



Town of Concord
Concord Finance Committee

AGENDA

April 24, 2025, at 6:30 PM

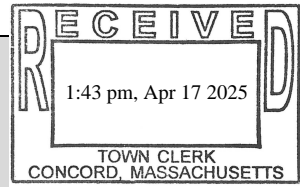
Town House, 22 Monument Sq., 2nd Fl. Select Board Conference Room

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

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Join the meeting: <https://us02web.zoom.us/j/84677632511?pwd=OnAfzpZ3aByJLs3KgF7M0UPPEZv3gB.1>

Meeting ID: 846 7763 2511 Passcode: 279569 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 reasonably anticipated by the Chair 48 hours before said meeting, which may be discussed at the meeting. Not all items listed may be addressed. Items may be taken out of order and at times differ from those listed below. Other items not listed may also be brought up for discussion to the extent permitted by law. **Video or call will be muted upon joining meeting please use the "raise your hand" feature in the zoom meeting to ask to speak. ATTENDEES ARE REMINDED THAT BY ATTENDING THIS MEETING THAT YOU CONSENT TO YOUR LIKENESS AND AUDIO BEING USED AND REBROADCAST BY MMN.**

6:30 PM	1. Call to Order
6:30 PM	2. Public Comment Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
6:40 PM	3. Minutes <ul style="list-style-type: none">Discuss and potentially approve the minutes of April 10 and April 15, 2025, Finance Committee Public Meetings (as available).
6:45 PM	4. Liaison Report
6:50 PM	5. Finance Committee Report for Fiscal Year 2026 <ul style="list-style-type: none">Receive progress updates on various sections of the report
7:00 PM	6. June 2025 Annual Town Meeting Warrant Discuss and Potentially Vote on the Following Articles: <ul style="list-style-type: none">Article 12 – Concord-Carlisle Regional School District BudgetArticle 13 – Amenities BuildingArticle 3 – Meeting ProcedureArticle 6 – Fiscal Year 2025 Budget Line-Item AdjustmentsArticle 7 – Fiscal Year 2026 Town BudgetArticle 8 – Debt Exclusion for Road MaintenanceArticle 9 – Fiscal Year 2026 Capital Improvement and Debt PlanArticle 10 – Concord Public Schools Operating BudgetArticle 11 – Concord Public Schools Capital BudgetArticle 14 – Non-Resident Tuition Revolving FundArticle 15 – Facilities Rental Revolving FundArticle 16 – Authority to Contract for up to Five Years for Selected ItemsArticle 18 – Creation of Capital and Debt Stabilization FundsArticle 19 – Appropriation to General Stabilization FundArticle 20 – OPEB Trust Fund AppropriationArticle 21 – OPEB Trust Fund ExpenseArticle 24 – Transfer from Middle School Stabilization Fund
9:00 PM	7. Recap of Action Items/ Adjournment

UPCOMING MEETINGS

Next Meeting: *Thursday, May 1, 2025 @ 7:00 pm (FC ATM Public Hearing #3)*
Thursday, May 22, 2025 @ 7:00 pm (FC regular meeting)



Concord Finance Committee
AGENDA ACTION REQUEST

April 24, 2025

1

Call to Order

Requested by: FC Chair

Action Sought: Open Meeting

Proposed Motion(s)

None anticipated.

Additional Information

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

April 24, 2025

3

Minutes

Requested by: Don Kupka, Clerk

Action Sought: Seek Approval

Proposed Motion(s)

MOVE to approve the Finance Committee minutes for April 10 and April 15, 2025.

Additional Information

Attached are the minutes from the April 10 and April 15, 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 10, 2025
Public Hearing and Meeting of Finance Committee
Hybrid Meeting

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

Members Absent: Pat Geyer, Quazi Sadruzzaman.

Others Attending: Anthony Ansaldi (CFO), Zach Lamoureux, Senior Financial Analyst; Kerry Lafleur, Town Manager, Mary Hartman, Terri Ackerman, Mark Howell, Wendy Rovelli, Cameron McKennett, Select Board; 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, which is a lead-up to the June 2 Town Meeting that starts at 6:30 p.m. He noted that FinCom’s role is to make recommendations on Articles, not approve or reject them. He observed that we expect no motion on Articles 29 and 32, and we will defer discussion of Article 33 until May 1. Also, the April 15 FinCom Public Hearing will begin with Regional High School Articles 12 and 13 and would include a joint meeting with the Carlisle Finance Committee. Slide presentations of today’s Articles are in the FinCom meeting packet.

2: Finance Committee Annual Town Meeting Public Hearing: Chair Dahlberg opened the public hearing, beginning with Article 17.

Article 17, Minuteman Regional Technical School District Budget - Steve Ledoux, Concord’s representative to Minuteman, and Nikki Andrade, Minuteman Budget Officer, presented an updated FY26 operating and capital budget of \$32,461,056. Concord’s assessment is \$1,772,373, which is a 2.28% increase over FY25. Currently, Concord is guaranteed 15 slots per year under the existing regional school agreement and has 38 students enrolled at Minuteman Tech out of 669 total students.

Committee members inquired about the assessment share formula, the level of non-member enrollments, student selection / lottery process, special education, inflation, transportation utilization and routes.

Article 22, Retirement Board Stipend - Peter Fulton, Chair of the Retirement Board, and Eric Macy, Board member, noted that this Article will provide the five members of the Retirement Board with an annual stipend of \$4,500 each, paid from the investment proceeds of the Concord Retirement Fund. The Retirement Board members act in a fiduciary capacity, file a financial statement annually, and oversee the \$294 million Concord retirement pension fund, and the State Legislature has authorized payment of a stipend from \$3,000 to \$4,500 under M.G.L. c. 32, § 20(6).

Members questioned the level of income investment, the legislation and its purpose, committee recruitment, and the Board’s decision now to implement this 2011 legislative act.

Article 23, Acceptance of the HERO Act – Meredith Stone, Town Assessor, described the HERO Act as a legislative benefit under M.G.L. Ch. 59, Sec. 5, Clause 22I, to Concord veterans with an honorable

discharge and 10% or more disability; this benefit shows up as an increase to their property tax exemption by increasing the tax benefit annually by a cost of living adjustment (COLA) tied to the Consumer Price Index (CPI). Ms. Stone said that in 2024, 42 (out of 500 known) Concord veterans were eligible, and she estimated that this new benefit would reduce the Town Overlay account, which is set at \$500K and overseen by the Assessor, by about \$2,300 annually.

Members asked about the disability qualification requirements, the Town's marketing of this benefit to residents, and the benefit application process.

Article 25, Transfer of Peabody School and Appropriate Funds – Ms. Lafleur summarized the Article, its transfer of responsibility from the School Committee to the Select Board, and the \$100K request for carrying costs to keep safe the abandoned Peabody Middle School building and grounds for FY26. The costs would be taken from the Town's free cash. Peabody re-use is subject to a discussion by a land use committee.

Members inquired about the relative costs of maintaining a partially occupied building, the duration of the property maintenance, possible rentals, uses of the Peabody playing field and septic field, security costs, and timeline for disposal of the three properties totaling 20 acres.

Article 29, Feasibility of Acquiring 2229 Main Street (NMI Starmet Site) – Ms. Lafleur announced that there would be no motion for Article 29 as the expected \$50K legal expenses for 2229 Main Street negotiations would be reflected in the Town's existing legal budget.

Article 32, Betterments for Temporary Improvements to a Private Way - Darton and Dover Streets – Alan Cathcart, Director of the Concord Public Works Division, explained the need for street and stormwater improvements on private ways near White Pond. There is no homeowners' association in this area, which is the usual method to fund this type of repair on private ways. He noted that there is some disagreement among the 13 abutters and other neighbors regarding the extent of the repairs needed and the number of households who should repay the Town, through a betterment or lien, for street improvements to remedy the repeat flooding of those private ways. Mr. Cathcart also observed that the Public Works Commission hearing on the Article will be continued to the May 14 PWC meeting, and that 8 abutters would have to agree to move the Article forward.

Members asked about the timeline, and whether the Town's \$350K betterment cost estimate and scope is reasonable or if the abutters' smaller (\$84K) estimate and scope is better.

Article 33, MCI Concord - Planning – Chair Dahlberg noted that discussion on this article will be deferred to the May 1 FinCom public hearing due to finalizing of the Article.

Article 47, Community Preservation Recommendation Appropriations – Burton Flint, Chair of the Community Preservation Committee, described each of the CPC articles briefly, noting the total amount to be funded is \$1,554,388 for seven applications and an historic preservation reservation. The FY2026 CPA revenues are \$1,859,280 and the CPC undesignated reserve fund is just under \$1M.

Members inquired about funds being spent on the Gerow property and its relation to the Warner's Pond investigation.

3: Close the Finance Committee Annual Public Hearing – With no further testimony, comment, or public input, Ms. Briggs moved to close the public hearing and Ms. Ortnier seconded the motion. The vote was unanimous to close the public hearing at 9:01 p.m.

4: Finance Committee Meeting: Chair Dahlberg reconvened the Finance Committee at 9:06 p.m. to consider and vote on the Articles presented.

Article 17, Minuteman Regional Technical School District Budget – The Committee had no further discussion. Ms. Briggs moved and Ms. Ortnier seconded a motion for Affirmative Action on the Article. The Finance Committee voted unanimously to recommend Affirmative Action of this Article. The motion passed.

Article 22, Retirement Board Stipend - The Committee raised concerns about setting a precedent of paying committee members for their volunteer service to the Town, the merits of the pay, the timing, and providing a stipend even though all service-related costs are reimbursed. Other Committee members noted that these aspects could be outweighed by the recognition of the responsibilities of the Board, the stipend is authorized by the Legislature, the funds are paid from the Retirement Fund and not the Town’s General Fund, and the Board has difficulty in attracting qualified candidates for membership. Furthermore, the Retirement Board is the only Town committee in which members must be bonded, achieve mandatory training credits annually, and disclose their personal finances. Additionally, nearly three-quarters of the Massachusetts retirement systems provide a stipend to their board members.

Mr. Rodriguez moved and Mr. Guarriello seconded a motion for Affirmative Action on the Article. Vote: 9 yes, 3 no, 1 abstention. The motion passed.

Article 23, Acceptance of the HERO Act – Committee members discussed the number of eligible veterans, the amount of the overlay account, the minimal impact, and ways to honor veterans.

Ms. Briggs moved and Ms. Wasoff seconded a motion for Affirmative Action on the Article. The Finance Committee voted unanimously to recommend Affirmative Action of this Article. The motion passed.

Article 25, Transfer of Peabody School and Appropriate Funds – Though we need to protect assets of the Town, Committee members expressed strong concerns and frustration about the delay in dealing with Peabody and the lack of clarity. This will be an open-ended responsibility caused by the undue delay. Several members opined that the Town should sell the Peabody properties and use the funds to buy down the Town’s debt balance. Others suggested we recommend approval of the transfer of the land but not the funding of the carrying costs. Still others observed that the fields are popular and heavily used, and that paying some to keep the property safe while the Town land use committee and the Select Board determine Peabody’s fate is the better approach.

Ms. Briggs moved and Mr. Rodriguez seconded a motion for Affirmative Action on the Article. Vote: 7 yes, 4 no, 2 abstentions. The motion passed.

Article 29, Feasibility of Acquiring 2229 Main Street (NMI Starmet Site) – There was no discussion and no vote on this Article as we have been informed that no motion is intended to be made on this Article.

Article 32, Betterments for Temporary Improvements to a Private Way - Darton and Dover Streets – Chair Dahlberg noted that discussion on this Article will be deferred to Town Meeting for further clarification of the Article.

Article 33, MCI Concord - Planning – Chair Dahlberg noted that discussion on this article will be deferred to the May 1 FinCom public hearing due to finalizing of the Article.

Article 47, Community Preservation Recommendation Appropriations – Committee members praised the CPC’s efforts on this year’s applications.

Ms. Briggs moved and Ms. Ortner seconded a motion for Affirmative Action on the Article. The Finance Committee voted unanimously to recommend Affirmative Action of this Article. This motion passed.

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

6: Minutes: Ms. Ortner moved and Mr. Guarriello seconded approval of the minutes as presented for the March 27, 2025, Finance Committee meeting. Vote: 13 aye, 0 nay, 0 abstained.

7: Adjournment of Finance Committee meeting: The next FinCom meetings are April 15 (Schools and Town budgets), April 24 (regular meeting), May 1 (Enterprise funds hearing) and May 22, 2025 (regular meeting). Chair Dahlberg adjourned this meeting at 9:56 p.m.

YouTube: Ctrl+Click to follow link: [April 10, 2025 Finance Committee Public Hearing and Meeting video](#)

Meeting Documents Link: [April 10, 2025 Finance Committee Public Hearing and Meeting packet](#)



Concord Finance Committee
AGENDA ACTION REQUEST

April 24, 2025

4

Liaison Updates

Finance Committee liaisons to provide updates

Requested by: FC Chair

Action Sought: to provide update

Proposed Motion(s)

None anticipated.

Additional Information

Attached is the Concord Finance Committee Liaison Report for the meeting on Thursday, April 24, 2025.

Board Action

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

Concord Finance Committee Liaison Report

For.meeting.on.Thursday?April.80?8680NLast.updated.by.Eric.Dahlberg?0-88

Note: All updates below courtesy of Karlen Reed.

Public Works Commission – 4.9.25 meeting. The Public Works Commission (PWC) conducted a public hearing on Warrant Article 32, Temporary Repair of Privat Way – Dover & Darton Streets. Director Alan Cathcart noted that this is a complex matter because the area affected, near White Pond, does not have a homeowner’s association which would take the lead in negotiating and paying for the betterment (costs) involved in making street repairs along these private ways (these are not public roads). Some of the abutters put together a stormwater / flooding remediation plan that would cost about \$88K to ease chronic flooding in this area. The Public Works Department reviewed this plan and estimated it would cost \$350K to solve the flooding problem permanently, and observed that there are 13 abutters who may be the appropriate land owners who should reimburse the Town through a betterment / lien repayment system. Subsequent statements and research showed, however, that the problem is more widespread and more landowners may need to be involved as the stormwater drains from a large area. The PWC continued this public hearing to their May 14, 2025 meeting to further consider whether the existing Warrant Article can go forward at this time.

Warner’s Pond Task Force – Public Forum – 4.4.25 forum. The Task Force convened a two-hour public forum in the Town House that was very well attended. The Task Force provided an overview of the meeting, a brief history of Warner’s Pond, and the progress of the Task Force. Then, representatives from each of the three alternatives (dredging, dam removal, and recurring management) presented their analyses, rationale and benefits, risks and uncertainties, and the costs of the alternatives, which range from \$120K to \$12M. There was a lengthy Q&A session for public input after each alternative was presented. This task force is a subcommittee of the Natural Resources Commission, who will decide whether to move forward on any recommendation presented by the Task Force.

Concord Middle School Building Committee – 4.3.25 meeting. The Committee approved a drop in the retainage hold from \$4.1M of contract to \$2.2M contract – to pay the CTA contractors; some is held back to complete the final punch list of completion (landscaping, painting, etc., competing Phase I by April vacation week). The project managers (Hill) still need to complete the permanent septic, auditorium finish, and Sanborn demolition. Expected remaining hard contingency is \$1.89M (which includes ACM removal, below), and soft contingency is \$552K.

The main focus of the meeting was the asbestos abatement plan for the Sanborn demolition, which is a significant change order (\$485K). The Committee approved payment not to exceed \$485K. Asbestos-containing material (ACM) was found in the exterior wall around the base and the upper wall of the Sanborn building, and Hill’s proposal was to remove the entire brick façade as ACM. The demo debris would be separated and shipped off. Part of the \$485K is the actual disposal cost: \$367,684, \$260/ton = 1,414 tons of material containing asbestos; will take about 7 days. This process has Dept. of Eviron. Protection permit approval. Hill has already removed the roof and checked the basement and interior areas, and they are not expecting any other surprises in the demolition of Sanborn. Other options considered would cost about the same but delay the completion schedule.



Concord Finance Committee
AGENDA ACTION REQUEST

April 24, 2025

5

2025 Annual Town Meeting

Discuss the FY26 Finance Committee Report

Requested by: FC Chair

Action Sought: Discussion

Proposed Motion(s)

Discussion Dependent

Additional Information

The Finance Committee will be reviewing section drafts/outlines and assignment of warrant article recommendation write-ups.

