



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
 CONCORD, MASSACHUSETTS 01742

Select Board Meeting
 Monday, August 11, 2025 at 6:00 PM

Concord Municipal Light Plant, 1175 Elm Street
 Public Meeting Room and via Zoom

Join Zoom Meeting

<https://us02web.zoom.us/j/85175010709?pwd=eArYoenACNjRTa3Caem4iFwwce5YI7.1>

Meeting ID: 851 7501 0709

Passcode: 905480


Dial In Toll-Free: 833 928 4608

	Time	Agenda Item
I.	6:00 PM	<i>Public Comment:</i> Public Comment is an opportunity for the public to address the Select Board on matters under consideration by the Select Board. Therefore, comments related to political campaigns are not appropriate. Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
II.	6:15 PM	Consent Agenda: <ul style="list-style-type: none"> i. Minutes: July 28, 2025 ii. Town Accountant Warrants: July 24, 2025, July 31, 2025 iii. One Day Liquor License for All Alcoholic Beverages for Molly Bergin for the Concord-Carlisle High School Class of 1980 Reunion on Saturday, October 4, 2025 from 4:00 PM to 11:00 PM to be held at Nashoba Brooks School, 400 Strawberry Hill Road
III.	6:15 PM	Select Board Appointments: <ul style="list-style-type: none"> i. Ronni Olitsky of 264 Bedford Street to the Concord Cultural Council for a term to expire May 31, 2028 ii. Brian Farber of 41 Ash Street to the Diversity, Equity, and Inclusion Commission for a term to expire May 31, 2028 iii. Ann Sussman 534 Old Marlboro Road to the Concord Housing Development Corporation for a term to expire May 31, 2028 iv. Corrective appointment for Julie Reed of 116 Monument Street to the Board of Registrars for an unexpired term to conclude on March 31, 2026

		<p>v. Reappointment of James Littlefield of 523 Bedford Street to the Board of Registrars for a term to expire on March 31, 2028</p> <p>vi. Corrective appointment Robert Shatten of 116 Indian Spring Road to the Climate Action Committee for a term to expire May 31, 2029</p>
IV.	6:20 PM	Chair's Report
V.	6:25 PM	Town Manager's Report
VI.	6:35 PM	<p>Continued without discussion, date TBD at the request of the applicant.</p> <p>Request for a Permit to Remove a Public Shade Tree at 62 Belknap Street</p> <p>Presenters: Katy Hopewood, Owner of 62 Belknap Street and Erik Shaw, Tree Warden and Assistant Superintendent of Highway and Grounds</p>
VII.	6:45 PM	<p>Overview of Wastewater Treatment Plant and Discuss Extension for Negotiations with the Division of Capital Asset Management and Maintenance (DCAMM) regarding the MCI Concord Wastewater Treatment Plant</p> <p>Presenter: Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, and Kent Nickols of Weston and Sampson</p>
VIII.	7:10 PM	<p>Quarterly Update from the MCI Concord Advisory Board Co-Chairs – Scenario Recommendations, Next Steps, and Fiscal Year 2026 Budget</p> <p>Presenters: Dan Gainsboro and Patrick McCurdy, Co-Chairs of the Advisory Board</p>
IX.	7:30 PM	<p>Continued Discussion and Potential Vote on Select Board Actions in Response to Antisemitic and Hate Incidents</p> <p>Presenter: Mark Howell, Select Board Chair</p>
X.	7:45 PM	<p>Discussion on Goals and Timing of Joint Meeting with Transportation Advisory Committee, Public Works Commission, and Traffic Management Group on Integrated Transportation Planning</p> <p>Presenters: Kerry Lafleur, Town Manager, Alyssa Sandoval, Director of Community Development, and Alan Cathcart, Director of Public Works</p>
XI.	8:00 PM	<p>Discuss Proposed Amendments to Administrative Policy and Procedure #10: Board and Committee Appointments</p> <p>Presenter: Cameron McKennitt, Select Board Member</p>

