revenue

	FY23 "Actuals"	FY24 "Revised"	FY25 "Voted"	FY26 "Proposed"
Comcast/Franchise Fee	\$331,697	\$351,650	\$320,000	\$320,000
Carlisle Fee	\$4101	\$15,530	\$32,000	\$35,000
Payment in Lieu of Franchise	\$19,898	-	-	-
Miscellaneous Revenue	\$96,831	-	\$6,000	\$3,000
Operating Revenue Total:	\$452,527	\$367,180	\$358,000	\$358,000



Operating Expenses

	FY23 "Actuals"	FY24 "Revised"	FY25 "Voted"	FY26 "Proposed"
Personnel Expenses	\$338,865	\$364,555	\$365,522	\$352,800
Facilities & Maintenance	\$1,890	\$2,950	\$2,000	\$5,290
Purchased Services	\$27,580	\$27,000	\$30,595	\$33,290
Supplies/Materials	\$5,729	\$6,500	\$17,750	\$19,500
Other Charges/Expenses	\$551	-	\$6,100	\$8,700
General Fund Services	\$2,187	\$1,552	\$1,700	\$2,000
Operating Expense Total:	\$376,802	\$402,557	\$423,667	\$421,580



Capital Requests

	Cost
Studio/Townhouse Upgrades	\$70,000
Field Camera Replacement	\$15,000
Computer Replacements	\$10,000
Misc Studio/Camera Equipment	\$10,000
Capital Total:	\$105,000



ARTICLE 54

Authorize Expenditure from PEG Access & Cable-Related Fund

Mr. Carlson moves that the Town transfer from the PEG Access and Cable-Related Fund the amount of \$526,580 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2026.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3J

Finance Committee Annual Town Meeting Public Hearing

Article 55 – Beede Swim and Fitness Center Enterprise Fund Expenditures

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

The FY26 Beede Swim and Fitness Center Enterprise Fund Budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee on May 1, 2025.

Board Action

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

ARTICLE 55
BEEDE SWIM & FITNESS CENTER
ENTERPRISE FUND

Finance Committee Public Hearing

May, 1, 2025

ARTICLE 55: Beede Swim & Fitness Center Enterprise Fund

To determine whether the Town will vote to appropriate \$2,689,069 in Community Pool Enterprise receipts, \$290,000 from Interest Income, \$2,979,069 for the Community Pool Enterprise Fund for the fiscal year ending June 30, 2026 for the operation of the Community Pool, in accordance with Mass. Gen. Laws c. 44, §53F ½ to be expended under the direction of the Town Manager.

FY2025 Budget Accomplishments

- ❑ Substantial support of 250th celebrations
- ❑ Installed UV system in Lap Pool to Reduce Unplanned Pool closures and Excessive Water Consumption
- ❑ On-boarded a Planned FTE, Aquatics Supervisor
- ❑ Created and Implemented a Preventive Maintenance Plan for Fitness Equipment
- ❑ Moved to USAA Swimming,
- ❑ We Had Zero Unplanned Pool Closures Since September of 2023

FY2026 Budget Goals

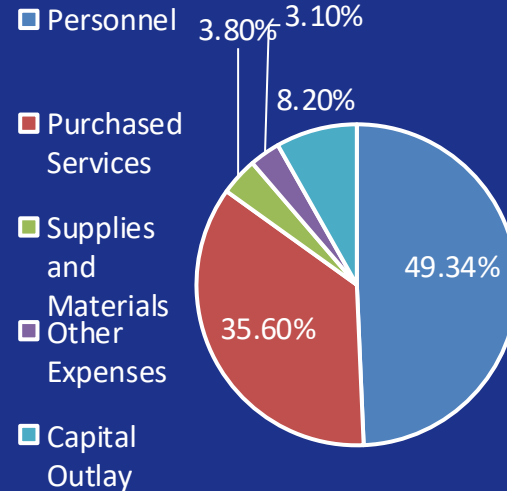
- Reduce Water and Sewer costs by 15% from FY25
- Increase # of Learn to Swim Classes by 10% to FY25
- Replace or Upgrade Three Pieces of Fitness Equipment
- Offer 2 Open House Events
- Collaborate with Emerson Hospital to Host 3 Wellness Events

FY2025 Net Income (Estimate): (\$11,682)

NET INCOME (\$)	FY22 Actual	FY23 Unaudited	FY24 Budget	FY24 Unaudited	FY25 Projected
Statement of Net Income:					
Operating Revenues	\$ 2,278,673	\$ 2,271,772	\$ 2,465,700	\$ 2,465,700	\$2,515,712
Less Operating Expenses	(1,985,957)	(2,267,694)	(2,521,347)	(2,521,347)	\$2,693,691
Operating Income	\$ 292,715	\$ 4,078	\$ (55,647)	\$ (55,647)	(\$177,979)
<u>Nonoperating Revenues (Expenses)</u>					
Add Investment Income	\$ 4,792	\$ 123,072	\$ 20,000	\$ 98,628	\$140,000
Add Sawyer Sustain. Trust	-	-	-	-	\$26,297
Add Sawyer Beede Maint. Trust	-	-	-	-	-
Nonoperating Income	\$ 4,792	\$ 123,072	\$ 20,000	\$ 98,628	\$166,297
Net Income	\$ 297,507	\$ 127,150	\$ (35,647)	\$ 42,981	(\$11,682)

FY2026 Beede Fund Budget

Sources:		Uses:	
		Personnel	\$ 1,470,147.20
Fees & Rentals	\$2,689,069	Purchased Services	\$ 1,060,511.80
Interest Income	\$290,000.00	Supplies and Materials	\$ 112,210.00
		Other Expenses	\$ 93,200
		Capital Outlay	\$ 243,000
Total:	\$2,979,069	Total:	\$2,979,069



FY2026 Beede Fund Operating Revenue Sources



- Monthly Recurring
 Swim Program
- Misc. Revenue
 Personal Training
- Annual memberships
 Rentals
- Group Exercise
 Initiation Fees

Category	FY26 Total
Monthly Recurring	\$1,476,069
Swim Program Fees	\$604,000
Misc. Revenue	\$110,000
Personal Training	\$135,000
Annual Memberships	\$140,000
Rentals	\$130,000
Group Exercise	\$78,000
Initiation Fees	\$10,000
Total Revenue	\$2,689,069

Beede Center Budget Categories

- Memberships
 - Beede Center and Emerson Pool
- Group Fitness and Personal Training
- Swim Programs
 - Teams, Lessons, Adapt Aquatics, Aquatics Fitness
- Facility Rentals

Memberships Sold FY24



Beede Membership Ages (FY24)

Age	% of Total
0-10	13.82%
11-20	12.35%
21-30	3.53%
31-40	11.04%
41-50	13.95%

Age	% of Total
51-60	12.04%
61-70	15.46%
71-80	12.16%
81-90	3.3%
91-110	2.3%

FY2026 Beede Fund Capital Projects

- ❑ Primary Facility (retained earnings)-
 - ❑ Roof Repair - \$711,000
 - ❑ Structural Wall Repair - \$500,000
- ❑ Pool Facility - \$ 133,000 (operating)
 - ❑ Filters, monitors, pumps and miscellaneous equipment
- ❑ Beede Fitness Equipment - \$80,000 (operating)
 - ❑ Strength machines, stationary bikes and miscellaneous equipment

ARTICLE 55: Beede Swim & Fitness Center Enterprise Fund

To determine whether the Town will vote to appropriate \$2,689,069 in Community Pool Enterprise receipts, \$290,000 from Interest Income, total appropriation of \$ \$2,979,069 for the Community Pool Enterprise Fund for the fiscal year ending June 30, 2026 for the operation of the Community Pool, in accordance with Mass. Gen. Laws c. 44, §53F ½ to be expended under the direction of the Town Manager.