Board Action

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



Concord Finance Committee
AGENDA ACTION REQUEST

April 24, 2025

6

2025 Annual Town Meeting

Discuss and Vote on Warrant Articles from Public Hearing #2

Requested by: FC Chair

Action Sought: Seek Approval

Proposed Motion(s)

Discussion Dependent

Additional Information

Discuss and Potentially Vote on the Following Articles:

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

Board Action

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



ARTICLE 3: MEETING PROCEDURE

Article 3: Meeting Procedure

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



ARTICLE 3: MEETING PROCEDURE

Article 3: Meeting Procedure

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

ARTICLE 3: MEETING PROCEDURE



Article 3: Meeting Procedure

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

ARTICLE 3: MEETING PROCEDURE



Article 3: Meeting Procedure

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

ARTICLE 3: MEETING PROCEDURE



Article 3: Meeting Procedure

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



ARTICLE 3: MEETING PROCEDURE

Article 3: Meeting Procedure

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



ARTICLE 6: FY25 Budget Line-Item Adjustment

Article 6: FY25 Budget Line-Item Adjustment

Select Board moves: no motion anticipated.



Manner of Appropriation

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

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



FY25 Line-Item Adjustment

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



What happens if adjustment isn't approved?

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



ARTICLE 6: FY25 Budget Line-Item Adjustment

Article 6: FY25 Budget Line-Item Adjustment

Select Board moves: no motion anticipated.

From: [Kerry Lafleur](#)
To: [Anthony Ansaldo](#)
Cc: [Zachary Lamoureux](#); [Kerry Lafleur](#)
Subject: RE: Article 7 - Town Budget
Date: Friday, April 18, 2025 10:56:45 AM
Attachments: [Final FY26 General Fund Budget Recommendation 03.11.25.pdf](#)
[FY25 Accomplishments - Economic Vitality .msg](#)

Anthony-

The first attachment is the statement I have previously issued on the FY26 staffing changes.

As for the EVT function, I'll offer several; sources of information:

- Attached email from Megan with information that was supposed to be included in the budget book relative to accomplishments
- Tourism Market Analysis, 2022:
<https://concordma.gov/DocumentCenter/View/36823/Tourism-Market-Analysis-DRAFT?bidId=>, and Tourism Marketing Plan, 2023:
<https://concordma.gov/DocumentCenter/View/50652/Concord-Tourism-Marketing-Plan-2023-?bidId=>
- Concord's Agricultural Business Landscape, 2024:
<https://concordma.gov/DocumentCenter/View/50649/Concord-Farm-Study-2024-?bidId=>
- Webpage: <https://concordma.gov/3687/Economic-Vitality-and-Tourism>

Kerry

From: Anthony Ansaldo <aansaldi@concordma.gov>
Sent: Friday, April 18, 2025 9:38 AM
To: Kerry Lafleur <klafleur@concordma.gov>
Cc: Zachary Lamoureux <zlamoureux@concordma.gov>
Subject: Article 7 - Town Budget

Kerry,

The Finance Committee has requested follow-up information for their meeting on April 25th for which they will be taking up all of the financial articles and giving their recommendations. They had the following questions:

Article 7. FY26 Town Budget

- Can you confirm the amount of the PEG access fund transfer? FY26 budget book shows \$613K. (Note: Karten has already followed up on this question with Anthony). I will take care of this today.

- Can you provide more details on the 4.74 reduction in FTEs? Were these resources transferred to other entities within town government?
- What is the return on investment for the Economic Vitality Manager role?

As you know, I will not be present at their meeting on April 24th and I am planning on including responses to these questions in their packet, which I plan to send out by the end of day on Tuesday, April 22nd. I am hoping to include your response in the packet.

Thank you,
Anthony

Anthony M. Ansaldi, Jr.
Chief Financial Officer
Town of Concord
22 Monument Square
Concord, MA 01742
978-318-3095

Please be advised that the Massachusetts Attorney General has determined that email is a public record unless the content of the email falls within one of the stated exemptions under the Massachusetts Public Records Laws.

Subject: Final FY26 General Fund Budget Recommendation

After considerable effort, we have finalized the FY26 General Fund Budget recommendation, which I will present to the Select Board on March 24, 2025. This budget meets the Finance Committee’s guideline of +2.85%, allowing for an overall growth of \$933,250.

To achieve this target—while accounting for wage adjustments (including known and estimated settlements for Collective Bargaining Agreements and non-union merit adjustments) and inflationary increases in expenses—we had to reduce approximately \$600,000 from the Level Service Budget request. These reductions break down as follows:

- **\$200,000** from expense reductions
- **\$400,000** from staffing reductions

Staffing Adjustments:

Most staffing reductions will be managed through the elimination of vacant positions or voluntary transfers. However, one proposed reduction affects a currently filled position. The impacted employee has been notified of the impending workforce reduction.

Importantly, there are no further reductions to personnel expenses such as overtime. As a result, I do not anticipate any impact on Fire Department staffing levels ("shift strength") or Library hours, as was previously considered in the first draft of the FY26 budget.

Further details on the personnel and expense reductions will be provided in the upcoming budget presentation. I deeply appreciate the dedication of all who contributed to advancing this balanced budget proposal, particularly our Finance team.

Detail on staffing adjustments:

General Government		
Town Manager's Office	Reassignment of Duties, Sustainability (Deputy/ Mgt. Analyst)	-1.00
Human Resources	Eliminate position	-1.00
Human Resources	Reallocation of Director's activity	-0.25
Information Technology	Review ongoing need for position, Business Analyst	-1.00
Information Technology	Review ongoing need for position, PT GIS (temporary hours)	-0.70
	cost center, net:	-3.95
Human Services		
Senior Services	transfer administrative position to department-wide	-1.00
Human Services	department-wide administrative support	1.00
Human Services	Reallocation of Director's activity	0.25
	cost center, net:	0.25
Public Safety		
Fire	eliminate fractional PT hours	-0.04
	cost center, net:	-0.04
Public Works		
Public Works Administration	reassignment of duties to Enterprise, in-process during FY25	-1.00
Park & Tree	reassignment from Parks & Playgrounds	1.00
Facilities	reassignment from Parks & Playgrounds	1.00
Parks & Playgrounds	reassignment of staff	-2.00
	cost center, net:	-1.00
	total adjustment: General Fund	-4.74

From: [Megan Zammuto](#)
To: [Kerry Lafleur](#)
Subject: FY25 Accomplishments - Economic Vitality
Date: Wednesday, April 16, 2025 12:55:01 PM
Attachments: [FY2026 Budget Book - MZ 1.21.25.docx](#)
[image001.png](#)

Hi Kerry – I just realized that the Economic Vitality FY25 Accomplishments didn't make it into the FY25 budget book. I resent it and asked the finance team to update it – much easier to do with this new platform!

I heard the feedback last night and I look forward to working on building out the specific FY26 goals. I wanted to share the below for your reference as it highlights the work of this past year which includes a mix of cultural district vitality improvements, direct business support and development of resources, as well as analysis of development obstacles and recommendations for paths forward – zoning, sewer, etc. Once this is included – I wonder if its worth sharing with the Finance Committee. We can talk more at our next check in, thank you.

Megan J. Zammuto (she/her)
Deputy Town Manager
Town of Concord
22 Monument Square
Concord, MA 01742
978-318-3006
mzammuto@concordma.gov

From: Megan Zammuto
Sent: Wednesday, April 16, 2025 12:45 PM
To: Anthony Ansaldi <aansaldi@concordma.gov>
Cc: Zachary Lamoureux <zlamoureux@concordma.gov>
Subject: FW: Missing Budget Book Material

Hi Anthony – I was reviewing the online budget book and noticed that the Fy25 Economic Vitality Accomplishments didn't make it in. They can be found in the attached word document and below, thank you.

FY 25 Accomplishments
Economic Vitality

- Age-Friendly Business Initiative to expand accessibility and inclusion within Concord's business districts with particular attention to the needs of older residents and visitors. Project to support individual businesses, nonprofits, and other public facing spaces to make their establishment more accessible to older adults, to share the best practices of Concord's venues as a model for others through the creation of a Age-Friendly Business

Strategies Toolkit, and build cross-sector relationships between businesses, Town staff, Senior Center, and town committees such as the Disabilities Commission and Council on Aging.

- a. Secured grant award from the Massachusetts Community Compact to fund the program.
 - b. Contracted with Metropolitan Area Planning Council (MAPC) for technical support.
 - c. Outreach to resident focus groups, social service organizations and town committees to inform the program design.
 - d. Hosted workshop training with older residents to serve as Age-Friendly Business Ambassadors.
 - e. Survey of older residents and visitors. Key findings:
 - i. Roughly 15% of respondents aged between 60 and 90 are visiting Concord business daily, demonstrating the social as well as economic relationship with local businesses.
 - ii. Providing more benches and age-friendly seating as the most requested improvement from all respondents.
 - f. Age-Friendly Business Check-list developed and tested with two businesses.
 - g. Work to continue in early 2025 with one-on-one meetings with local businesses and completion of the Age-Friendly Business Toolkit.
- Public Art to build capacity and equity in the commission of public art as a tool of creative placemaking and economic vitality
 - a. Freedom's Silhouette
 - i. Artwork installed in Monument Square
 1. The new work of public art by Liz Helfer installed in Monument Square in September, 2024. Artwork selection informed by a Steering Group and a public presentation by three finalists.
 2. Funded by the New England Foundation for the Arts and Metropolitan Area Planning Council
 - ii. Activation Projects executed by the artwork in Monument Square
 1. Facilitated funding by the Massachusetts Cultural Council through the Concord Center Cultural District
 2. Wright Tavern Pub Choir – over 100 people joined a community sing and reception
 3. Robbins House Artmaking – Two gatherings led children in collective artmaking, learning about Concord's civil rights leader Ellen Garrison and understanding the role of the "upstander"
 4. Terry Borderline and the Suns – Concert and community conversation about racial justice
 5. Day-long Workshop led by Cate McQuaid and Madeleine Eno
 - iii. Video Shorts by Megan Carroll is dramatized educational programs for youth about Ellen

Garrison, Henry David Thoreau and the theme of freedom.

- b. Public Art Process developed to facilitate municipal reviews of creative initiatives on town property.
 - i. Procurement and town approval process developed and detailed to facilitate future art commissions.
 - ii. Facilitated work of the West Concord Junction Cultural District Committee in three projects:
 - 1. *West Concord Poetry Phone* installed beside the Bruce Freeman Rail Trail in May 2024 with rotating curation of audio recordings of works by local poets.
 - 2. *Out of the Box* commissioned local artists for their first public projects to creatively decorate three traffic signal switchboxes in West Concord in July.
 - 3. *West Concord Art Loop* launches their Call for Art in December for a series of more than 100 sidewalk decals to be installed through the summer of 2025.
 - iii. Facilitated the work of the 250th Committee:
 - 1. Creative wayfinding map designed by Steve Bermundo installed in front of the Visitor Center in October 2024.
- Benches Project
 - a. Secured funding from the Mass Office of Travel and Tourism to install age-friendly benches to support pedestrian movement in and around Concord Center
 - b. Facilitated approvals and contracting for installation in Spring, 2025.
 - c. Identified sites for additional seating should resources become available.
- Concord Center Streetscape and Roadway Improvements
 - a. Construction to improve pedestrian safety, upgrade infrastructure and resurface roadways brought a fresh and welcomed new streetscape.
 - b. With other town staff, frequent communication helped minimize negative impacts.
 - Concord's Agricultural Business Landscape
 - a. Assisted by summer college intern Zacharian Elmasri, a profile of Concord's farms and agricultural resources.
 - b. 10% of land in Concord is engaged in commercial farming, dwarfing the 3% of land otherwise zoned for business uses.
 - c. Study highlights:
 - i. Long standing efforts to protect land for agriculture have been vital to continuation of Concord farms
 - ii. Farm stands are a potential centerpiece for agritourism.
 - iii. Instituting the protection of farmsteads (housing and the structures for a base of operations) is critical if Concord for farms to remain centered in Concord and to weather generational changes.
- Business Inventory
 - a. Through Concord's Senior Work Program assistance was secured to execute the annual

inventory.

- Sewer Improvement Fee Study
 - a. Analysis completed and presented to Concord's Water & Sewer Division and Economic Vitality Committee.
 - b. Study highlights:
 - i. High fees reflect the underlying challenge of Concord's wastewater capacity.
 - ii. Very small food businesses are assessed fees out of scale with their business and actual water usage. Inviting these users to use the Public Works Commission's option to pay for actual versus estimated use would realign the fees of these customers and open up small retail spaces to a wider variety of potential tenants.
- Zoning Policy
 - a. Working with the Economic Vitality Committee and Planning Board identified two key areas to address.
 - i. Advanced warrant article to remove requirements for new parking for changes of allowable uses within existing properties of businesses districts.
 - ii. Advanced warrant article to allow retail as an accessory use in industrial zones.
- Web portal: Completed new section on the Town of Concord website to provide a singular gateway to resources for businesses.
- Email Newsletter: Launched in May with monthly mailings. Content is business focused while accessible and of interest to a general audience. Includes updates on business assistance programs, local business news, relevant regulatory and legislative updates, commercial real estate highlights, and topics of interest. Ended the year with 612 subscribers and an open rate of 57% which is 40% greater than peers' average.
- One-on-one assistance was provided to 23 business and commercial property owners.
- Communication maintained regularly with the Concord Business Partnership, Concord Chamber of Commerce, as well as Concord250 Committees.
- Cultural Sector
 - Concord Center Cultural District: Facilitated oversight of this designation through the Mass Cultural Council to the Concord Cultural Council. Working with town committees and Select Board, supported development of a new charge and technical assistance to committee members.
- Food Safety Program
 - With ARPA funding and in partnership with the Health Division advanced Food Safety Program that includes training and equipment grants for agricultural producers (particular farm stands) and for businesses and organizations doing mobile food vending at events. Program launched in 2024 with grants and training to be executed first quarter of 2025.
- Economic Development Expertise
 - Concord MCI Redevelopment: Ongoing resource to the Select Board, Town Manager and

MCI-Concord Advisory Board regarding the future development of the site.

- Regional and State Partners: Maintained regular communication with relevant networks such as the MAGIC team of the Metropolitan Area Planning Council.

Megan J. Zammuto (she/her)

Deputy Town Manager

Town of Concord

22 Monument Square

Concord, MA 01742

978-318-3006

mzammuto@concordma.gov

From: Megan Zammuto

Sent: Tuesday, February 25, 2025 3:50 PM

To: Anthony Ansaldi <aansaldi@concordma.gov>

Cc: Kerry Lafleur <klafleur@concordma.gov>; Alyssa Sandoval <asandoval@concordma.gov>; Zachary Lamoureux <zlamoureux@concordma.gov>; Beth Williams <bwilliams@concordma.gov>

Subject: RE: Missing Budget Book Material

Hi Anthony – For Tourism – I included one chart about the bike share in the attached submission. If we want to add another we can include the attached image on web traffic as a data point.

Will follow up separately on the EV items, thank you.

Megan J. Zammuto (she/her)

Deputy Town Manager

Town of Concord

22 Monument Square

Concord, MA 01742

978-318-3006

mzammuto@concordma.gov

From: Beth Williams <bwilliams@concordma.gov>

Sent: Wednesday, February 19, 2025 3:21 PM

To: Mimi Graney <MGraney@concordma.gov>; Anthony Ansaldi <aansaldi@concordma.gov>

Cc: Kerry Lafleur <klafleur@concordma.gov>; Alyssa Sandoval <asandoval@concordma.gov>; Zachary Lamoureux <zlamoureux@concordma.gov>; Megan Zammuto <mzammuto@concordma.gov>
Subject: RE: Missing Budget Book Material

Thank you!

I did the same as Mimi. She's out this week but happy to circle back.