XII.	8:20 PM	<p>Discuss and Vote on Financial Policy Working Group Charge and Nominate Members</p> <ul style="list-style-type: none"> i. Wendy Rovelli, 42 Bow Street to the Financial Policy Work group as a representative of the Select Board for a term to expire at the conclusion of the work outlined in the charge ii. Lois Wasoff, 258 Sudbury Road to the Financial Policy Work group as a representative of the Finance Committee for a term to expire at the conclusion of the work outlined in the charge iii. Donald Kupka, 39 Devens Street to the Financial Policy Work group as a representative of the Finance Committee for a term to expire at the conclusion of the work outlined in the charge <p>Presenter: Wendy Rovelli, Select Board Member</p>
XIII.	8:25 PM	Select Board Liaison Reports
XIV.	8:35 PM	Executive Session under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body <i>and not to return to Open Session</i>
XV.		Adjournment

** Times are approximate and subject to change*

Upcoming Meetings:		
Monday, August 25, 2025	Monday, September 8, 2025	Monday, September 15, 2025
 <p>The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at jporter@concordma.gov or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.</p>		



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: August 11, 2025

Re: One Day Liquor License for Molly Bergin

Included in your meeting packet is a One Day Liquor License application for Molly Bergin for All Alcoholic Beverages for the Concord-Carlisle High School Class of 1980 Reunion to be held on Saturday, October 4, 2025 from 4:00 PM to 11:00 PM at Nashoba Brooks School, 200 Strawberry Hill Road.

Ms. Bergin submitted TIPS Certifications for the event bartenders. This application is complete with payment.

Please reach out with any questions.

ONE-DAY LIQUOR LICENSE

APPLICATION DETAILS

Application #:	<u>ODL-25-58930</u>	Date Issued:	<u> </u>	Permit #:	<u> </u>	Date Paid:	<u>08/05/25</u>
Fee Payable: (\$)	<u>0.00</u>	Fee Paid: (\$)	<u>75.00</u>	Receipt #:	<u>ODL-25-0208</u>		

SECTION 1 - SITE INFORMATION

Name of Organization	<u>CCHS CLASS OF 1980</u>		
Street Name	<u>STRAWBERRY HILL RD</u>	Map Block Lot	<u>1955</u>
Street Number	<u>200</u>	Zone	<u>AA</u>
Unit Number	<u> </u>		
On Premises	<u>NASHOBA BROOKS SCHOOL</u>		
Description of Premises	<u>NASHOBA BROOKS SCHOOL BARN</u>		

SECTION 2 - OWNER / CORPORATION INFORMATION

Owner / Corporation Name	<u>NASHOBA BROOKS SCHOOL</u>		
Street Number	<u>200</u>	Street Name	<u>STRAWBERRY HILL RD</u>
City	<u>CONCORD</u>	State	<u>MA</u>
		Zip Code	<u>01742</u>
Telephone	<u>978-897-4522</u>	Email	<u>molly.bergin@onedigital.com</u>

SECTION 3 - APPLICANT INFORMATION

Applicant Name	<u>MOLLY BERGIN</u>
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Street Number	<u>6</u>	Street Name	<u>OAK RIDGE DRIVE UNIT 1</u>		
City	<u>MAYNARD</u>	State	<u>MA</u>	Zip Code	<u>01754</u>
Telephone number	<u>508-380-8328</u>	Email	<u>molly.bergin@onedigital.com</u>		

SECTION 4 - MAILING ADDRESS

Street Number	<u>6</u>	Street Name	<u>OAK RIDGE DRIVE UNIT 1</u>		
City	<u>CONCORD</u>	State	<u>MA</u>	Zip Code	<u>01742</u>
Telephone	<u>508-380-8328</u>				

SECTION 5 - HOURS OF OPERATION

To Sell: (Check One) Wines & Malts All Alcoholic

Note: Please indicate A.M. or P.M.

Day of Event	<u>10/04/25</u>	Hours of Operation	From	<u>400</u>	To	<u>1100</u>
Activity	<u>CLASS REUNION</u>					
Approximate Number of Attendance	<u>75</u>					

SECTION 6- DECLARATION

I do hereby certify under the pains & penalties of perjury that the information provided above is true and correct.

Date 08/04/25

(Chapter 138, Section 14. General Laws of the Commonwealth of Massachusetts)

Indicates Mandatory Field.

Note: Please check the above checkbox to submit the form

**Town of Concord
Select Board
Minutes
July 28, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting at the Harvey Wheeler Community Center, Auditorium and hybrid via Zoom on Monday, July 28, 2025 at 6:00 PM.

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Paul Boehm, Mary Hartman, and Cameron McKennitt

Call to Order

Chair Howell called the meeting to order at 6:00 PM. Ms. Rovelli confirmed that all members were present.