FY26 Recreation Revolving Account

Finance Committee

May 1, 2025



FY25 Recreation Fund Budget Accomplishments



- Completed a Recreation Capital Plan FY25-FY30, to utilize “retained earnings”
- FY25 was the first year we were 100% self-funded, with no reliance on General Fund
- Determined an on-going annual transfer to CPW, \$99,000
- Provided substantial support to Concord 250th celebration

FY25 Recreation Fund Budget Accomplishments



- Added a requirement to vendor applications that they team with us and provide financial assistance to families in need
- Sent 5 Full-Time Staff to Regional Massachusetts Park and Recreation Spring Conference
- Sent 3 Leadership Staff to Master Class in Cost Recovery
- Hosted 18 Full-Time Staff in Social-Emotional Training (including 5 from Human Services Division)

FY26 Recreation Fund Budget Goals



- Increase Program Fill Rate by 10% to FY25
- Create a Financial Sustainability Model for Revolving Fund- Team Wide Process, Involving Stakeholders
- Host at Least 1 Department Wide Training That Is In-Line with Town Goals
- Support Town Equity Initiatives by offering at least \$30,000 in financial assistance

Recreation Fund Budget Categories

- General Recreation Programs
- Summer Camps
- Childcare Programs
- Youth and Adults Sports
- Special Events
- White Pond Memberships
- Facility Rentals



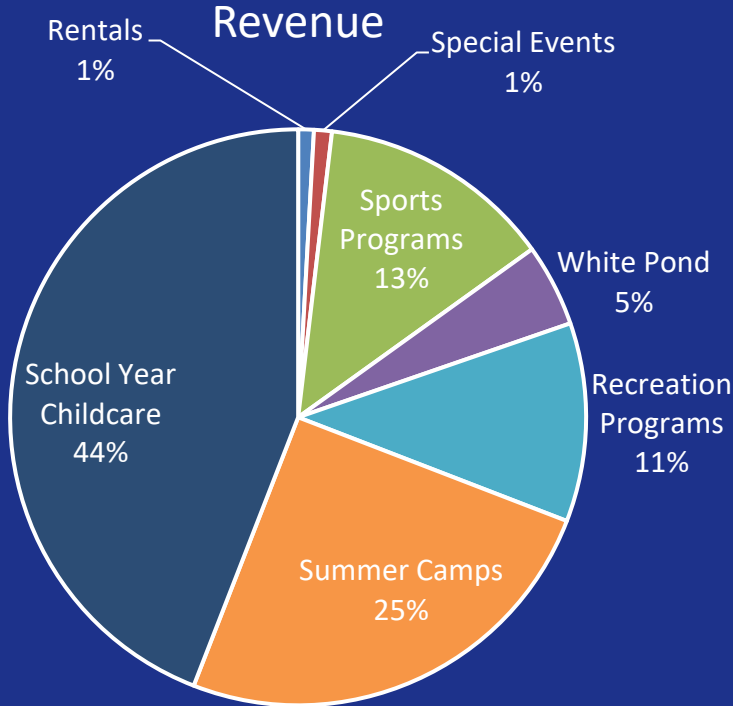


FY26 Recreation Fund Budget Summary

Operating Revenues	\$3,163,483
<u>Operating Expenses</u>	<u>\$3,163,483</u>
NET OPERATING	\$0



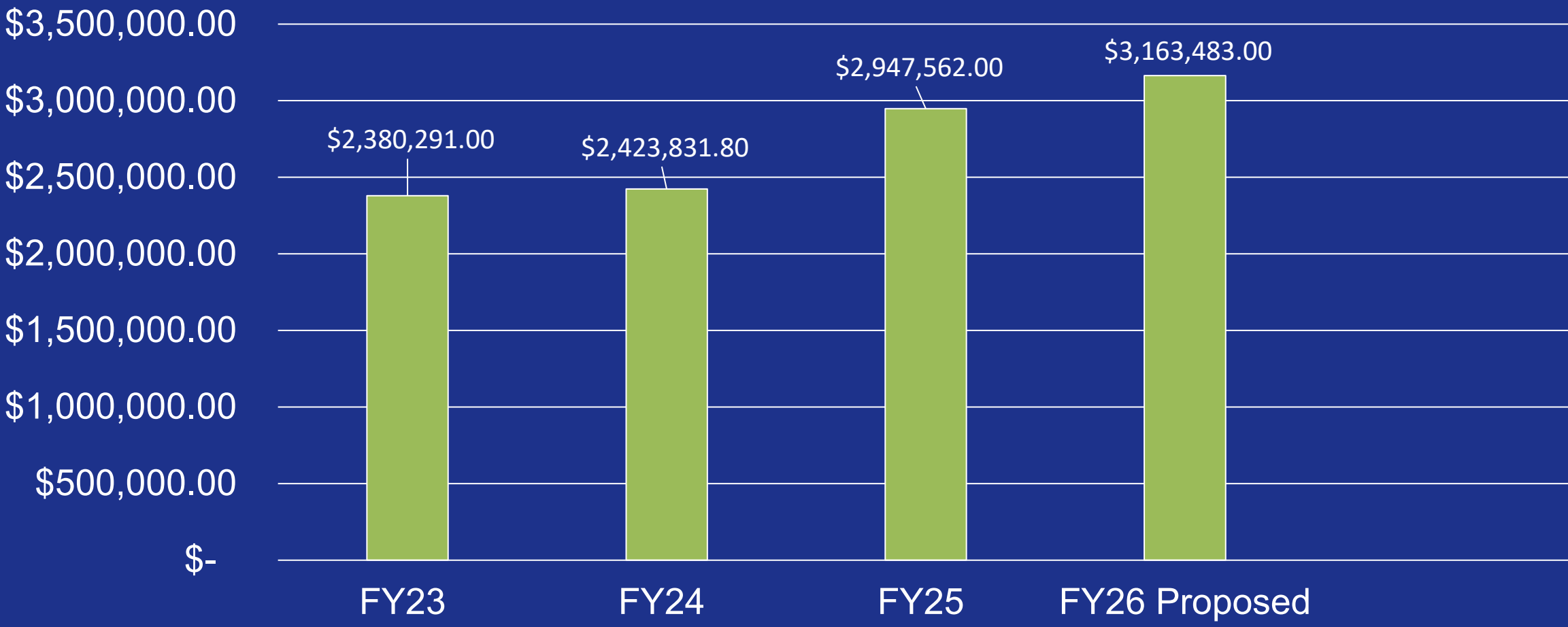
FY26 Recreation Fund Revenue Sources



Miscellaneous Revenue	
White Pond Passes	\$128,150
White Pond Misc.	\$18,230
Recreation Program Fees	\$352,819.13
Summer Program Fees	\$792,360.08
School Program Fees	\$1,394,788
Sports Clinic Fees	\$417,612.52
Special Program Fees	\$31,770
Rentals	\$12,753
Rentals (Outdoor Field Rentals)	<u>\$15,000</u>
Total Revenues	\$3,163,482.73