I don't break my workload up so may need to reach out to Zach and Megan for help,

Beth

Beth Williams
Tourism Manager
58 Main Street
Concord MA 01742
978-287-1064
cell 978-831-3056
bwilliams@concordma.gov
www.visitconcord.org

From: Mimi Graney <MGraney@concordma.gov>
Sent: Wednesday, February 19, 2025 3:15 PM
To: Anthony Ansaldi <aansaldi@concordma.gov>; Beth Williams <bwilliams@concordma.gov>
Cc: Kerry Lafleur <klafleur@concordma.gov>; Alyssa Sandoval <asandoval@concordma.gov>; Zachary Lamoureux <zlamoureux@concordma.gov>
Subject: Re: Missing Budget Book Material

Anthony --

Can you please forward the email that I can reference to respond with the materials needed?

I'd submitted my items for the budget book with a review from Megan so will want to keep her in the loop.

- Mimi

Mimi Graney (she/her)

Economic Vitality Manager

Town of Concord

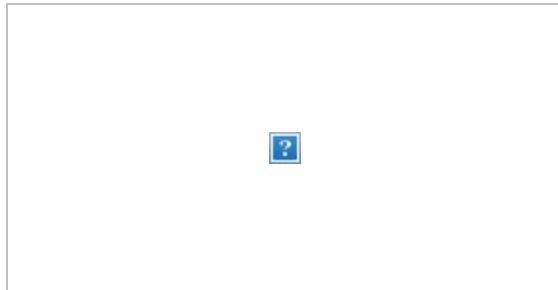
22 Monument Square

Concord MA 01742

978-318-3007

mgraney@concordma.gov

[Sign up for Concord's Economic Vitality Newsletter](#)



[Visit Concord, Massachusetts:](#) Located only 20 miles from Boston, Concord, MA, is the perfect place to visit for invigorating historical tours and sites, recreational activities, and enriching arts.

From: Anthony Ansaldi <aansaldi@concordma.gov>

Sent: Wednesday, February 19, 2025 3:00 PM

To: Mimi Graney <MGraney@concordma.gov>; Beth Williams <bwilliams@concordma.gov>

Cc: Kerry Lafleur <klafleur@concordma.gov>; Alyssa Sandoval <asandoval@concordma.gov>;

Zachary Lamoureux <zlamoureux@concordma.gov>

Subject: FW: Missing Budget Book Material

Mimi/Beth,

It has been brought to my attention that that we are missing:

- Workload/Performance Indicators

I'm not sure if you were forwarded the attached email with instructions on how to complete this task.

I need you to complete this task and return it to Zach and me by Thursday, February 27, 2025.

Thank you,
Anthony

Anthony M. Ansaldi, Jr.
Chief Financial Officer
Town of Concord
22 Monument Square
Concord, MA 01742
978-318-3095

Please be advised that the Massachusetts Attorney General has determined that email is a public record unless the content of the email falls within one of the stated exemptions under the Massachusetts Public Records Laws.

From: Zachary Lamoureux <zlamoureux@concordma.gov>
Sent: Wednesday, February 19, 2025 9:06 AM
To: Anthony Ansaldi <aansaldi@concordma.gov>
Subject: Missing Budget Book Material

Hi Anthony,

Here are the departments that are missing material for the budget book:

Fire, Veterans Services, Human Services Admin, Town Meeting and Reports, and TMO are missing both narratives and org charts.

IT and Public Works are missing their narratives only.

Economic Vitality & Tourism is missing their performance and workload indicators.

Resource Sustainability is missing their overview/mission and workload & performance indicators.

Thanks,

Zachary Lamoureux

Senior Financial Analyst

Town of Concord

22 Monument Square

Concord, MA 01742

978-318-3092



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

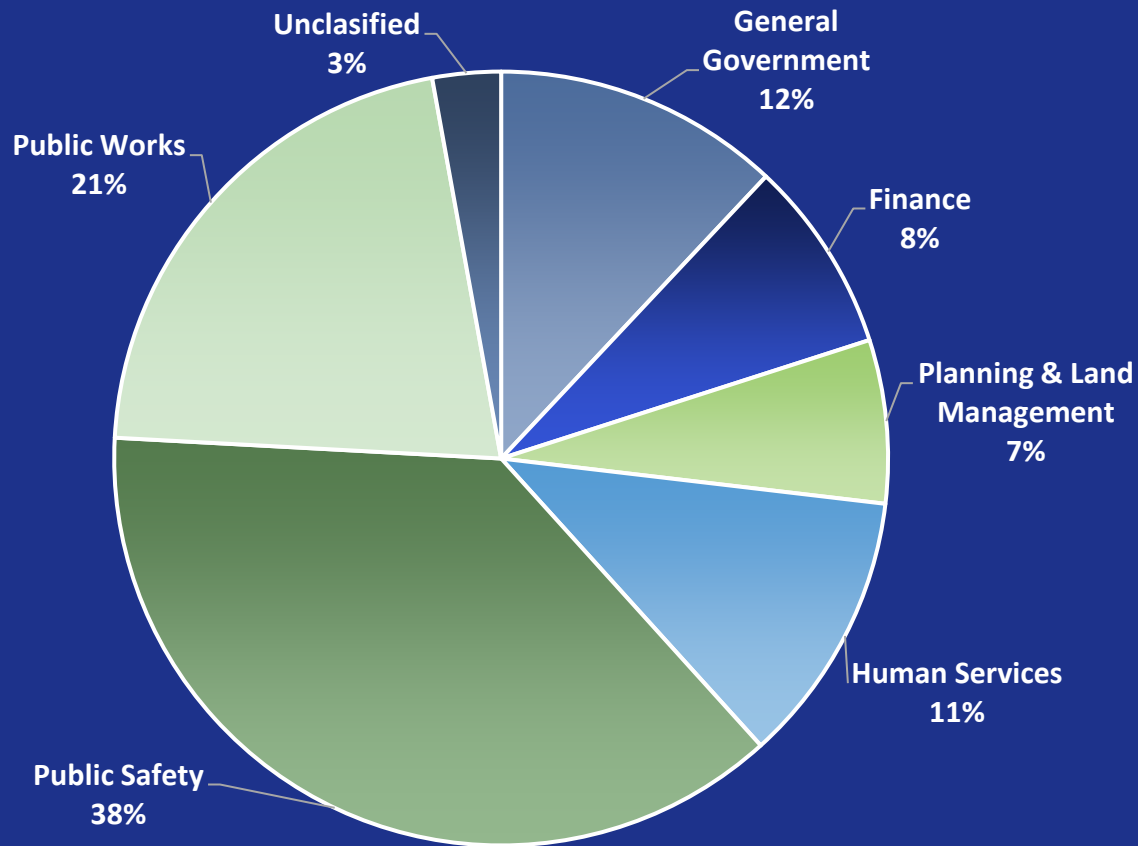
FY26 Level Service: +\$1,500,000

Net Reductions from Level

Service: -\$600,000:

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

Expenses = \$200,000



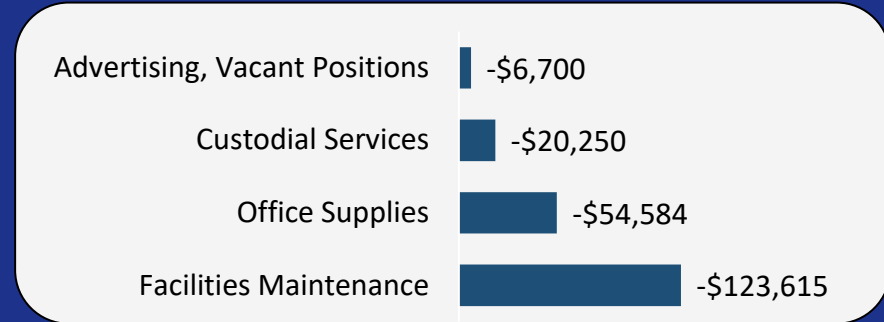
Town Government Operating Budget				
Department	FY25	FY26	FY26 -25 \$ Change	FY26 -25 % Change
General Government	\$ 4,144,519	\$ 4,041,559	\$ (102,960)	-2.48%
Finance	\$ 2,599,727	\$ 2,710,398	\$ 110,671	4.26%
Planning & Land Mgmt	\$ 2,298,834	\$ 2,297,065	\$ (1,769)	-0.08%
Human Services	\$ 3,488,951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

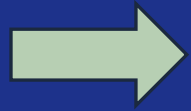
Department	FT Regular	PT Regular	Limited	Temp	Expense	FY26 Total
8: Employee Wellness	\$0	\$0	\$0	\$0	\$25,000	\$25,000
Sub-total:	\$0	\$0	\$0	\$0	\$25,000	\$25,000
9: Reserve Fund	\$0	\$0	\$0	\$0	\$200,000	\$200,000
10: Salary Reserve Fund	\$0	\$0	\$0	\$0	\$737,133	\$737,133
Total: Unclassified	\$0	\$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%

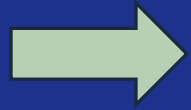
Fixed Cost: Town & School

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

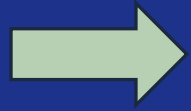
FY26 Summary



+2.85%

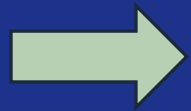


Net Staffing Reductions: -4.74 FTE's



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>



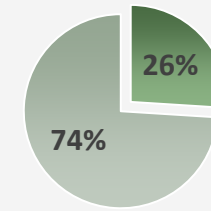
Article 7: Fiscal Year 2026 Town Budget

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

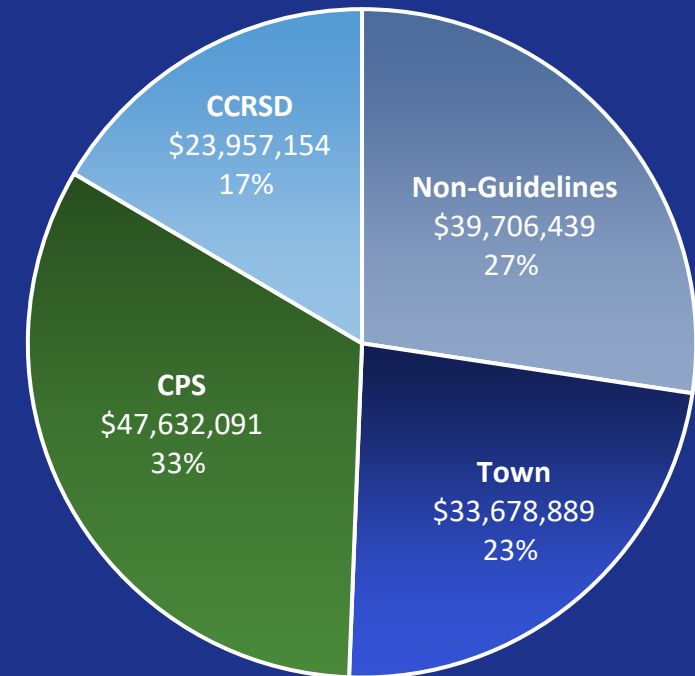


■ With school-aged children: 1,667

■ Without school-aged children: 4,744

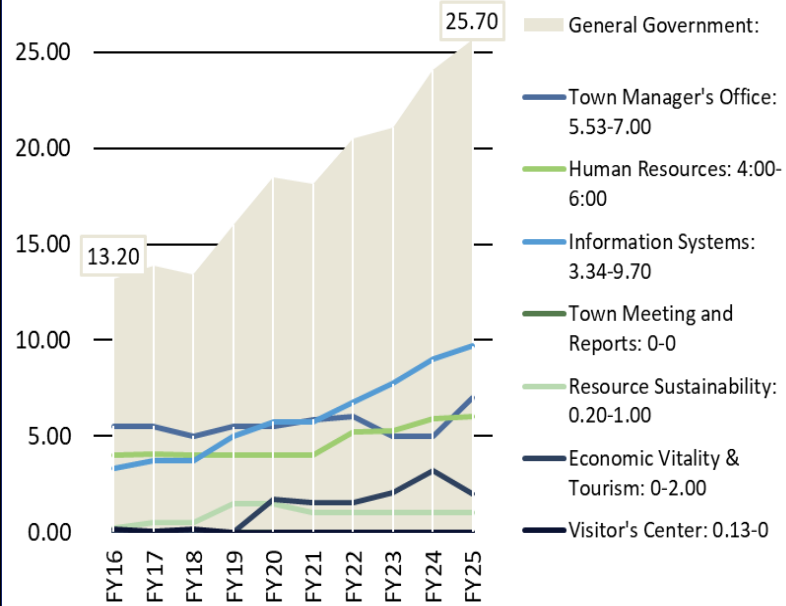
Governmental Cost Center	Total	Percent
Education	\$85,608,012	59.05%
CCRSD + Debt	\$27,050,612	18.66%
CPS + Debt + Tier One Capital	\$56,772,450	39.16%
Minuteman RHS + Debt	\$1,784,950	1.23%
Other Municipal Services	\$40,592,189	28.00%
Town + Debt + Tier One Capital	\$40,592,189	28.00%
Other, inc. Employee 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

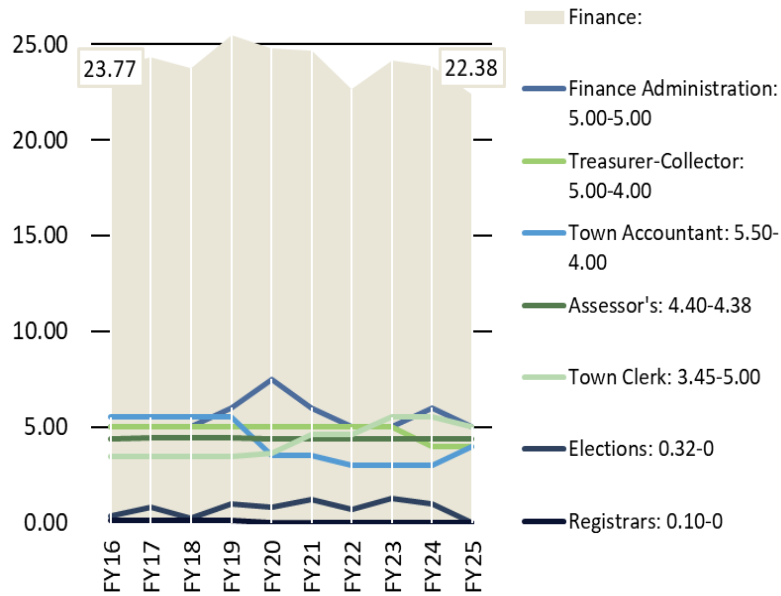
HISTORICAL STAFFING



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

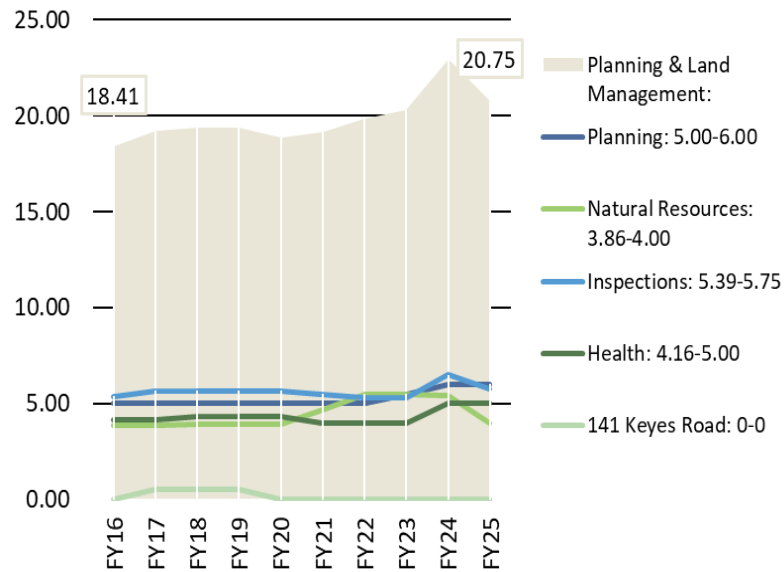
HISTORICAL STAFFING



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

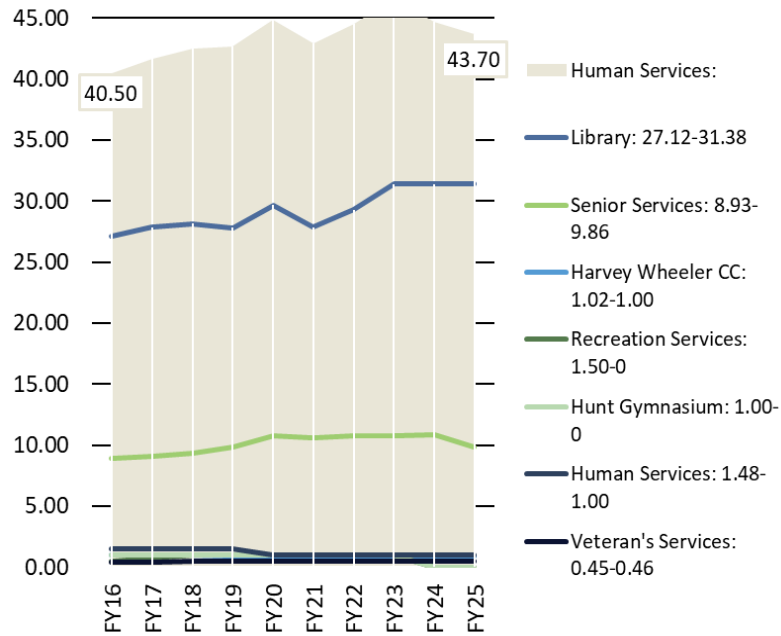


Planning & Land Management (DPLM)