Public Comment

Tanya Gailus, 62 Prescott Road, commented on the potential idea for a gift account to contribute to the process of removing public shade trees, the Select Board's vote to establish a gift account for the New England Deaconess Association monetary contributions for the Affordable Housing Trust, and on the Select Board's public comment policy.

Consent Agenda

- i. Minutes: July 14, 2025
- ii. Town Accountant Warrants: July 10, 2025; July 17, 2025
- iii. Sunday Entertainment Licenses for Katherine Lague of the Concord Players for performances of productions "She Kills Monsters", "Curious Incident", and "Bridgerton" from 1:00 PM to 6:00 PM at the Performing Arts Center at 51 Walden Street on the following dates:
 - a. Sunday, November 9, 2025
 - b. Sunday, November 16, 2025
 - c. Sunday, February 5, 2026
 - d. Sunday, February 22, 2026
 - e. Sunday, April 26, 2026
 - f. Sunday, May 5, 2026
- iv. One Day Liquor Licenses:
 - a. All Alcoholic Beverages for Tom Wilson of the Wright Tavern for a Beer Garden to support Community Development and the Sidewalk Sale on Saturday, August 2, 2025 from 11:00 AM to 7:00 PM at the Wright Tavern, 2 Lexington Road
- Rain Date: Saturday, August 9, 2025
 - b. Wines & Malt Beverages Only for Richard Briggs Jr. of Provisors for the Provisors Annual Golf Outing on Monday, September 15, 2025 from 10:30 AM to 7:00 PM at Concord Country Club, 246 ORNAC
- v. Committee Nominations:
 - a. Ronni Olitsky of 264 Bedford Street to the Concord Cultural Council for a term to expire May 31, 2028

**Town of Concord
Select Board
Minutes
July 28, 2025**

- b. Brian Farber of 41 Ash Street to the Diversity, Equity, and Inclusion Commission for a term to expire May 31, 2028
- c. Ann Sussman 534 Old Marlboro Road to the Concord Housing Development Corporation for a term to expire May 31, 2028

Mr. McKennitt proposed administrative and verbiage clarifications to the meeting minutes from July 14, 2025, including:

- Page 8: proposed amendments to Mr. McKennitt's own statements
- Page 9: removing the statement "not necessarily different taxpayer groups" for clarity
- Page 9: removing the statement "the Board concurred" for the Affordable Housing Commitment Goal, as it implies that the Board may have voted, but they did not vote on this

Ms. Rovelli noted that she would like to keep the statement "not necessarily different taxpayer groups" as it was part of the discussion and that she would amend "the Board concurred" to "some Board members concurred".

Ms. Hartman asked to remove the nomination of Ann Sussman to the Concord Housing Development Corporation.

Mr. McKennitt asked to remove the nomination of Brian Farber to the DEI Commission.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the Consent Agenda with the proposed amendments to the meeting minutes of July 14, 2025 and the removal of committee nominations of Ann Sussman to the Concord Housing Development Corporation and Brian Farber to the DEI Commission.

Discuss Committee Nominations Removed from Consent Agenda

Ms. Hartman commented that she does not think that Ms. Sussman will be able to objectively meet the goals of the charge of the Concord Housing Development Corporation compared to other service on Town boards/committees. Ms. Hartman noted that the charge is to develop housing and in the last several years, the Town has only added 8 units and would like to see a candidate put forward who is committed to taking action to add additional affordable housing units.

Mr. McKennitt, as Select Board Liaison to the CHDC, commented that he worked with the Chair of the CHDC on this nomination recommendation and feels that Ms. Sussman is qualified and supports her nomination.

Ms. Rovelli suggested that Mr. McKennitt send Ms. Sussman's qualifications to the Select Board. Mr. McKennitt agreed to do so.

**Town of Concord
Select Board
Minutes
July 28, 2025**

Ms. Hartman added that she would like to see further research into other candidates that have a proven track record of coordinating with developers.

Mr. Howell commented that since the appointment process is two-fold, he would be supportive of the nomination moving forward and then the Board could discuss further when the appointment was on a Select Board agenda.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to nominate Ann Sussman 534 Old Marlboro Road to the Concord Housing Development Corporation for a term to expire May 31, 2028 and discuss the appointment further at the next Select Board meeting on August 11, 2025.