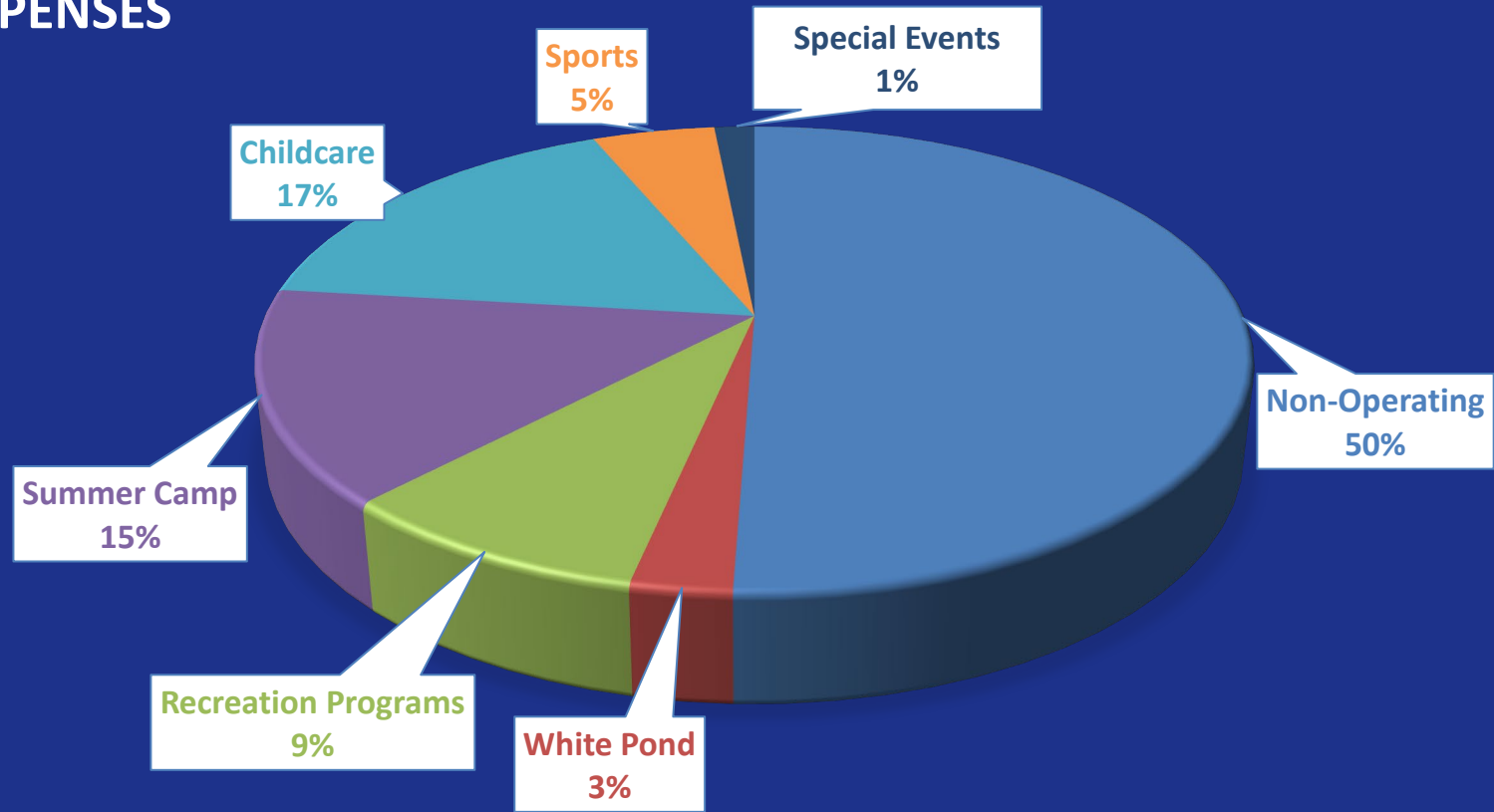


Recreation Fund Revenues by FY



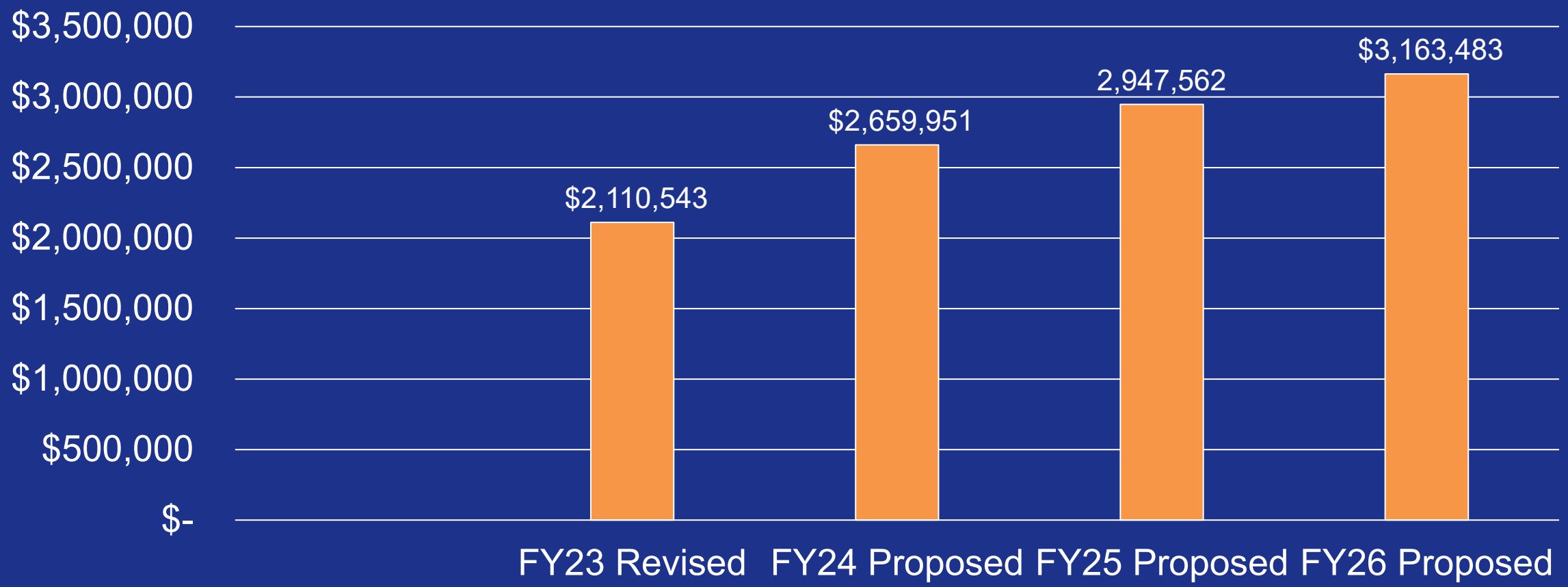
FY26 Recreation Fund Expense Sources

EXPENSES



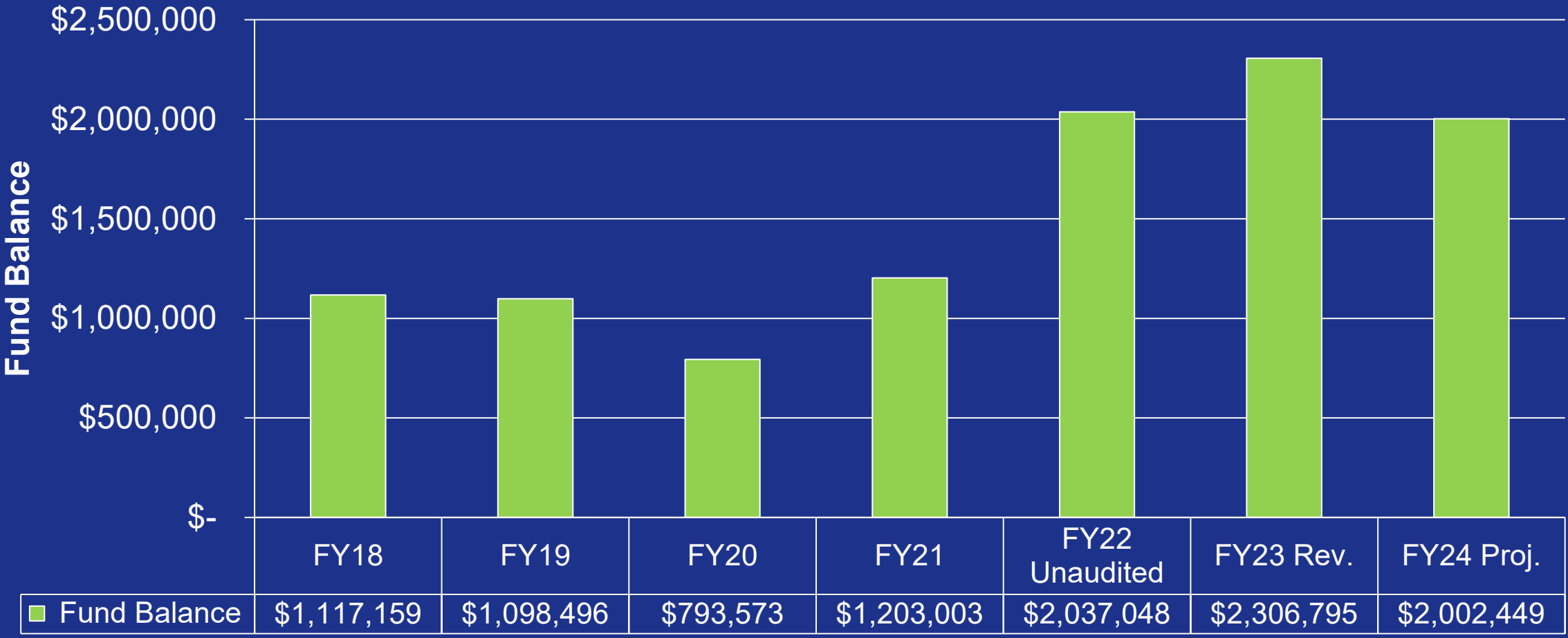


Recreation Fund Expenses by Fiscal Year





Concord Recreation Historical Fund Balance





Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3K

Finance Committee Annual Town Meeting Public Hearing

Article 56 – Appropriate and Transfer Balance of parking Meter Fund

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

This fund will be closed out and \$60,000 will be used for the removal of parking meters in Town, with the balance to be used to offset Tier 1 Capital Improvement plan projects.

Board Action

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



Article 56: Parking Meter Fund

Ms. Hartman moves to appropriate the sum of \$60,000 from Parking Meter Receipts to fund the remaining expenses related to the recent removal of parking meters and to close the remaining balance to the Town's General Fund as of June 30, 2025.



Parking Meter Fund

- Town Meeting established a Parking Meter Fund in 1975 (65-ATM-1975)
- This action provided authorization for the Town to set aside Parking Meter Receipts, which would otherwise be a General Fund receipt, in a separate fund- the “Parking Meter Fund”
- These receipts would then be used annually to fund the expenses associated with operating the Town’s parking management plan.



Parking Meter Fund

- After much discussion, the Select Board elected to discontinue the use of parking meters as of June 30, 2023
- Revenue remaining in the fund is now ready to be released
- Only way to release funds is through Town Meeting action
- Revenue released will be closed to fund balance as of June 30, 2025, and will become part of Free Cash as of July 1, 2025.



Final Accounting

Opening Balance 6/30/2024:	\$300,829.83
Outstanding Expense, FY25:	\$57,679.23
Balance to Close 6/30/2025:	\$249,789.40



Article 56: Parking Meter Fund

Ms. Hartman moves to appropriate the sum of \$60,000 from Parking Meter Receipts to fund the remaining expenses related to the recent removal of parking meters and to close the remaining balance to the Town's General Fund as of June 30, 2025.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3L

Finance Committee Annual Town Meeting Public Hearing

Article 57 – Unpaid Bills

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

If there are unpaid bills of a prior fiscal year, State Law requires that such bills be presented to the Town Meeting.

Board Action

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

ARTICLE 57: UNPAID BILLS

ARTICLE 57: UNPAID BILLS

ARTICLE 57: UNPAID BILLS