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

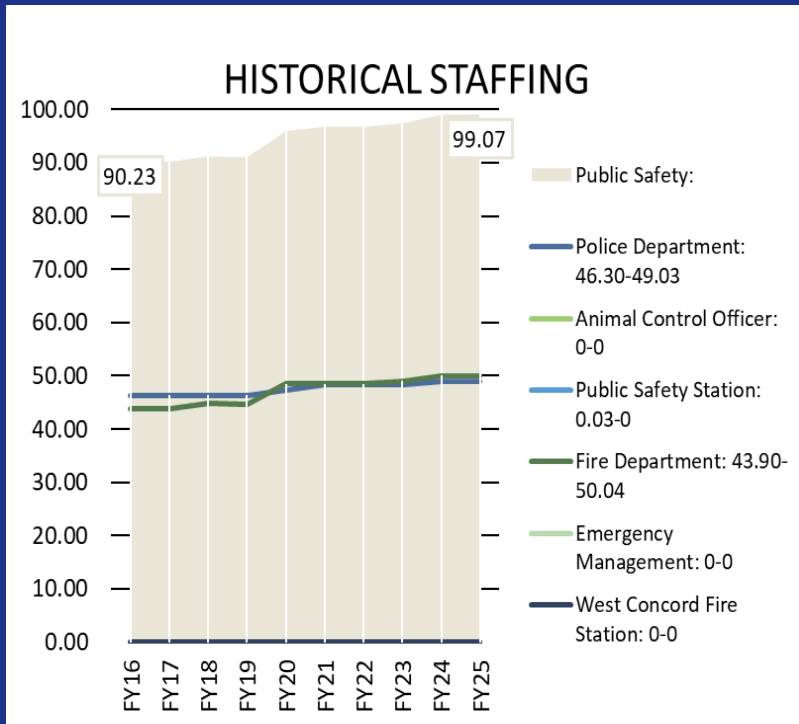
Human Services : 3- Year Historical Perspective

HISTORICAL STAFFING



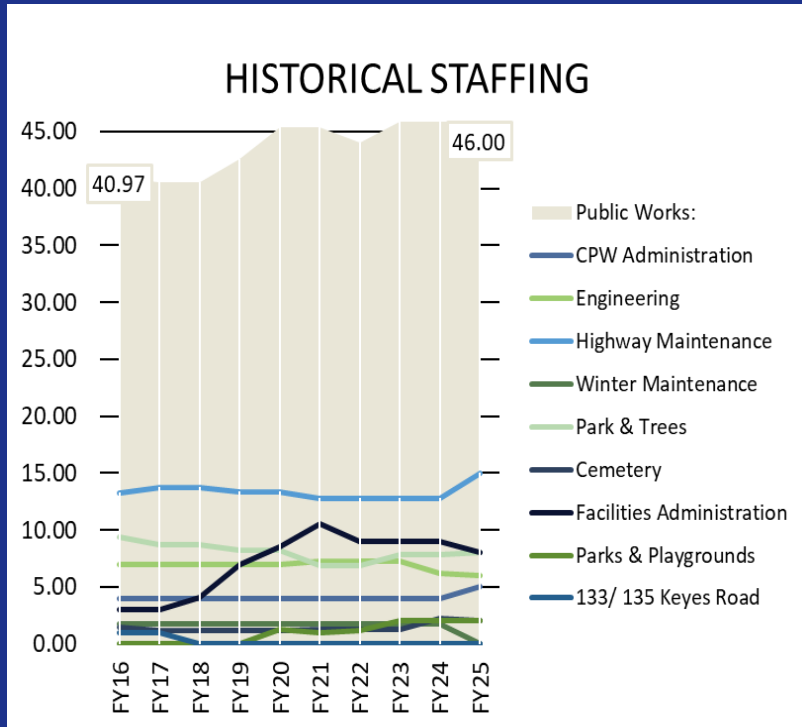
Human Services									
Department	FY24	FY24 FTE	FY25	FY25 FTE	FY26	FY26 FTE	FY26 -25 \$ Change	FY26 -25 % Change	FY26-25 FTE Change
5B1: Senior Services	\$641,337	10.86	\$670,851	9.86	\$669,891	8.86	(\$960)	-0.14%	-1
5B2: Harvey Wheeler Community Cent.	\$64,266	1	\$67,277	1	\$134,807	1	\$67,530	100.38%	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%

From: [Eric Dahlberg](#)
To: [Anthony Ansaldo](#)
Subject: Fwd: Concord road repair warrant
Date: Monday, April 21, 2025 7:03:28 AM

Hi Anthony:

I hope you and your family had a Happy Easter. Can you please include this email in the 4/24 packet as correspondence?

Thank you,
Eric

Begin forwarded message:

From: William Roger Rush <roger.rush@comcast.net>
Date: April 20, 2025 at 7:54:19 AM EDT
To: ericdahlberg@gmail.com
Cc: Mary Hartman <mhartman@concordma.gov>, PaulforSB@gmail.com, Breht Feigh <brehtfeigh@gmail.com>, cmckennitt@concordma.gov
Subject: **Concord road repair warrant**

Hi Eric,

I very much appreciate the efforts you made to understand why there has been deferral on the Town's road repair program and why the tax payers now face another huge warrant article to rectify the situation. The tax payers need answers.

Top of my mind is, what has the vehicle excise taxes been spent on if not on road repairs? The Town managers office needs to explain that in the light of the mushroomed numbers of town staff we have discovered.

I understand the desire for road repairs but are our roads in dire need of such a large investment now. Cannot a more longer term plan be hashed that implements the vehicle excise each year to effect repair to the problem areas in a controlled manner rather than hitting the Town tax payers with another burden? Has anyone ever driven the streets of Boston?

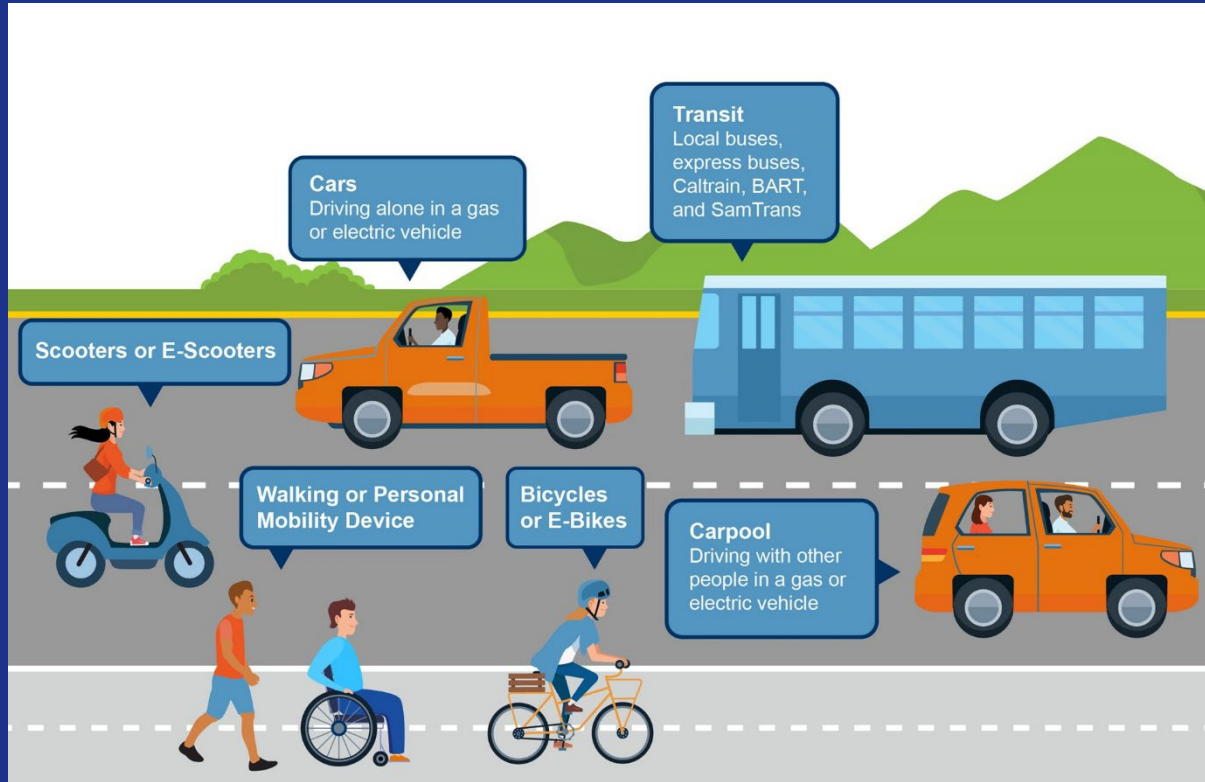
We need tax payers to stand up to this growing burden on our taxes and apparent mismanagement of our tax revenue.

Roger Rush
67 Conant St

ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

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

ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE



ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Reduce “Backlog”

- Pavement Repair Costs Over Ten Years

Advance Safety/Transportation Amenities

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

Invest More Efficiently

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

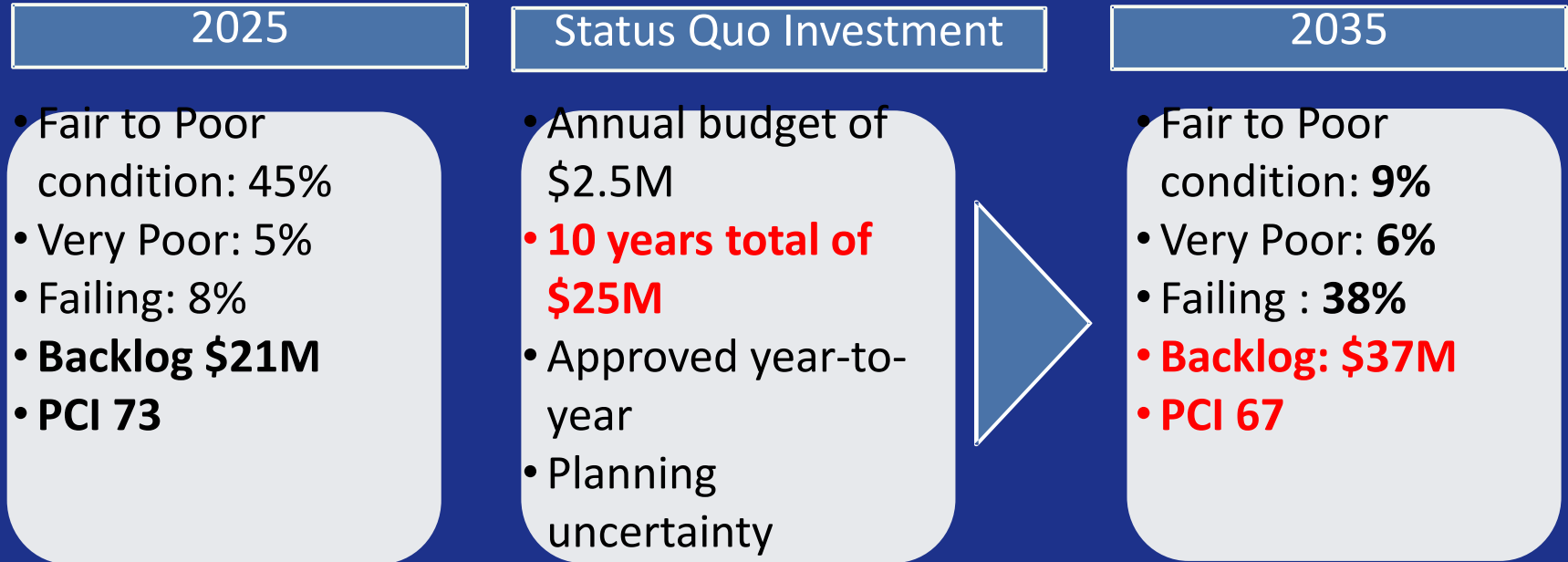
ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Current Roads Conditions

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

ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Concord's Pavement Management Today



ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Current Sidewalk Conditions

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

ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

Accelerated Roads and Sidewalk Investment Strategy

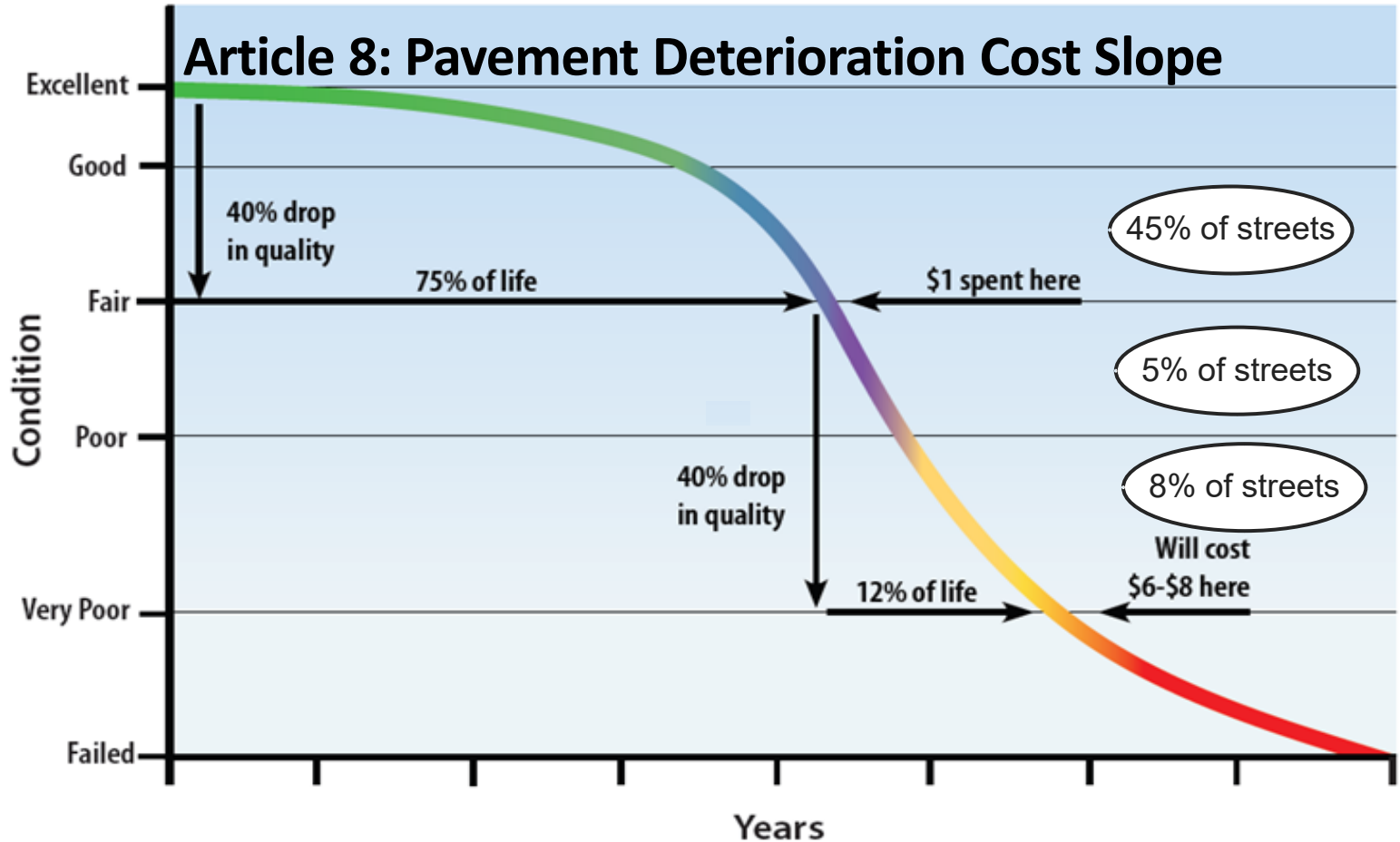
First 5 Years:

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

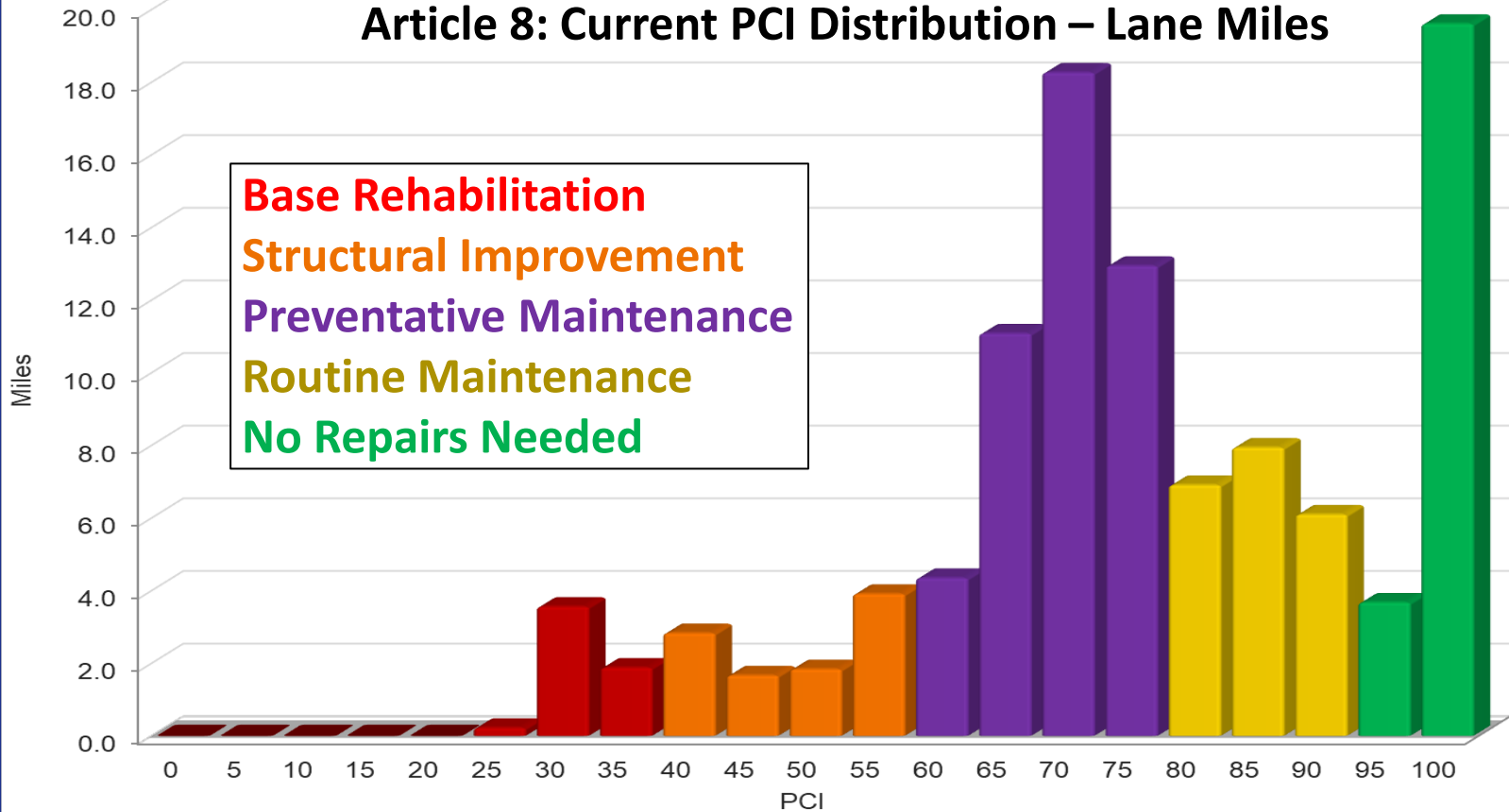
5-10 Years:

- Spending level returns to normalized/sustainable annual spending plan

Article 8: Pavement Deterioration Cost Slope



Article 8: Current PCI Distribution – Lane Miles



Article 8: Suggested Pavement Repair Funding Program

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

Article 8: Suggested Pavement Repair Funding Program

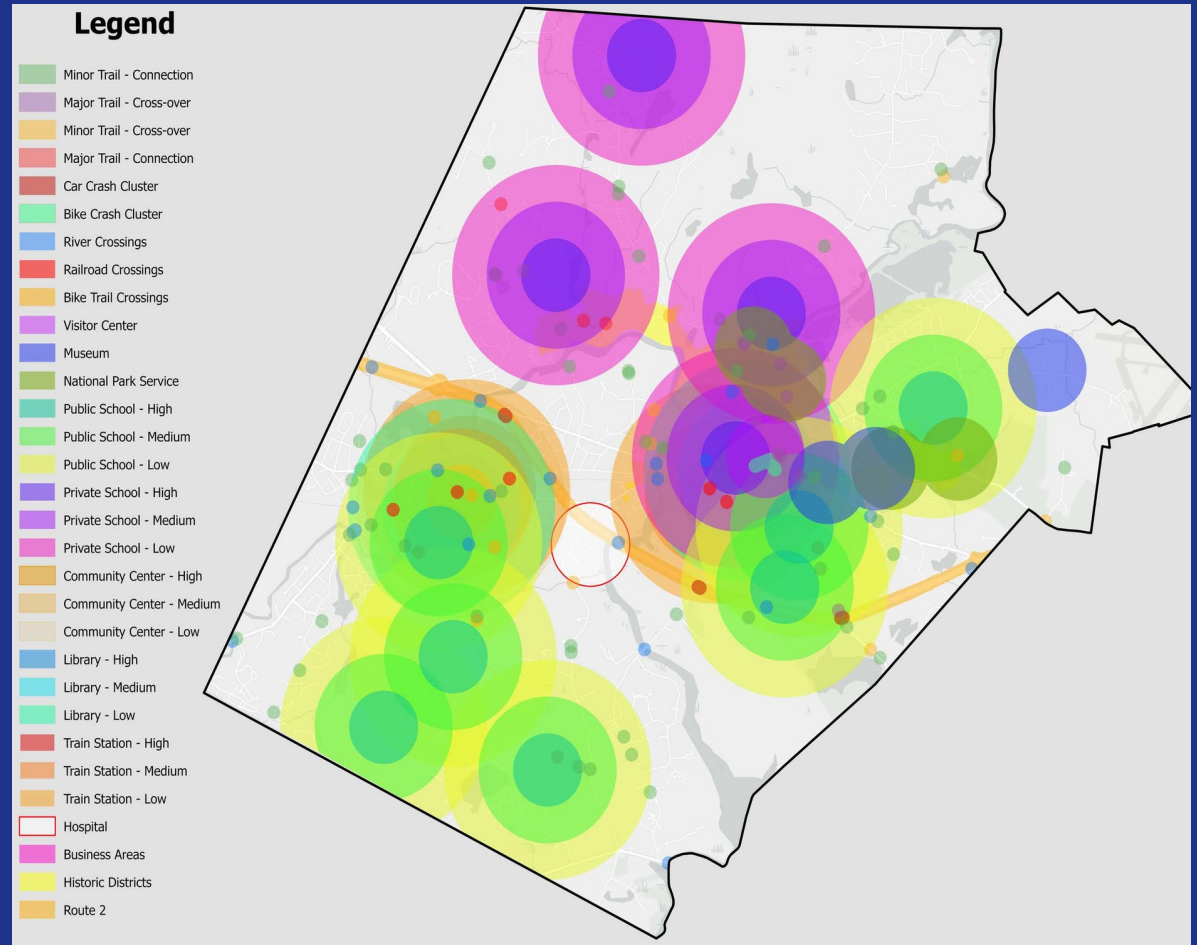
- Increases average roadway network PCI to a higher level 'good' condition index 88-91
- This model better reduces the backlog across all treatment bands
- This model indicates lower annual subsequent long-term run rate cost
- \$19-25M more cost effective
- Allows additional borrowed money to address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

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

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

Article 8: Safety Criteria

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



Article 8: Proposed 5 Year Spend Down

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

Town of Concord, Massachusetts

Existing & Proposed Exempt Debt

Estimated Bond Rate: 3.75%

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

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

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

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

Fiscal Year	page 2						page 3		page 4		page 5		page 6		page 7		Tax Impact of Proposed Debt		Tax Impact of Existing + Proposed Debt	
	(a) Existing Excluded Debt Service	(b) Proposed \$6,250,000 Roads Bonds dated October 1, 2025 (year 1)	(c) Proposed \$6,250,000 Roads Bonds dated October 1, 2026 (year 2)	(d) Proposed \$6,250,000 Roads Bonds dated October 1, 2027 (year 3)	(e) Proposed \$6,250,000 Roads Bonds dated October 1, 2028 (year 4)	(f) Proposed \$2,500,000 Roads Bonds dated October 1, 2029 (year 5)	(g) = (b) + (c) + (d) + (e) + (f) Aggregate Proposed Excluded Debt Service	(h) Residential Tax Impact per \$100,000 of Assessed Value	(i) Tax Impact on Average Home Valued at \$1,477,028	(j) = (a) + (g) Aggregate Existing & Proposed Excluded Debt Service	(k) Residential Tax Impact per \$100,000 of Assessed Value	(l) Tax Impact on Average Home Valued at \$1,477,028								
6/30/2025	\$ 6,490,880	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,490,880	\$ 69.20	\$ 1,022.14									
6/30/2026	7,866,389	117,188	-	-	-	-	1.25	18.45	7,983,576.13	85.12	1,257.20									
6/30/2027	7,433,675	749,531	117,188	-	-	-	9.24	136.48	8,300,393.75	88.49	1,307.09									
6/30/2028	7,351,525	749,469	749,531	117,188	-	-	17.23	254.51	8,967,712.50	95.61	1,412.17									
6/30/2029	6,520,025	748,656	749,469	749,531	117,188	-	25.21	372.40	8,884,868.75	94.73	1,399.13									
6/30/2030	5,869,900	752,000	748,656	749,469	749,531	46,875	32.48	479.75	8,916,431.25	95.06	1,404.10									
6/30/2031	5,844,775	749,500	752,000	748,656	749,469	299,813	35.18	519.57	9,144,212.50	97.49	1,439.97									
6/30/2032	5,814,650	751,156	749,500	748,656	749,500	301,750	35.22	520.14	9,117,712.50	97.21	1,435.79									
6/30/2033	5,784,400	746,969	751,156	749,500	752,000	298,406	35.16	519.35	9,082,431.25	96.83	1,430.24									
6/30/2034	5,753,900	746,938	746,969	751,156	749,500	299,781	35.12	518.77	9,048,243.75	96.47	1,424.86									
6/30/2035	5,727,775	750,875	746,938	746,969	751,156	300,781	35.15	519.14	9,024,493.75	96.21	1,421.12									
6/30/2036	5,700,525	748,781	750,875	746,969	746,938	301,406	35.13	518.87	8,995,493.75	95.91	1,416.55									
6/30/2037	5,672,350	-	748,781	750,875	746,938	296,750	27.12	400.51	8,215,693.75	87.59	1,293.75									
6/30/2038	5,649,775	-	-	750,875	748,781	296,813	19.15	282.90	7,446,243.75	79.39	1,172.58									
6/30/2039	5,622,500	-	-	-	748,781	301,406	11.20	165.38	6,672,687.50	71.14	1,050.77									
6/30/2040	5,602,200	-	-	-	-	300,531	-	47.33	5,902,731.25	62.93	929.52									
6/30/2041	5,582,000	-	-	-	-	-	-	-	5,582,000.00	59.51	879.01									
6/30/2042	5,561,800	-	-	-	-	-	-	-	5,561,800.00	59.30	875.83									
6/30/2043	4,986,400	-	-	-	-	-	-	-	4,986,400.00	53.16	785.22									
6/30/2044	4,982,700	-	-	-	-	-	-	-	4,982,700.00	53.12	784.64									
6/30/2045	4,988,500	-	-	-	-	-	-	-	4,988,500.00	53.18	785.55									
6/30/2046	4,988,300	-	-	-	-	-	-	-	4,988,300.00	53.18	785.52									
6/30/2047	4,987,000	-	-	-	-	-	-	-	4,987,000.00	53.17	785.32									
6/30/2048	4,989,500	-	-	-	-	-	-	-	4,989,500.00	53.20	785.71									
6/30/2049	4,990,300	-	-	-	-	-	-	-	4,990,300.00	53.20	785.84									
6/30/2050	4,984,300	-	-	-	-	-	-	-	4,984,300.00	53.14	784.89									
6/30/2051	2,840,200	-	-	-	-	-	-	-	2,840,200.00	30.28	447.26									
6/30/2052	2,839,200	-	-	-	-	-	-	-	2,839,200.00	30.27	447.10									
6/30/2053	2,839,200	-	-	-	-	-	-	-	2,839,200.00	30.27	447.10									
	<u>\$ 158,264,644</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 7,611,063</u>	<u>\$ 3,044,313</u>			<u>\$ 191,753,206</u>											

Assumptions:

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

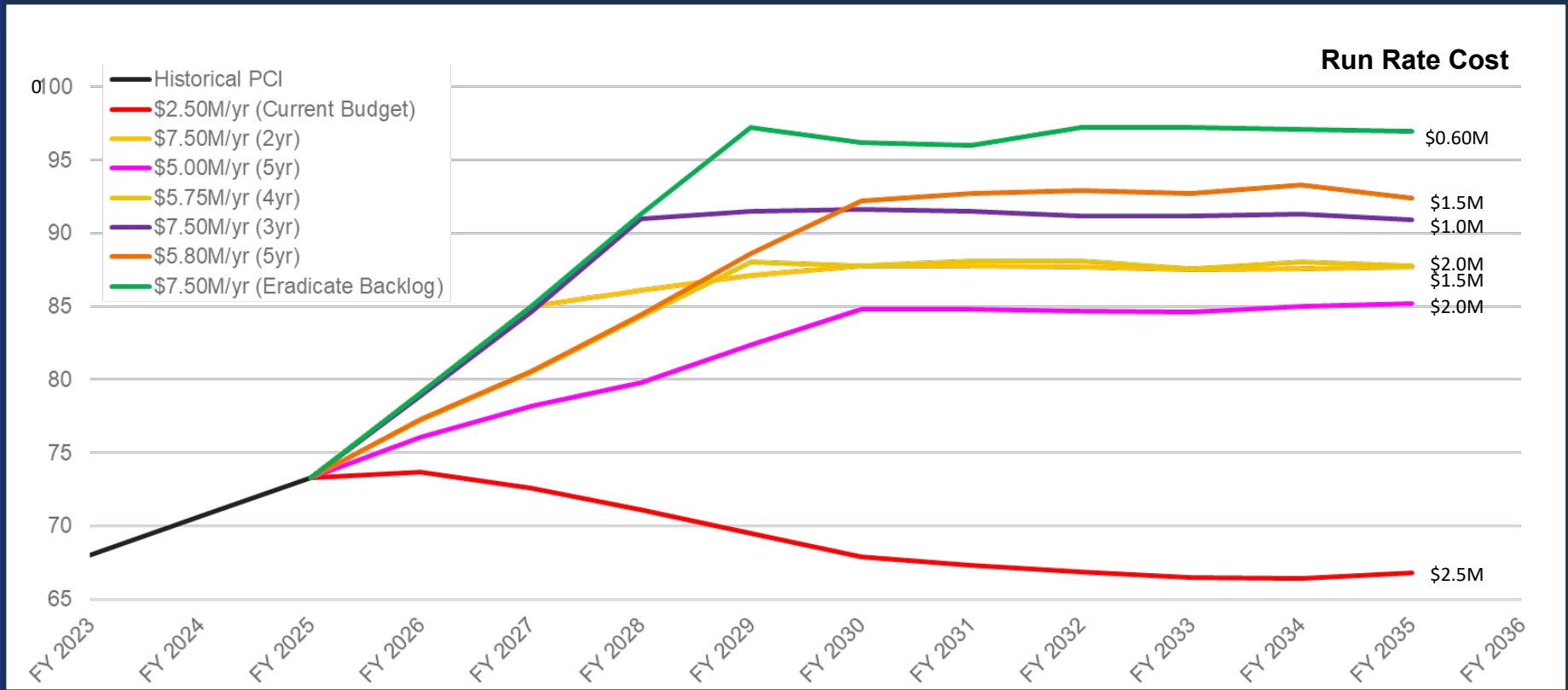
Article 8: The Achievements

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

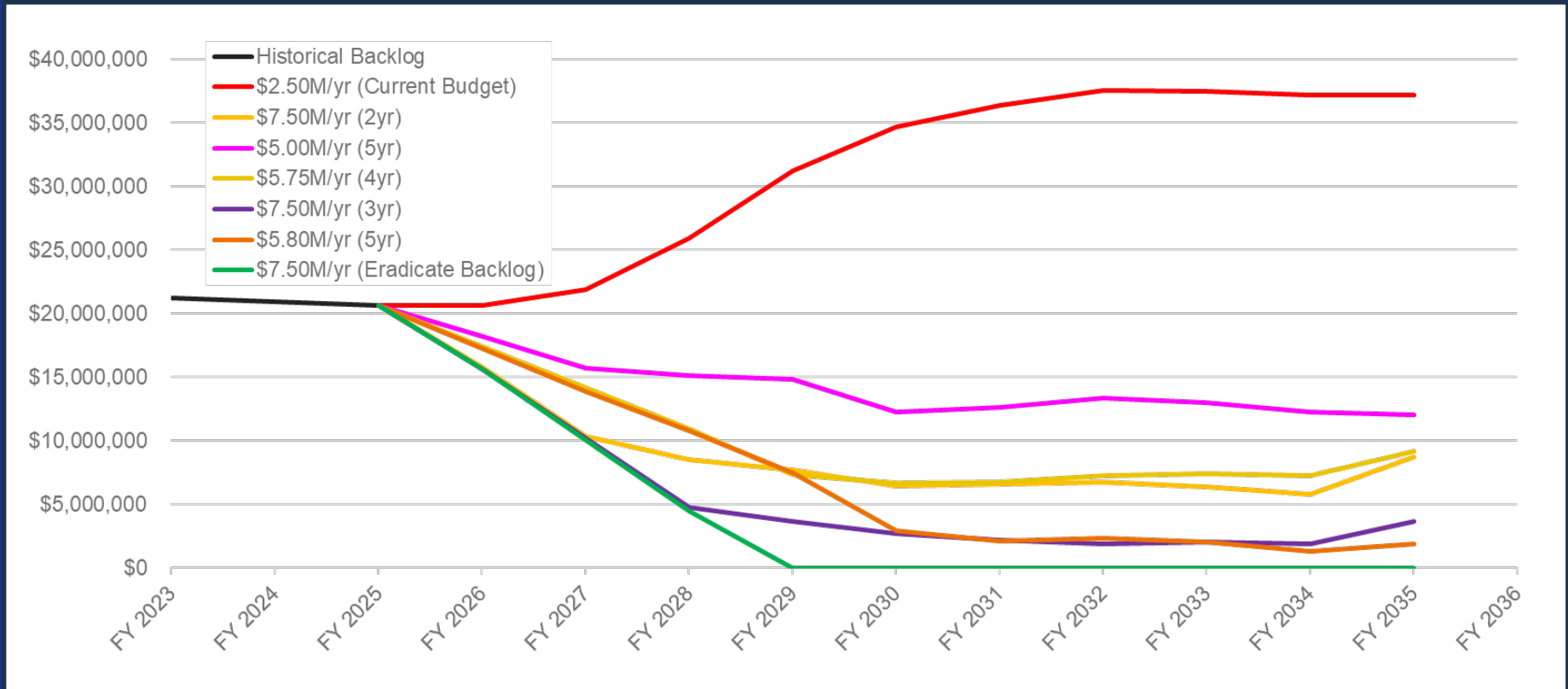
ARTICLE 8. DEBT EXCLUSION FOR ROAD MAINTENANCE

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

Article 8: PCI Projections for Budget Options



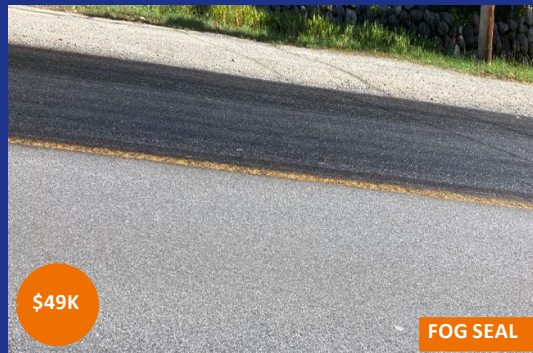
Article 8: Backlog Projections for Budget Options



Article 8: Pavement Condition Examples



Article 8: Pavement Treatments & Cost per Lane Mile



Article 8: Prioritization Criteria

Condition Score

- Road Pavement Condition Score

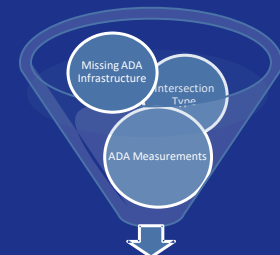
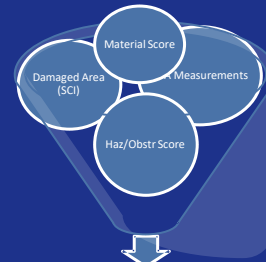
- Sidewalk Severity Score
- Total Safety Intersection Score

Activity Score

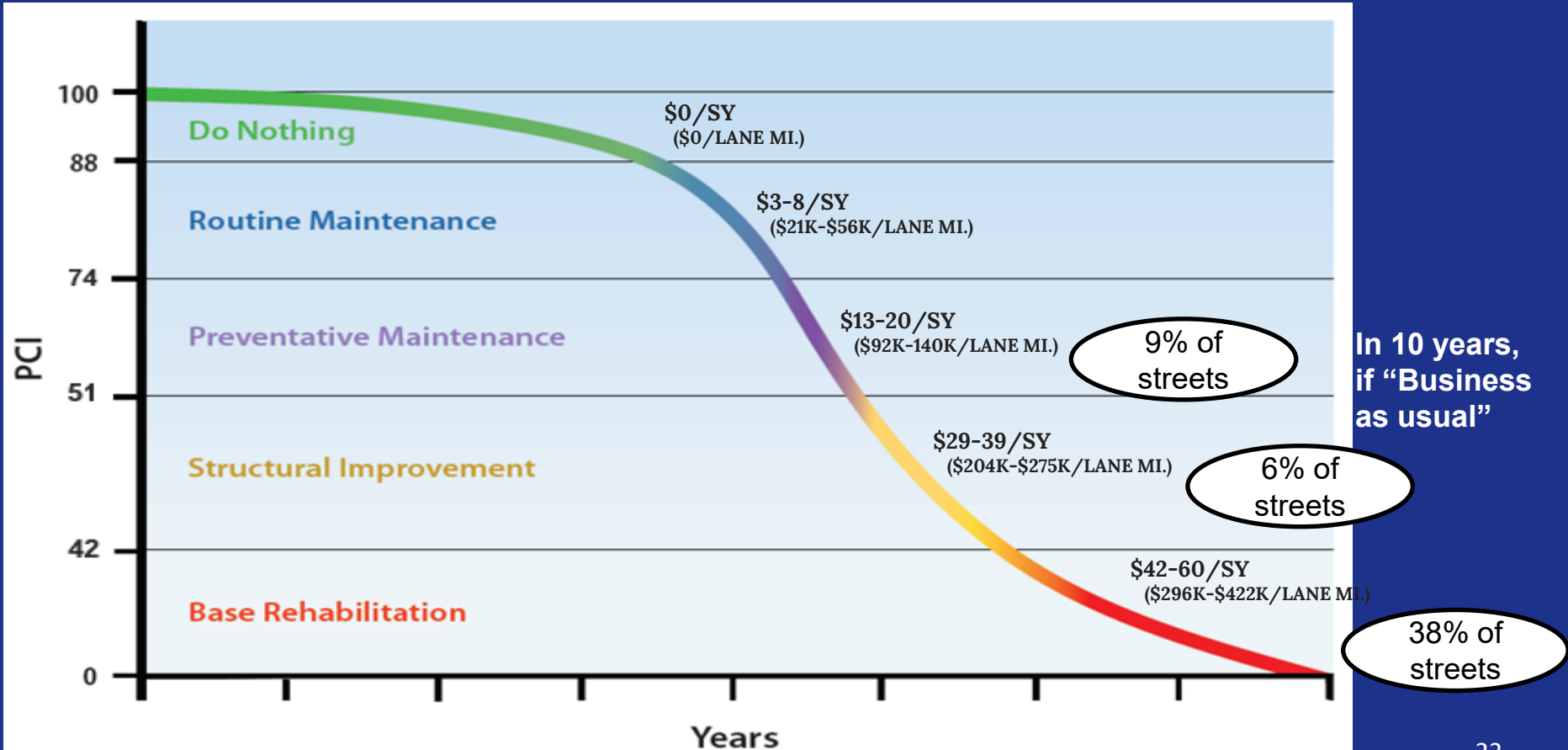
Criteria	Range	Weight
ADA Measurements		
Cross slope	≤2.0	0
	>2.0 and ≤5.0	50
	>5.0	100
Width	<3'	200
	3' - 5'	100
	≥5'	0
Damaged Area (SCI)		
Do Nothing	100-80	0
Localized Repair	79-50	100
Full Reconstruction	49-0	200
Material Score		
Stone Dust		250
Bituminous Concrete		150
Brick		100
Cement Concrete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

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

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



Article 8: Pavement Management Cost Slope





TOWN OF CONCORD

Finance Department

22 Monument Square

P.O. Box 535

Concord, Massachusetts 01752

TO: Finance Committee
FROM: Anthony M. Ansaldi, Jr., Chief Financial Officer
DATE: April 22, 2025
RE: Article 8 – Debt Exclusion for Road Maintenance

The FY26 Capital Improvements Plan (CIP) for all funding sources totals \$17,221,124 including Concord Public Schools. This total breaks down as follows:

CIP Funding Sources	Total
Town - Capital Outlay & Tier I	\$ 2,656,950
CPS - Tier I	\$ 291,570
Town - Tier II	\$ 3,685,800
CPS - Tier I	\$ 650,000
Town - Tier III	\$ 6,250,000
Chapter 90	\$ 650,000
Revolving Funds	\$ 1,612,800
Grant Funding	\$ 50,000
Town - Other Funds	\$ 747,000
CPS - Other Funds	\$ 627,004
Total	\$ 17,221,124

It is important to note that this plan involves two contingency plans: the first being for Article 8 (Debt Exclusion for Roads Maintenance) and the second being for Article 34 (Stormwater Enterprise Fund).

Article 8 (Debt Exclusion for Road Maintenance) Impact on the FY26 CIP

As you are aware, the Public Works Commission has sponsored this warrant article that calls for \$27.5M in funding over a five-year period for roads improvements and other pedestrian safety needs. This warrant article requires two methods of approval, the first being at the Annual Town Meeting (ATM) and the second being at a special election. Because of this, we needed to create a plan if the article fails at either event.

If this article passes, funding within the Tier II category for Pedestrian & Bicycle Safety (\$935,800) and Road Pavement Management (\$2,000,000) will be eliminated and we will rescind

the borrowing authorization at next year's ATM. Funding for the CIP would be, minus Chapter 90, Revolving Funds, Grant Funding and Other Funds:

CIP Funding Sources	Total
Town - Capital Outlay & Tier I	\$ 2,656,950
CPS - Tier I	\$ 291,570
Town - Tier II	\$ 750,000
CPS - Tier I	\$ 650,000
Town - Tier III	\$ 6,250,000
Total	\$ 10,598,520

If this article fails at either ATM or Special Election, the CIP will revert to:

CIP Funding Sources	Total
Town - Capital Outlay & Tier I	\$ 2,656,950
CPS - Tier I	\$ 291,570
Town - Tier II	\$ 3,685,800
CPS - Tier II	\$ 650,000
Total	\$ 7,284,320

Article 34 (Stormwater Enterprise Fund) Impact on the FY26 CIP

Article 16 of the 2024 Annual Town Meeting formally established the Stormwater Utility Enterprise Fund and associated Bylaw, while Article 34 is the FY26 Stormwater Enterprise Fund Operating and Capital Budget. The FY26 CIP includes \$90,000 in funding within Tier I for Culverts and Bridges, which historically has been spent on culverts repairs/replacement, that would now be eligible to be funded by the Stormwater Utility CIP.

Assuming both Article 8 and 34 passes, the FY26 CIP will be:

CIP Funding Sources	Total
Town - Capital Outlay & Tier I	\$ 2,566,950
CPS - Tier I	\$ 291,570
Town - Tier II	\$ 3,685,800
CPS - Tier II	\$ 650,000
Total	\$ 7,194,320

In conclusion, it is important to note that the three projects identified; Culverts and Bridges (\$90,000) , Pedestrian & Bicycle Safety (\$935,800), and Road Pavement Management (\$2,000,000) would not move forward if these two articles are successful.