ARTICLE 57. Mr. Dahlberg moves that the Town vote to raise and appropriate, or transfer from available funds, a total of \$4,942.62 to pay the unpaid bills of prior fiscal years or take any other action relative thereto.

ARTICLE 57: UNPAID BILLS

MGL Ch. 44 § 64: Payment of bills incurred in excess of appropriations

“Any town or city having unpaid bills of previous fiscal years which may be legally unenforceable due to the insufficiency of an appropriation in the fiscal year in which such bills were incurred may, in the case of a town, at an annual meeting by a four fifths vote...”

ARTICLE 57: UNPAID BILLS

The Town anticipates the following unpaid bills to be funded through FY25 General Fund Budget:

Department	Vendor	Invoice Date	Invoice Number	Invoice Amount
Facilities	Cason Power Solutions	1/2/2024	725603	359.99
Facilities	Grainger	4/4/2024	9075284241	314.60
Facilities	Lowell Janitorial Services	10/10/2023	397896	358.76
Facilities	Lowell Janitorial Services	8/24/2023	397054	147.96
Highway & Grounds	United Ag &N Turf	6/24/2024	10641887	230.34
Highway & Grounds	Patterson Auto Body	3/22/2024	35309	1,000.00
Public Ceremonies and Celebrations Committee	Waltham merican Legion Band	1/31/2025	001	2,000.00
Public Ceremonies and Celebrations Committee	Roche Bros	3/18/2024	356538	530.97
			TOTAL INVOICES	4,942.62

ARTICLE 57: UNPAID BILLS

ARTICLE 57. Mr. Dahlberg moves that the Town vote to raise and appropriate, or transfer from available funds, a total of \$4,942.62 to pay the unpaid bills of prior fiscal years or take any other action relative thereto.



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3M

Finance Committee Annual Town Meeting Public Hearing

Article 58 – Debt Recission

Requested by: Finance Committee

Action Sought: To hear update

Proposed Motion(s)

Discussion Dependent

Additional Information

If needed, this article would authorize the rescission of debt authorizations made in prior years that are no longer needed. Any borrowing authorizations identified as no longer necessary will be presented to Town Meeting.

Board Action

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

ARTICLE 58: DEBT RESCISSION

ARTICLE 58: DEBT RESCISSION

ARTICLE 58: DEBT RESCISSION

ARTICLE 58. To determine whether the Town will vote to rescind unused borrowing authorizations, or take any other action relative thereto

ARTICLE 58: DEBT RESCISSION

No action required/ no motion anticipated

ARTICLE 58: DEBT RESCISSION

ARTICLE 58. To determine whether the Town will vote to rescind unused borrowing authorizations, or take any other action relative thereto



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

3

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 #3

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

May 1, 2025

5

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), since the meeting on April 15, 2025.

Board Action

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

From: Miguel Echavari
To: Kerry Lafleur
Cc: Andrea Fountain; Anthony Ansaldi; Mary Hartman; Mark Howell; Terri Ackerman; Cameron McKennitt; Wendy Rovelli; finance mail; Jessica Porter; "Kath, Ryan (NBCUniversal)"; Laurie Hunter; Paul Boehl
Subject: RE: Reimbursements weren't travel expenses and shouldn't have been approved
Date: Wednesday, April 16, 2025 6:51:31 AM
Attachments: [image001.png](#)
[image002.png](#)

Dear Kerry,

Thank you for your response but respectfully I find your **defense** of this spending **disturbing**.

I'm disturbed that the Town **believes** it was reasonable to pay an employee to work from Florida and then require taxpayers to pay her lodging when she shows up at town offices. Especially since Concord has no official "Remote Work Policy." To be clear, these were not travel expenses as you asserted, they were reimbursements for her housing because the town allows her to live and work from Florida.

I'm disturbed the Town considers a **terminated consultant contract** as justification to pay these reimbursements. To be clear, Ms. Crum is no longer a consultant, the contract was voided and she's now a town employee. There was **no obligation** for taxpayers to fund Ms. Crum's lodging nor to pay other expenses because she lives and works in Florida.

I'm **further disturbed** that you **attributed** Ms. Crum's hiring to saving taxpayers \$20/hour for her services. As a consultant, Ms. Crum was an Interim HR Director. As an employee, she's an HR Project Manager[a]. These are completely different positions and to **suggest** otherwise is disingenuous.

I'm **also disturbed** over your **claims** of fiscal responsibility; the Town already had both an Interim and Assistant HR Director (plus four other employees) when it hired Ms. Crum as a program manager. Unless the Town lacked faith in these employees, **why** hire Ms. Crum at \$85/hour for ~\$176K? That sort of departmental redundancy is not fiscally responsible and utterly a waste of taxpayer dollars. **Especially** when it made her one of the highest paid employees in town, on par with the Chief of Police but without the responsibility over staff, equipment and supplies.

I'm **not asking** or expecting a response to this email; **however**, can you confirm the Town has changed how it calculates FTEs? For example, in the FY24 budget book Ms. Crum was counted as 0.62 FTE. But you recently told me that temporary employees are no longer counted and Ms. Crum's reduction will not be shown as a -1.00 FTE. **Can** you also confirm that historical FTE counts (shown in the FY26 book) have been changed from what was previously provided to the public? **If true**, these actions will make it harder to identify highly compensated temporary employees and I don't believe that's in the public interest.

Please note that I changed the subject line of this email to better reflect the contents of the last set of emails.

Thank you,

Miguel Echavari
Homeowner – 255 Commonwealth Ave

Footnote:

- a. Source: "Request to Make a Job Offer" issued to Ms. Crum, Position Title listed in this form was "Human Resources Project Manager". Job description was "*Kimberly will be working on a variety of projects for Human Resources until a finalized HR department structure is identified.*"

From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Monday, April 14, 2025 4:22 PM
To: Miguele Echavari <miguele@intelimapinc.com>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; finance mail <finance@concordma.gov>; Jessica Porter <jporter@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

Thank you for your continued engagement and for your thoughtful follow-up questions.

The Town of Concord reimburses employees for all reasonable travel-related expenses, as determined by the Town Manager. In this particular case, the travel and lodging reimbursements were considered reasonable given the unique circumstances surrounding the Town's transition in Human Resources leadership. Following the departure of our long-tenured Human Resources Director, both the Select Board and the Personnel Study Task Force emphasized the importance of undertaking a significant overhaul of the Town's HR function. To support this effort, the Town engaged an experienced professional to guide this transition, first as a consultant and later as a temporary employee.

The lodging reimbursement remained consistent across both stages of this engagement. While working as a consultant and then later as a temporary employee, the individual stayed in similar accommodations in the local area to fulfill on-site responsibilities.

The decision to transition this individual from consultant to temporary employee was made in order to reduce costs. The hourly rate difference between the two roles was approximately \$20, and this change ultimately resulted in a meaningful savings to the Town.

We recognize the importance of transparency in how public funds are used. These decisions were made thoughtfully and in the Town's best interest, balancing the urgent need for HR leadership with a commitment to fiscal responsibility. Going forward, we will continue to assess each situation individually to ensure both the appropriateness of expenditures and alignment with our operational priorities.

Thank you,

Kerry

From: Miguel Echavari <miguele@intelimapinc.com>
Sent: Tuesday, April 8, 2025 12:19 PM
To: Kerry Lafleur <klafleur@concordma.gov>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; finance mail <finance@concordma.gov>; Jessica Porter <jporter@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Dear Kerry,

Thanks for verifying that Ms. Crum is a temporary employee and **not a consultant**. There's been a lot of **confusion** over her position, even the SB Chair (Mary Hartmann) appeared confused when she told the public that Ms. Crum was a consultant and not an employee; she **made** that inaccurate statement in an attempt to address "**misinformation**" about Ms. Crum. As you can see, your verification is important and thank you again.

Is it typical for the Town to **reimburse** temporary employees for their housing; to allow them to live out-of-state and then pay for their Airbnb when they're **required to work alongside** town employees at town offices[a]? Wouldn't that build resentment among employees and be bad for moral??

As a consultant, working under a contract with GovTemps, Ms. Crum **was** entitled to have her housing reimbursed; she was entitled to receive a \$3,000 per month reimbursement, amounting to approximately \$39,000 of taxpayer-funded lodging[b].

But **upon** termination of her consulting contract, and hiring her as a temporary employee, **was** it appropriate to reimburse her ~\$3,249.95 per month to stay at an Acton Airbnb for two months[a]? I noticed that these reimbursements track closely to what she received as a consultant working through GovTemps, **was** it appropriate to continue that arrangement after she became a temporary employee? **Why** not hire her as a consultant if you wanted to give her these perks?

Moving forward, **can you** assure the public that this type of spending will cease? Or be more transparent about it in the future?

Thank you again for your response on Ms. Crum and also for your **response** regarding temporary employees and the fact that they're not included in FTE counts. I have some **observations** on the latter and will share them in a separate email.

Sincerely,
Miguel Echavarri
Homeowner 255 Commonwealth Ave

Footnotes:

- a. **Source:** General Reimbursement receipts issued to Ms. Crum for two months at an Acton Airbnb and for Amtrack to transport her and her vehicle to Massachusetts. These reimbursements track closely to what she was entitled to receive as a GovTemps consultant. Documents available upon request.
- b. **Source:** General Reimbursements to Ms. Crum and GovTemps contracts defining Ms. Crum's responsibilities as a consultant. Documents available upon request.

From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Monday, April 7, 2025 6:57 AM
To: Miguele Echavarri <miguele@intelimapinc.com>
Cc: Andrea Fountain <afountain@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>; Mary Hartman <mhartman@concordma.gov>; Mark Howell <markhowell@concordma.gov>; Terri Ackerman <tackerman@concordma.gov>; Cameron McKennitt <cmckennitt@concordma.gov>; Wendy Rovelli <wrovelli@concordma.gov>; finance mail <finance@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>; Jessica Porter <jporter@concordma.gov>
Subject: RE: Suggested Corrections to FTE Table Before Meeting

Hi Miguel-

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

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

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

Kerry

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

Hi Kerry,

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

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

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

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

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

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

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

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

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

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

Hi Miguel-

Please see my responses below.