**TOWN OF CONCORD
FY26 Capital Improvements Plan**

Department	Request Title	Capital Outlay (within operating budget) - 2026	Tier I (>\$10,000 - \$250,000) - 2026	Tier II (>\$250,000 - \$2,500,000) - 2026	Tier III (>\$2,500,000) - 2026	Community Preservation Funds - 2026	Retained Earnings 2026	Chapter 90 (MGL Ch 90, Section 34) - 2026	Revolving Fund Balance - 2026	Grant Funding - 2026	Other - 2026	Total 2026
Cemetery	Cemetery Wall Restoration	-	-	-	-	-	-	-	-	-	\$ 360,000	\$ 360,000
	Miscellaneous Cemetery Improvements	-	-	-	-	-	-	-	-	-	\$ 30,000	\$ 30,000
	Grave Marker Restoration	-	-	-	-	-	-	-	-	-	\$ 10,000	\$ 10,000
Total Cemetery		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000
Engineer	Asset Management Tools	-	\$ 105,000	-	-	-	-	-	-	-	-	\$ 105,000
	Traffic Improvements	-	420,000	-	-	-	-	-	-	-	-	\$ 420,000
	Pedestrian & Bicycle Safety	-	-	\$ 935,800	-	-	-	-	-	\$ 50,000	-	\$ 985,800
	Road Pavement Management	-	-	2,000,000	\$ 6,250,000	-	-	\$ 650,000	-	-	-	\$ 8,900,000
	Parking Lot Rehabilitation	-	\$ 231,900	-	-	-	-	-	-	-	-	\$ 231,900
	Culverts & Bridges	-	\$ 90,000	-	-	-	-	-	1,062,800	-	-	\$ 1,152,800
	Landfill Monitoring	\$ 29,800	-	-	-	-	-	-	-	-	-	\$ 29,800
	Traffic Signals and Signage	-	366,300	-	-	-	-	-	-	-	-	\$ 366,300
	Roadside Safety	-	\$ 179,600	-	-	-	-	-	-	-	-	\$ 179,600
	Street Pavement Markings	-	\$ 107,100	-	-	-	-	-	-	-	-	\$ 107,100
Total Engineer		\$ 29,800	\$ 1,499,900	\$ 2,935,800	\$ 6,250,000	\$ -	\$ -	\$ 650,000	\$ 1,062,800	\$ 50,000	\$ -	\$ 12,478,300
Facilities	Building Repairs & Renovations	-	-	\$ 750,000	-	-	-	-	-	-	-	\$ 750,000
Total Facilities		\$ -	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Fire	Fire Alarm Receiver(s)	-	\$ 30,000	-	-	-	-	-	-	-	-	\$ 30,000
	Ambulance Replacement	-	-	-	-	-	-	-	\$ 550,000	-	-	\$ 550,000
	Fire Apparatus Refurbishment	-	53,000	-	-	-	-	-	-	-	297,000	\$ 350,000
	Town Wide Public Access Defibrillators	-	\$ 42,000	-	-	-	-	-	-	-	-	\$ 42,000
	Turnout Gear Replacement	-	\$ 60,000	-	-	-	-	-	-	-	-	\$ 60,000
Total Fire		\$ -	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ -	\$ 297,000	\$ 1,032,000
Highway Maintenance	Replace vehicle tire balancing machine	-	\$ 35,000	-	-	-	-	-	-	-	-	\$ 35,000
	Replace H23 2012 Freightliner 35,000 GVWR Dump with 11-foot plow	-	\$ 415,000	\$ -	-	-	-	-	-	-	-	\$ 415,000
	Small Equipment Highway	\$ 10,000	-	-	-	-	-	-	-	-	-	\$ 10,000
Total Highway Maintenance		\$ 10,000	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Information Systems	Electronic Voting Clickers	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Total Information Systems		\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Library	Library RFID Technology Replacements	-	\$ 15,000	-	-	-	-	-	-	-	-	\$ 15,000
	Library Delivery Cargo Van Replacement	-	\$ 58,250	-	-	-	-	-	-	-	-	\$ 58,250
	Library Computer Replacements	-	\$ 17,000	-	-	-	-	-	-	-	-	\$ 17,000
Total Library		\$ -	\$ 90,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 90,250
Natural Resources	Conservation Land Improvements	\$ 15,000	-	-	-	-	-	-	-	-	-	\$ 15,000
Total Natural Resources		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
Parks & Trees	Small Equipment Park & Tree	\$ 10,000	-	-	-	-	-	-	-	-	-	\$ 10,000
Total Parks & Trees		\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Police	Mobile Radios for Police Cruisers	\$ 25,000	-	-	-	-	-	-	-	-	-	\$ 25,000
	Motorola Portable Radios	\$ 23,000	-	-	-	-	-	-	-	-	-	\$ 23,000
	Body Worn and In car Camera Systems	-	-	-	-	-	-	-	-	-	\$ 50,000	\$ 50,000
	FORD Police Interceptor Utility AWD Hybrid	-	\$ 180,000	-	-	-	-	-	-	-	-	\$ 180,000
	Body Armor Vests	\$ 24,000	-	-	-	-	-	-	-	-	-	\$ 24,000
Total Police		\$ 72,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 302,000
Resource Sustainability	Climate Action And Resilience Plan Update	-	\$ 75,000	-	-	-	-	-	-	-	-	\$ 75,000
Total Resource Sustainability		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Concord Public Schools		-	\$ 291,570	650,000	-	-	-	-	-	-	627,004	1,568,574
Total - Concord Public Schools		\$ -	\$ 291,570	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 627,004	\$ 1,568,574
Total Funding Sources		\$ 136,800	\$ 2,811,720	\$ 4,335,800	\$ 6,250,000	\$ -	\$ -	\$ 650,000	\$ 1,612,800	\$ 50,000	\$ 1,374,004	\$ 17,221,124
Grand Total		\$ 136,800	\$ 2,948,520	\$ 4,335,800	\$ 6,250,000	\$ -	\$ -	\$ 650,000	\$ 1,612,800	\$ 50,000	\$ 1,374,004	\$ 17,221,124



Article 9: FY26 Capital Improvement & Debt Plan

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

Capital Planning Policy

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


2-3% of spending should be cash funded

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

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

FY26 Capital Improvement & Debt Plan: Summary

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

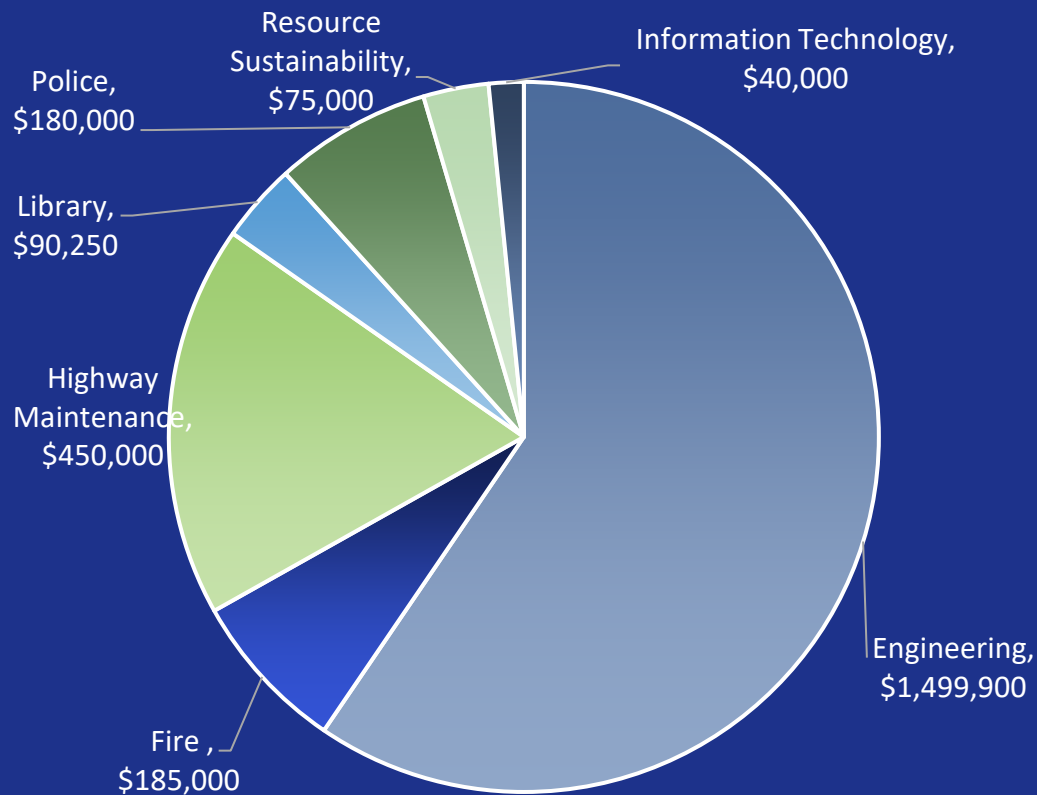
 <https://town-concord-ma-budget-book.cleargov.com/18978/introduction/budget-process>

FY26 Plan: Various Approvals Needed

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

Article 9: Tier One

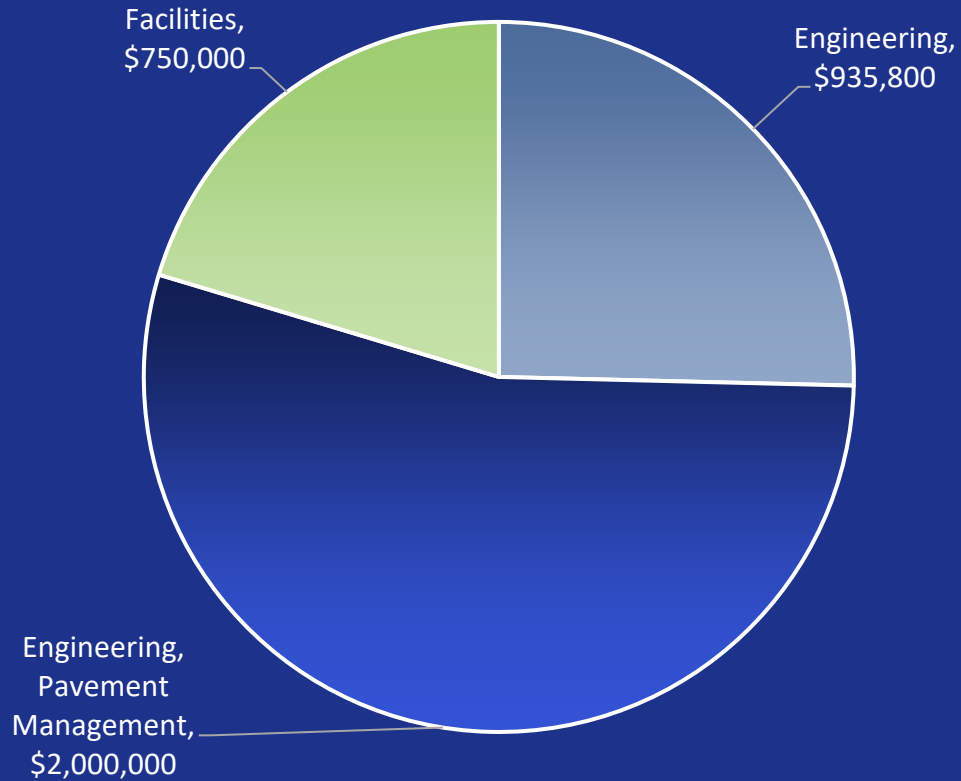
\$10,000 – 250,000



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

Article 9: Tier Two

\$250,000 – 2,500,000



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



Article 9: FY26 Capital Improvement & Debt Plan

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

Supplemental Slides



ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

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

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

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



ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

Motion - continued

...and further that an additional sum of \$69,906 be transferred from Free Cash, said sum representing the specific amount anticipated to be received by the Town in June 2025, on behalf of Concord Public Schools, through the McKinney-Vento Homeless Transportation program, for the purpose of reimbursing additional transportation expenses arising from students residing at the homeless shelter at 740 Elm St, Concord, MA, said sum requiring further municipal appropriation by Town Meeting.



ARTICLE 12: FY26 Budget Planning assumptions

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



ARTICLE 10: FY26 BUDGET SUMMARY BY DESE FUNCTION

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



ARTICLE 10: BUDGET KEY DRIVERS

District Administration (1000)

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

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



ARTICLE 10: BUDGET KEY DRIVERS

Teaching & Instructional Support (2000)

\$708K, 1.9% increase over FY25 Budget

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

Offset by:

- CMS consolidation savings of (\$576K), 5.4 FTE reduction
- Supplies and materials decreased (\$72K), or (4.7%)
- Contract services decreased (\$42K) or (7.8%)



ARTICLE 10: BUDGET KEY DRIVERS

Other School Services (3000)

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

- Special Ed. transportation increased by \$67K vs. FY25 budget
 - Includes CASE transportation assessment and parent reimbursements
- Remainder is primarily regular ed transportation COLA and inflationary increases (wages, contractual services, parts, fuel)



ARTICLE 10: BUDGET KEY DRIVERS

Fixed Charges (5000)

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

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



ARTICLE 10: BUDGET KEY DRIVERS

Out of District Tuitions (9000)

\$10K decrease from FY25 Budget (net)

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



ARTICLE 12: Budget Risks

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



ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

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

In alignment with Finance Committee budget guideline



ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

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

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



ARTICLE 10: CONCORD PUBLIC SCHOOLS BUDGET

Motion - continued

.... and further that an additional sum of \$69,906 be transferred from Free Cash, said sum representing the specific amount anticipated to be received by the Town in June 2025, on behalf of Concord Public Schools, through the McKinney-Vento Homeless Transportation program, for the purpose of reimbursing additional transportation expenses arising from students residing at the homeless shelter at 740 Elm St, Concord, MA, said sum requiring further municipal appropriation by Town Meeting.



ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

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

Note to Moderator: 2/3 vote required



ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

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

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



ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Tier I projects include:

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



ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

Tier II projects include:

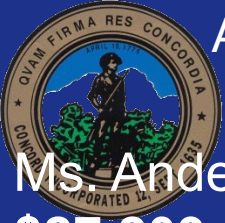
- \$400,000 - Irrigation system for the Concord Middle School athletic fields
- \$250,000 – Replacement of sections of the Thoreau roof, based on design engineering firm analysis and recommendations



ARTICLE 11: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

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

Note to Moderator: 2/3 vote required



ARTICLE 12: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

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

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



ARTICLE 12: FY26 Budget Planning assumptions

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



ARTICLE 12: FY26 Budget Summary

DESE FUNCTION	DESE FUNCTION DESCRIPTION	FY25 ADOPTED BUDGET	FY26 PROPOSED BUDGET	Change (\$) FY26 BUD vs. FY25 BUD	Change (%) FY26 BUD vs. FY25 BUD
1000	DISTRICT ADMINISTRATION	1,701,705	1,773,398	71,693	4.2%
2000	TEACHING & INSTR. SUPPT.	20,909,588	21,386,651	477,064	2.3%
3000	OTHER SCHOOL SERVICES	3,399,887	3,710,816	310,929	9.1%
4000	MAINTENANCE & OPERATIONS	2,324,240	2,432,358	108,118	4.7%
5000	FIXED CHARGES	4,456,572	4,510,733	54,161	1.2%
7000	FIXED ASSETS	391,900	366,562	(25,338)	-6.5%
8000	DEBT SERVICE	3,913,137	3,795,034	(118,103)	-3.0%
9000	OUT OF DISTRICT TUITIONS	1,877,880	2,409,400	531,520	28.3%
	TOTAL	38,974,907	40,384,952	1,410,045	3.62%



ARTICLE 12: FY26 Budget Drivers by DESE Function

Teaching & Instructional Support (2000)

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



ARTICLE 12: FY26 Budget Drivers by DESE Function

Other School Services (3000):

\$311K, 9.1% increase over FY25 Budget

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



ARTICLE 12: FY26 Budget Drivers by DESE Function

Maintenance and Operations (4000)

\$108K, 4.7% increase over FY25 Budget

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



ARTICLE 12: FY26 Budget Drivers by DESE Function

Out of District Tuitions (9000)

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

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



ARTICLE 12: Excess & Deficiency (E&D)

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

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

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

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



ARTICLE 12: Other Post Employment Benefits

- OPEB Trust value @ 06/30/2024 \$10,382,872
- OPEB Liability @ 6/30/2024 \$17,421.857
60% Funding Level
- FY26 Budgeted Contribution of \$375,000
- Projected to Be Fully Funded By 2031, Subject To Market Returns



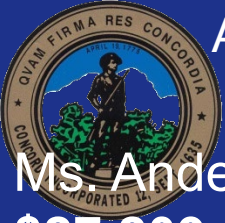
ARTICLE 12: FY26 Assessments

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



ARTICLE 12: Budget Risks

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



ARTICLE 12: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

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

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CCRSB Budget	\$37,811,098	\$38,974,907	\$40,384,952
Concord's Assessment	\$25,357,846	\$26,140,908	\$27,209,557

From: [Robert Conry](#)
To: [Anthony Ansaldi](#)
Cc: [Alan Cathcart](#); [Laurie Hunter](#); [Kerry Lafleur](#); [Eric Dahlberg](#); [Julie Viola](#)
Subject: Re: Article 13 - Amenities Building
Date: Friday, April 18, 2025 4:27:46 PM

Hi,

The school district and DPW team have been in communication today over the phone and via email and are working to get the review process completed as expeditiously as possible. Relevant documentation has been sent to DPW by Gale Associated and DPW will notify Gale Associates and us if any additional information is needed. We expect to work through those with DPW to come to a solution that works for all parties,

Gale Associates will be available to answer any technical questions from DPW about the system next week as needed. If there are any non-technical time sensitive issues, Alan has my cell and I can be available.

Regards, Bob

On Fri, Apr 18, 2025 at 9:15 AM Anthony Ansaldi <aansaldi@concordma.gov> wrote:

Bob/Alan,

The Finance Committee is requesting an update to the open-ended question regarding sewer connection fees/capacity, etc. for their meeting on Thursday, April 24th at 6:30. I am preparing their packet to be sent out on Tuesday late afternoon and I would like to include an update, email is fine, to that question.

Please supply me with this information by Tuesday, April 22nd. As a side note, I will not be present at this meeting so getting them the answers to this question in advance will help their deliberations.

Thank you,

Anthony

Anthony M. Ansaldi, Jr.

Chief Financial Officer

Town of Concord

22 Monument Square

Concord, MA 01742

978-318-3095

Please be advised that the Massachusetts Attorney General has determined that email is a public record unless the content of the email falls within one of the stated exemptions under the Massachusetts Public Records Laws.