Kerry

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

Hi Kerry,

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

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

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

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

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

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

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

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

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

Pura Vida,
Miguel Echavarri
Homeowner – 255 Commonwealth Ave

Footnotes:

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

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

Hi Miguel-

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

Thanks,
Kerry

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

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

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

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

FY26: Net Reductions

Cost Center	Position Change	FTE
PERSONNEL: -\$400,000		
General Government		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00
Sustainability	Eliminate Position, Director	-1.00
Sustainability	Reassignment of Duties(Deputy/Mgmt. Analyst)	+1.00
Human Resources	Eliminate Position, Senior Admin Assistant	-1.00
Human Resources	Reallocation of Director's Activity	-0.25
Information Technology	Business Analyst Role Review	-1.00
Information Technology	GIS Temp Hours Reduction	-0.70
Total General Government:		-3.95
Human Services		
Senior Services	Transfer Admin Position to DeptWide	-1.00
Human Services	Dept-Wide Admin Support	1.00
Human Services	Reallocation of Director's Activity	0.25
Total Human Services:		0.25
Public Safety		
Fire	Eliminate Fractional PT Hours	-0.04
Total Public Safety:		-0.04
Public Works		
Public Works Administration	Reassign Duties to Enterprise	-1.00
Park & Tree	Reassign from Parks & Playgrounds	1.00
Facilities	Reassign from Parks & Playgrounds	1.00
Parks & Playgrounds	Reassign Staff	-2.00
Total Public Works:		-1.00
Total General Fund Adjustment:		-4.74

Category	Amount
EXPENSES: -\$200,000	
Advertising, Vacant Positions	-\$6,700
Custodial Services	-\$20,250
Office Supplies	-\$54,584
Facilities Maintenance	-\$123,615

Personnel Changes

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

Service Reductions

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

Future Planning Considerations

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

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

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

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

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

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

FY26: Net Reductions

PERSONNEL: -\$400,000			EXPENSES: -\$200,000		
Cost Center	Position Change	FTE			
General Government			Advertising, Vacant Positions -\$6,700 Custodial Services -\$20,250 Office Supplies -\$54,584 Facilities Maintenance -\$123,615		
Town Manager's Office	Reassignment of Duties (Deputy/Mgmt. Analyst)	-1.00 [2]	Personnel Changes • No Director of Sustainability [1] • Fire shift coverage may be reduced.		
Human Resources	Eliminate Position	-1.00			
Human Resources	Reallocation of Director's Activity	-0.25			
Information Technology	Business Analyst Role Review	-1.00			
Information Technology	GIS Temp Hours Reduction	-0.70	Service Reductions • Facilities Maintenance & Custodial reductions may be too aggressive. • IT staffing adjustments could impact efficiency.		
Total General Government:		-3.95			
Human Services			Future Planning Considerations • Reductions made in anticipation of software/policy updates. • APP #27 Vehicle Policy: Still under review		
Senior Services	Transfer Admin Position to Dept-Wide	[3] -1.00			
Human Services	Dept-Wide Admin Support	[3] 1.00			
Human Services	Reallocation of Director's Activity	0.25			
Total Human Services:		0.25			
Public Safety					
Fire	Eliminate Fractional PT Hours	-0.04			
Total Public Safety:		-0.04			
Public Works					
Public Works Administration	Reassign Duties to Enterprise	-1.00			
Park & Tree	Reassign from Parks & Playgrounds	1.00			
Facilities	Reassign from Parks & Playgrounds	1.00			
Parks & Playgrounds	Reassign Staff [4]	-2.00			
Total Public Works:		-1.00			
Total General Fund Adjustment:		-4.74			

Can you please post this to SB correspondence?

Respectfully,
 Miguel Echavari
 Homeowner – 255 Commonwealth Ave



Concord Finance Committee
AGENDA ACTION REQUEST

May 1, 2025

6

Minutes

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

MOVE to approve the Finance Committee minutes for April 24, 2025.

Additional Information

Attached are the minutes from the April 24, 2025, meeting for review and potential approval.

Board Action

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

Town of Concord
Minutes of the April 15, 2025
Public Hearing and Meeting of Finance Committee
Hybrid Meeting

Members Present: Suresh Bhatia (on line), Peggy Briggs, Kathy Cuocolo, Eric Dahlberg, John Garofalo, Pat Geyer, Don Kupka, Lyndsey Lis, Dee Ortner, Karlen Reed, Paul Rodriguez, Quazi Sadruzzaman, Lois Wasoff.

Members Absent: Greg Guarriello, Sri Tupil.

Others Attending: Anthony Ansaldi (CFO), Zach Lamoureux, Senior Financial Analyst; Kerry Lafleur, Town Manager, Megan Zammuto, Deputy Town Manager, Jessica Porter, Assistant Town Manager; Mary Hartman, Mark Howell, Wendy Rovelli, Cameron McKennitt, Select Board; Carrie Rankin, Julie Viola, Brian Waterston, Cynthia Rainey, Concord-Carlisle Regional School Committee; Carmin Reiss, Town Moderator; Alan Cathcart, Director, Public Works Department; Sven Weber, Public Works Commission; Tom Judge, Fire Chief; Thomas Mulcahy, Police Chief; Emily Smith, Library Director; Dr. Laurie Hunter, Superintendent; Bob Conry, Assistant Superintendent of Finance and Operations; James Catacchio, Nathan Brown, Victor Lang, Marc Bernstein, Carlisle Finance Committee; and members of the public.

1: Call to Order: of the Finance Committee Meeting at 7:02 p.m. by Chair Dahlberg, who then described the purpose and the flow of tonight’s meeting and the role of the Finance Committee. He noted that the April 15 FinCom Public Hearing will begin with Regional High School Articles 12 and 13 and will include a joint meeting with the Carlisle Finance Committee. Slide presentations of the Articles are in the FinCom meeting packet.

2: Finance Committee Annual Town Meeting Public Hearing: Chair Dahlberg asked to open the public hearing, beginning with Article 12. Ms. Ortner moved and Ms. Geyer seconded the motion to open the public hearing for the Concord Finance Committee. Vote: 13 Yes, 0 No, 0 Abstain. Mr. Catacchio initiated a roll call for the Carlisle Finance Committee.

Article 12, Concord-Carlisle Regional School District Budget – Dr. Hunter and Mr. Conry began the presentation noting that Concord’s \$27,209,557 assessment of the \$40,384,952 Regional budget does not include funds for the homeless shelter transportation, and that out-of-district tuition has increase 28.3%. The Region’s excess and deficiency balance is estimated to be \$1,628,226, which is well below the 5% cap. At risk in the Regional budget is about \$502K in federal funding.

Members inquired about the use of OPEB funds, the consequences of losing federal funding, the Region’s efforts to find budget efficiencies, and the fluctuations in enrollment.

Article 13, Amenities Building - Dr. Hunter explained the \$1.8M funding total, with Carlisle contributing 23% from their CPC funds and Concord providing the rest, roughly \$1.4M. This will be a 1700 square foot building. The estimated annual property tax impact of the Article on a \$1.477M home is \$4.19 in FY26, increasing to roughly \$27 for FY27-36.

Members asked about the Region's efforts to seek other funding sources, especially the use of Concord's CPC funds. They inquired about the cost of the sewer connection, the need for a Special Town Election to ratify the Article if passed, summer revenue generation possibilities for the nearby fields, and the impact of tariffs on construction costs.

At the close of public comment, the Carlisle Finance Committee conducted a roll call to dismiss the Carlisle members from this public hearing.

Article 3, Meeting Procedure – Chair Dahlberg led the discussion on this procedural article.

Article 6, Fiscal Year 2025 Budget Line-Item Adjustments – Mr. Ansaldi advised the Committee that no motion is expected on this article.

Article 7, Fiscal Year 2026 Town Budget – Ms. Lafleur began the discussion on the Town's \$144,974,573 FY26 budget noting this is a 2.85% increase in the overall budget from last year. She observed that expenses were reduced as was the full-time employee (FTE) count. Ms. Lafleur also assured the assemblage that the Library hours on Sunday would not be reduced.

Members questioned the FTE reductions, the financial impact of the economic vitality position and the visitor center, and the reported revenue generation from the PEG fund. Members asked whether any federal funding was at risk in the Town budget, whether the Town identified any savings and efficiencies in the budget, and for more information on the joint accounts.

Article 8, Debt Exclusion for Road Maintenance – Mr. Cathcart explained the new model of funding road maintenance in this \$27.5M Article, which uses a multi-year approach. He noted that, without this Article, overall road conditions would worsen. The tax impact begins the first year at \$18.45, increases to \$520 in 2032 for an average house of \$1.44M, then decreases, following a 15-year borrowing plan.

Members asked about the ballot process needed to affirm Town Meeting vote, life cycle of the road repairs, new borrowing time line, current borrowing program for road repairs, comparable towns' approaches to road repairs, debt schedule, and expected inflation rate impacts.

Article 9, Fiscal Year 2026 Capital Improvement and Debt Plan – Ms. Lafleur explained the various Tiers I (cash), II (debt within the levy), and III (excluded debt) capital improvement projects, which total \$17,221,124. Members asked about the Harvey Wheeler planned improvements. Also noted was the reduction of Tier II capital spending by \$2M for pavement management if Article 8 passes and \$40K for electronic voting clickers in Tier I capital.

Article 10, Concord Public Schools Operating Budget – Dr. Hunter provided an overview of the CPS FY26 operating budget of \$47,632,034, with an additional request for \$69,906 from free cash to cover transportation costs for the homeless shelter. She portrayed this as a level services budget that fell within the Finance Committee's budget guidelines. Dr. Hunter estimated that CPS had \$670K at risk in federal funding.

Members inquired about the percentage of special needs students and whether the School District searched for savings and efficiencies in its budget.

Article 11, Concord Public Schools Capital Budget – Mr. Conry explained that the total request for capital for CPS was \$941,570, of which \$291,570 was for Tier I capital requests and \$650K was for Tier II capital requests.

Members questioned whether CPC funding was possible for some of the capital requests and what time line would be followed.

Article 14, Non-Resident Tuition Revolving Fund – Mr. Conry and Dr. Hunter explained the purpose behind establishing this revolving fund. Members inquired whether there would be any impact on the Town’s general budget, and the amount that could be generated annually.

Article 15, Facilities Rental Revolving Fund – Mr. Conry noted that this new revolving fund is expected to generate \$10K - \$15K annually, and the funds are used primarily for custodial services and maintenance. Members asked what happens to the fund excess.

Article 16, Authority to Contract for up to Five Years for Selected Items – Mr. Conry noted that this Article seeks to extend the ability of the Schools to enter into 5-year contracts, which he claims is a more administratively efficient approach. Members asked about the selection of 5 year and its relation to depreciation schedules for school buses.

Article 18, Creation of Capital and Debt Stabilization Funds – Mr. Ansaldi encouraged the Committee to consider creating these two funds (\$500K for Debt and \$100K for Capital from free cash), noting that we appear to have \$10.4M in free cash at this time. Members asked about the need for three funds, best practices for stabilization funds, and the level of difficulty in access the funds via a 2/3 Town Meeting vote.

Article 19, Appropriation to General Stabilization Fund – Mr. Ansaldi encouraged the addition of \$1,093,584 into the existing general stabilization fund, based on leaving 6% as free cash.

Article 20, OPEB Trust Fund Appropriation – Mr. Ansaldi explained the contribution sources into the OPEB trust fund for FY26 (\$1,467,851). Members asked for more clarification on the OPEB trust fund.

Article 21, OPEB Trust Fund Expense - Mr. Ansaldi noted that the OPEB trust fund investment advisor fees could be up to \$250K, though the existing advisor, Fiducient, charges a fee of \$36,050 set by contract. Members inquired about when the next request for proposal will be issued for the investment advisor.

Article 24, Transfer from Middle School Stabilization Fund – Mr. Ansaldi explained that the \$1M transfer from the Middle School Stabilization Fund reflects a five-year approach to using up that fund to offset the impact of property tax increase from the new Middle School. Members asked to see a chart showing the rate impacts.

3: Close the Finance Committee Annual Public Hearing – With no further testimony, comment, or public input, Chair Dahlberg closed the Public Hearing for the Concord Finance Committee at 11:03 p.m.

4: Correspondence: Chair Dahlberg noted that FinCom received several emails which are in the meeting packet and concluded no action was needed.

5: Minutes: Chair Dahlberg noted that the minutes from the April 10 meeting were not yet ready for review.

6: Adjournment of Finance Committee meeting: The next FinCom meetings are April 24 (regular meeting), May 1 (Enterprise funds hearing) and May 22, 2025 (regular meeting). Chair Dahlberg adjourned this meeting at 11:03 p.m.

YouTube: Ctrl+Click to follow link: [April 15, 2025 Finance Committee Public Hearing and Meeting video](#)

Meeting Documents Link: [April 15, 2025 Finance Committee Public Hearing and Meeting packet](#)

Town of Concord
Minutes of the April 24, 2025
Meeting of the Finance Committee
Hybrid Meeting

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

Members Absent: Suresh Bhatia, Kathy Cuocolo, Lyndsey Lis.

Others Attending: Zach Lamoureux, Senior Financial Analyst; Mark Howell, Wendy Rovelli, Select Board; Julie Viola, Concord-Carlisle Regional School Committee; Andrea Solomon, Public Works Commission; Alan Cathcart, Public Works Director; and members of the public.

1: Call to Order: of the Finance Committee Meeting at 6:30 p.m. by Chair Dahlberg, who held a moment of silence for deceased and injured CCHS students. He then described the purpose and the flow of tonight's meeting.

2: Public Comment: None.

3: Minutes: Ms. Ortner moved and Ms. Briggs seconded approval of the minutes of April 10, 2025 Public Hearing and Meeting as presented. Vote: 12 Yes, 0 No, 0 Abstain. The motion passed.

4: Liaison Report: In addition to the reports in the meeting packet, Ms. Geyer reported that the Assessor's office has been hearing many commercial abatement applications, some of which have already been appealed to the Appellate Tax Board.

5: Finance Committee Report for Fiscal Year 2026: Chair Dahlberg asked members to submit their Article reports quickly and appointed Ms. Ortner and Ms. Briggs as reviewers for the Finance Report, which must be submitted by May 5 to the Town Moderator. Members discussed aspects of the Report, including narratives about tax bill impacts, per person and per pupil spending, and Town Meeting preparations.

6: June 2025 Annual Town Meeting Warrant: Chair Dahlberg opened the discussion for the Finance Committee to consider and vote on the following Articles that were presented at the April 15, 2025 Public Hearing. With the consent of the Committee, Chair Dahlberg amended the Agenda to delay consideration of Articles 7, 8, 12, and 13, until after other Articles were considered.