From: [Alan Cathcart](#)
To: [Bob Conry-org](#)
Cc: [Anthony Ansaldo](#); [Laurie Hunter](#); [Kerry Lafleur](#); [Darin LaFalam](#); [Sven Weber](#)
Subject: RE: Next steps - Amenities Bldg
Date: Tuesday, April 22, 2025 10:39:32 AM

Bob,

As discussed, I understand that as of last Friday, wastewater design flows have been submitted and will be reviewed by the Board of Health. Once they have determined (or agree to) the actual Title 5 design flow – they will forward their review to the Water/Sewer Division. The Water/Sewer Division will issue a finding in the form of an administrative approval (for qualifying flow's under 1,000 gallons per day) or an administrative denial directing the applicant to the Public Works Commission for an appeal. This is routine for all flows over 1,000 gallons per day.

A few key issues to help you understand process and key considerations:

- As noted above, based on wastewater capacity limitations that much of the community has been made aware of, design flows over 1,000 gallons per day requires review/approval from the Public Works Commission (PWC). While capacity has indeed been an issue for development Town wide – as of today – we have not had to impose a formal moratorium on new connections. Until otherwise mandated by State or Federal regulatory agencies, this means the Commission continues to have discretion as to consideration of accepting larger projects that wish to connect to the municipal sewer. This requires some exercising of responsibility for ensuring new flows are minimized and approved with consideration of prior planning studies and community interests.
- For those reviews that trigger PWC review, consideration is always given to what measures the applicant has made to minimize requested flow capacity. It is quite possible that some of the design issues you have already contemplated for this amenities facility, such as those relating to reducing food preparation within this facility may translate to measures that have been considered that will reduce wastewater demand?
- Fee's associated with all new wastewater capacity requests (identified as a Sewer Improvement Fee) are calculated based on 310 CMR 15.000 "Title 5" design flow (measured in gallons per day) x \$40.07/gallon.

I understand your design engineers has already been in contact with our Water/Sewer engineers. Given the recent changing of the guards within the Water/Sewer Division, notably with respect to our on-boarding of a new Superintendent, Darin Lafalam, I intend to participate in related discussions to ensure time is not lost in completing our review.

I have also reached out to the Chair of the Public Works Commission, Sven Weber, keeping him updated on this time sensitive matter.

Please feel free to reach out directly with any questions.

Regards

*Alan H. Cathcart, Director
Concord (MA) Public Works
Office: (978-318-3201)
Cell: (978-580-1697)*

From: Robert Conry <rconry@concordps.org>
Sent: Friday, April 18, 2025 5:53 PM
To: Alan Cathcart <ACathcart@concordma.gov>
Cc: Anthony Ansaldi <aansaldi@concordma.gov>; Laurie Hunter <lhunter@concordps.org>; Kerry Lafleur <klafleur@concordma.gov>
Subject: Next steps - Amenities Bldg

Hi Alan,

We are aware of the sewer capacity considerations, and want to be sure to get you all the information needed to move forward with a review of the sewer connection request.

Can you please advise on next steps in the review process, and anything you need from us?

Thanks and Regards, Bob

Robert J. Conry
Assistant Superintendent of Finance and Operations
120 Meriam Road
Concord, MA 01742
email: rconry@concordps.org
Phone: 978-202-1122
Concord Public Schools / Concord- Carlisle Regional School District

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ARTICLE 13: AMENITIES BUILDING

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



ARTICLE 13: AMENITIES BUILDING

What is the Amenities Building?

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





ARTICLE 13: AMENITIES BUILDING

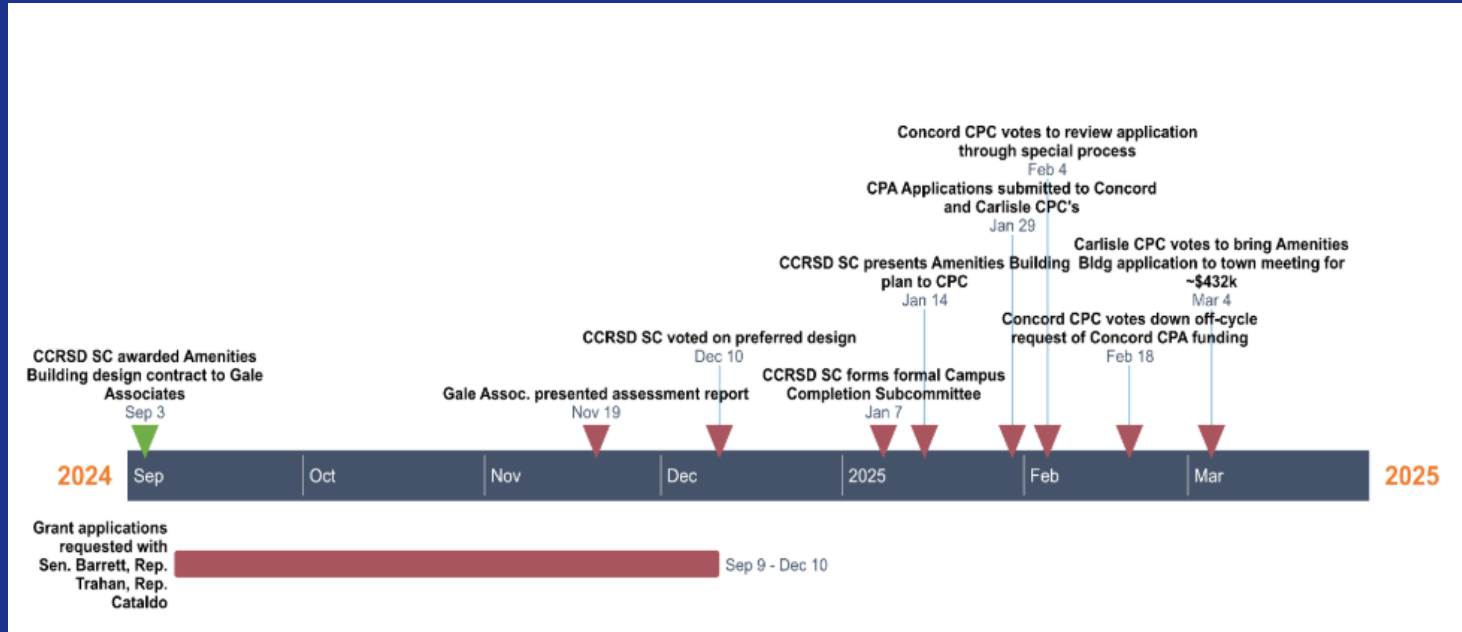
Proposed Location





ARTICLE 13: AMENITIES BUILDING

Timeline



ARTICLE 13: AMENITIES BUILDING



Town of Concord, Massachusetts Existing & Proposed Exempt Debt

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

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

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

Assumptions:

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



ARTICLE 13: AMENITIES BUILDING

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



ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

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



ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

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

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

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



ARTICLE 14: NON-RESIDENT TUITION REVOLVING FUND

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



ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

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



ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

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

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

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



ARTICLE 15: FACILITIES RENTAL REVOLVING FUND

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



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

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



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

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

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



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

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

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



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

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



ARTICLE 18: Creation of Capital and Debt Stabilization Funds

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



What are Stabilization Funds?

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



Why is important to have Stabilization Funds?

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



Options to Funding Stabilization Funds

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



Funding from Free Cash

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



ARTICLE 18: Creation of Capital and Debt Stabilization Funds

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



TOWN OF CONCORD

Finance Department

22 Monument Square

P.O. Box 535

Concord, Massachusetts 01752

TO: Finance Committee
FROM: Anthony M. Ansaldi, Jr., Chief Financial Officer
DATE: April 18, 2024
RE: Article 18 – Creation of Capital and Debt Stabilization Funds

At your public hearing on April 15, 2025, there was a request for a clarifying question, which the Chair reiterated in his email to me on April 17th, asking “*can you further clarify the rationale for setting up two separate stabilization funds (in addition to the existing general stabilization fund)?*”

For Massachusetts municipalities, each type of stabilization fund is designed to address distinct fiscal challenges. The differences are rooted in what financial needs they cover and how they help local governments manage risk and plan for the future. Here’s a detailed breakdown, including examples of how they should be used according to best practice:

General Stabilization Fund: If a town experiences a sudden shortfall due to an economic downturn or an emergency (like an abrupt repair need after a severe storm), money from its general stabilization fund can be used to bridge the gap. It’s not earmarked for any particular project but serves as an umbrella reserve to stabilize overall operations. The following are examples of how this fund is used:

Severe Weather or Emergency Repairs: A Massachusetts town uses \$500,000 from its stabilization fund to repair major infrastructure damage after a nor’easter causes widespread flooding and road collapse.

Revenue Shortfall in a Recession Year: During a statewide economic downturn, a city sees a sharp drop in local aid and excise tax revenue. It uses \$1.2 million from its stabilization fund to balance the budget while preserving school and public safety staffing levels.

Capital Stabilization Funds: This fund is more targeted and focuses on managing fluctuations in capital expenditures, such as infrastructure projects or large asset purchases. Its purpose is to ensure that funding for capital projects remains steady and predictable, even if revenues vary. Best practices focus on strategic planning, financial sustainability, and avoiding debt when possible. These funds are powerful tools for communities looking to smooth out large, irregular costs related to infrastructure and equipment. The following are examples of how this fund is used:

Fleet Replacement: A town uses \$250,000 from its Capital Stabilization Fund to purchase a new fire engine, avoiding interest costs from borrowing.

School Roof Replacement: A school district allocates \$1 million from the fund to replace an aging elementary school roof, a project identified in the 5-year capital plan.

Debt Stabilization Funds: This fund is a specialized financial tool used by municipalities to smooth the impact of debt service payments on the annual budget, particularly during periods of high capital investment. These funds help prevent sharp tax increases when major borrowing kicks in or when overlapping debt obligations occur. The following are examples of how this fund is used:

Overlap of Capital Projects: A town is finishing payments on a public safety complex while beginning payments on a water treatment plant. To avoid a one-year spike in debt service, it uses \$800,000 from its stabilization fund to bridge the peak year.

New Building Construction: A town borrows \$45 million to build a new public works facility. To soften the tax impact during the first five years of debt repayment, it draws \$1.5 million annually from its debt stabilization fund.

Gradual Tax Increase Strategy: A town anticipates a \$2 million annual debt service increase for a Public Safety and DPW facility. Instead of raising taxes all at once, it uses the fund to cover the first two years and phases in smaller tax increases while building capacity in the operating budget.

Establishing both capital and debt stabilization funds offers significant long-term benefits for a community, enhancing financial resilience and strategic flexibility. Capital stabilization funds allow municipalities to proactively invest in infrastructure, equipment, and facilities without relying solely on borrowing, ultimately saving on interest costs and supporting smoother financial planning. Debt stabilization funds, meanwhile, help buffer the impact of large or overlapping debt service obligations, protecting residents from sudden tax increases and ensuring stable service delivery. Together, these tools enable communities to plan responsibly, respond to fiscal challenges with confidence, and maintain public trust through transparent, forward-thinking financial management.



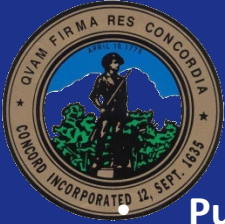
ARTICLE 19: Appropriation to General Stabilization Funds

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



What are Stabilization Funds?

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



General Stabilization Funds

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

- **Fund Use:** While a general stabilization fund may be appropriated for any lawful purpose, withdrawals should be limited to provide emergency funds for use in a major or significant event, such as natural disaster, an uninsured loss, damage to a capital asset, or prolonged decrease in revenue.
- **Target Balance:** Community's target balance for a general stabilization fund varies by budget, experience, and other available reserves. A recommended goal is typically in the five to seven percent of the current operating budget range.
- **Bond Ratings:** Rating agencies like Mood's consider a municipality's reserves, including stabilization funds, when determining its bond rating, which impacts borrowing costs.



Options to Funding Stabilization Funds

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



Funding from Free Cash

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General Stabilization Fund	\$ 1,093,584



ARTICLE 19: Appropriation to General Stabilization Funds

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



Article 20: OPEB Trust Fund Appropriation

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



OPEB Trust Fund Appropriation

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



OPEB Trust Fund Appropriation

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



OPEB Trust Fund Appropriation

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



OPEB Trust Fund Appropriation

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



OPEB Trust Fund Appropriation

- FY25 Appropriation to OPEB Trust Fund:

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



Article 20: OPEB Trust Fund Appropriation

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

ARTICLE 21: OPEB TRUST FUND EXPENSE

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

ARTICLE 21: OPEB TRUST FUND EXPENSE

OPEB Trust Fund Expense

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

ARTICLE 21: OPEB TRUST FUND EXPENSE

Article 11: Benefits of hiring an Investment Advisor

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

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

ARTICLE 21: OPEB TRUST FUND EXPENSE

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



ARTICLE 19: Appropriation to General Stabilization Funds

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



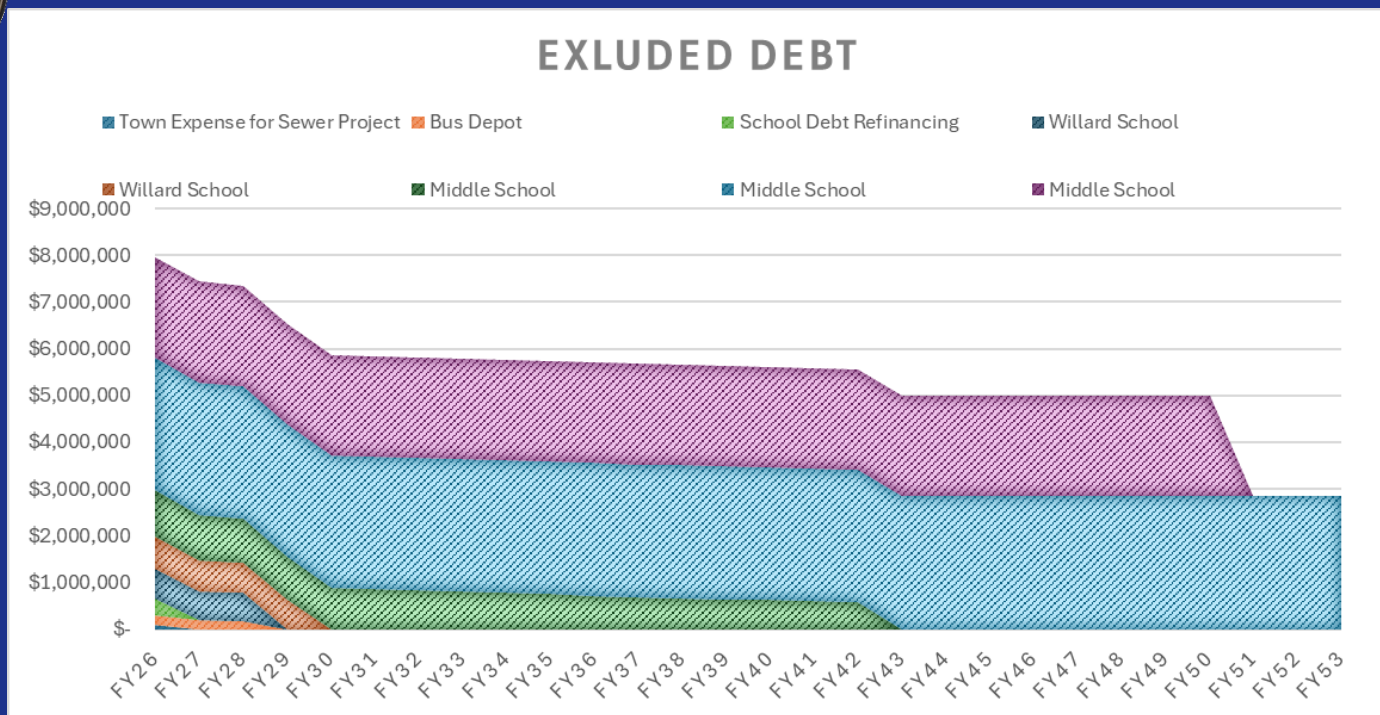
Timeline

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



ARTICLE 24: Transfer from Middle School Stabilization Fund

EXLUDED DEBT





ARTICLE 19: Appropriation to General Stabilization Funds

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