Article 3, Meeting Procedure - Chair Dahlberg noted that this procedural Article has been presented and passed repeatedly since 1992. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 6, Fiscal Year 2025 Budget Line-Item Adjustments - Chair Dahlberg informed the Committee that no motion was expected on this Article at Town Meeting. Consequently, no vote was taken.

Article 9, Fiscal Year 2026 Capital Improvement and Debt Plan - Chair Dahlberg observed that this Article contains the \$2M back-up borrowing plan for the roads program in case Article 8 does not pass

at Town Meeting or at the ballot box. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 10, Concord Public Schools Operating Budget - Committee members observed that the schools met the guideline and that enrollment may be on the rise; continued monitoring of the school budgets was encouraged. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 11, Concord Public Schools Capital Budget - Committee members expressed concern about the early replacement of vehicles with low mileage and the lack of salvage value for equipment. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 14, Non-Resident Tuition Revolving Fund - Committee members observed that this Article is not expected to have an impact on the Town's general budget. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 15, Facilities Rental Revolving Fund - Committee members expressed their approval of this approach. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 16, Authority to Contract for up to Five Years for Selected Items - Committee members also approved this approach, wondering why this had not been done earlier. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 18, Creation of Capital and Debt Stabilization Funds – Chair Dahlberg and Mr. Howell noted that the Select Board was going to consider policy guidance for stabilization funds and whether three stabilization funds are needed at their May 12, 2025 meeting. Consequently, Chair Dahlberg suggested the Committee delay its recommendation on this Article until Town Meeting. Ms. Briggs moved and Ms. Geyer seconded a recommendation to defer this Article to Town Meeting. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed, and the Committee's recommendation will come at Town Meeting.

Article 19, Appropriation to General Stabilization Fund – Mr. Howell also noted that the Select Board was going to consider revisions to this Article at their May 12, 2025 meeting. Chair Dahlberg suggested the Committee delay its recommendation on this Article until Town Meeting. Ms. Ortner moved and Ms. Geyer seconded a recommendation to defer this Article to Town Meeting. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed, and the Committee's recommendation will come at Town Meeting.

Article 20, OPEB Trust Fund Appropriation - Committee members inquired about the source of the funds for this appropriation. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 21, OPEB Trust Fund Expense - Committee members observed that the Article motion wording for the investment advisor fees has been changed to reflect "up to" \$250K, which was better than previous wording. Some members expressed the need to watch consultant fees in general. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 24, Transfer from Middle School Stabilization Fund - Chair Dahlberg observed that the slide deck needed to be corrected to refer to Article 24. Ms. Ortner moved and Ms. Geyer seconded a

recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 12, Concord-Carlisle Regional School District Budget - Committee members raised questions about the per-pupil expense (\$24,823 per student for the Region, according to Ms. Viola), whether the estimate included excluded debt, and special education costs as reflected in the FinCom guideline process. Members also asked about the April 10 vote of the Regional School Committee to allocate \$400K of Excess and Deficiency funds to the District's OPEB account (\$200K) and a capital stabilization fund (\$200), rather than return the funds to the Towns (\$300K would be Concord's approximate share). Ms. Viola stressed the need for possible additional funding to support completion of the amenities building and sewer connection fee, and she asserted that the April 10 vote would not affect the FY26 budget. Chair Dahlberg indicated the April 10 decision may be relevant in developing guidelines next year for the Region. Ms. Ortner moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 12 Yes, 0 No, 0 Abstain. The Motion passed.

Article 13, Amenities Building – Ms. Viola updated the Committee on some developments around this Article regarding the sewer connection for the amenities building. Committee members were divided on their views regarding the Article. Several members fully supported the project, while others were concerned that the planning was insufficient or not complete. Others questioned the sewer connection fee, which were reported to be up to \$200K. Members asked about the flow efficiencies, compliance alternatives, the debt burden, alternative funding sources, timing and the size of the project. Ms. Viola reported that the project is \$150K under budget and, with the \$200K excess from the E&D account, the Regional District has \$350K available to offset unexpected project costs. Ms. Solomon added information from the Public Works Commission's perspective, noting that the Public Works Commission has not heard the sewer connection fee issue and observing the fee amount had not yet been determined. After much discussion, Mr. Rodriguez moved and Ms. Reed seconded a recommendation for Affirmative Action on this Article. Vote: 7 Yes, 5 No, 0 Abstain. The Motion passed.

Article 7, Fiscal Year 2026 Town Budget Committee members discussed the recent revelation that there were errors in calculating the revenue portions of the FY25 and FY26 budget forecasts, creating a shortfall of \$841K for FY26. Committee members were surprised and dismayed to hear about the revenue shortfall, and they briefly discussed alternatives to raising property taxes to fill the gap. Some members wanted to reduce the Town's FY26 expenditures by \$841K; others wanted to explore non-tax raising approaches such as changes to the allocations of the OPEB contribution, the overlay account, or other miscellaneous expenditures.

Mr. Garofalo moved and Ms. Briggs seconded a motion to recommend No Action on this Article. Chair Dahlberg offered to ask Ms. Lafleur and Mr. Ansaldi to discuss the Town's budget gap at the May 1, 2025, FinCom Public Hearing. The Committee, in general, was receptive to this approach. After subsequent discussion, Mr. Garofalo then rescinded his motion. Then, Ms. Ortner moved and Ms. Geyer seconded a recommendation to defer action until the May 1, 2025 FinCom Public Hearing. Vote: 11 Yes, 1 No, 0 Abstain. The Motion passed and the Committee's recommendation on this Article is delayed to the May 1 Enterprise Hearing.

Article 8, Debt Exclusion for Road Maintenance - Mr. Kupka observed that the Town has been borrowing for road maintenance every year using non-excluded debt as part of the Concord Public Works budget. He also noted that, if Article 8 passes, we will be using excluded debt which will give us more headroom towards our Proposition 2 ½ limit. Ms. Reed acknowledged that this is a lot of money and then recited a portion of a support letter received from the Transportation Advisory Committee that

emphasized the multi-year aspect for road maintenance. Ms. Wasoff commented that it has been a focus of this Committee for the last couple of years to try to get people thinking about long-term capital planning. Several Committee members were concerned that this was too much debt to be taken on during a time of economic uncertainty, and some questioned why the Town has not taken better care of its roads given our tax level. Other members looked at the overall cost avoidance of the Article; others asked whether we could wait one year to begin the program. Ms. Solomon encouraged the Committee to support the Article for the reasons presented in the Article 8 slide deck. Mr. Howell observed that oil prices, a major cost driver in road maintenance, are currently favorable for road repair now. Ms. Ortnier moved and Ms. Geyer seconded a recommendation for Affirmative Action on this Article. Vote: 9 Yes, 3 No, 0 Abstain. The Motion passed.

7: Recap of Action items / Adjournment: Chair Dahlberg reviewed the Committee's actions on Articles, and he will invite Ms. Lafleur and Mr. Ansaldi to the May 1 meeting to discuss Article 7 budget gap starting at 6:30 p.m. The next FinCom meetings are May 1 (Enterprise funds hearing starts at 7:00 p.m.) and May 22, 2025 (regular meeting). Chair Dahlberg adjourned this meeting at 9:15 p.m.

YouTube: Ctrl+Click to follow link: [April 24, 2025 Finance Committee Meeting video](#)

Meeting Documents Link: [April 24, 2025 Finance Committee Meeting packet](#)