Mr. McKennitt asked about Brian Farber's nomination to the DEI Commission, noting that it was his understanding that other members of the community had expressed interest in serving on the Commission and asked if they had also been considered.

Mr. Boehm, as Select Board Liaison to the DEI Commission, responded that he worked with the Co-Chairs on the nomination and feel that he is a highly qualified candidate. Additionally, the DEI Commission is looking into amending their charge to explicitly include combatting antisemitism, and Mr. Farber is a member of the Jewish community. If nominated tonight, Mr. Farber could be appointed by the DEI Commission's next meeting, where there will be discussion regarding a statement against antisemitism and it would be important to have him on board for this.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to nominate Brian Farber of 41 Ash Street to the Diversity, Equity, and Inclusion Commission for a term to expire May 31, 2028 and discuss the appointment further at the next Select Board meeting on August 11, 2025.

Committee Appointments

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to appoint Julie Reed of 116 Monument Street to the Board of Registrars as the Republican member for a term to expire May 31, 2028; to appoint Tom Wilson of 66 Whittemore Street to the Economic Vitality Committee for an unexpired term to expire on May 31, 2026; and to appoint Paul Boehm of 11 Ridgewood Road to the Land Use Working Group as the second representative of the Select Board for a term to expire at the conclusion of the work outlined in the charge.

Chair's Report

Chair Howell reported that the Select Board will need to reschedule their second meeting in September due to Rosh Hoshana and are considering either September 15th or September 29th, depending on Select Board and Town Staff availability. Mr. Howell continued and noted that Select Board received the language for the Special Town Election to be held on Tuesday, August

**Town of Concord
Select Board
Minutes
July 28, 2025**

19, 2025, so the informational mailing with pro and con arguments for each ballot question would be mailed to all households soon. Lastly, Mr. Howell reported that the next Concord Housing Roundtable has been scheduled for Tuesday, August 26, 2025 at 5:00 PM via Zoom only.

Town Manager's Report

Town Manager Kerry Lafleur presented the Weekly Operations Report for the week ending July 25, 2025. The full report can now be viewed in e-newsletter format and you can [sign up for the e-newsletter here](#).

Ms. Lafleur highlighted that Chief Thomas Judge will be retiring on Thursday, August 7, 2025 following 42 years of service to the Town. The Town is extremely grateful for his service and leadership over the last several decades.

Common Victualler License Applications

i. Chipotle Mexican Grill, 766 Elm Street

Daniel Brennan Jr., Permit Representative for Chipotle, presented the Common Victualler application for Chipotle Mexican Grill located at 766 Elm Street. The full application is included in the Select Board meeting packet.

Management Specialist Shannon McAndrew noted that the application is complete with insurance requirements, tax affidavit, and payment, and that it has been reviewed by relevant departments including Building, Health, and Treasurer-Collector Departments.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the Common Victualler application for Chipotle Mexican Grill located at 766 Elm Street as included in the Select Board meeting packet.

ii. Starbucks Corporation, 768 Elm Street

Daniel Brennan Jr., Permit Representative for Starbucks, presented the Common Victualler application for Starbucks Corporation located at 768 Elm Street. The full application is included in the Select Board meeting packet.

Management Specialist Shannon McAndrew noted that the application is complete with insurance requirements, tax affidavit, and payment, and that it has been reviewed by relevant departments including Building, Health, and Treasurer-Collector Departments.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the Common Victualler application for Starbucks Corporation located at 768 Elm Street as included in the Select Board meeting packet.

iii. Eva's Little Kitchen LLC, 110 Commonwealth Avenue

Jared Jamal, Consultant for Eva's Little Kitchen LLC, presented the Common Victualler application for Eva's Little Kitchen LLC located at 110 Commonwealth Avenue. The full application is included in the Select Board meeting packet.

**Town of Concord
Select Board
Minutes
July 28, 2025**

Management Specialist Shannon McAndrew noted that the application is complete with insurance requirements, tax affidavit, and payment, and that it has been reviewed by relevant departments including Building, Health, and Treasurer-Collector Departments. Ms. McAndrew also noted that the seating capacity as approved by the Building Inspector is 53, with 33 indoor seats (2 accessible) and 20 outdoor seats (1 accessible).

Mr. Boehm asked what was the targeted opening date.

Mr. Jamal responded that it was around Wednesday, August 6, 2025.

Upon a motion duly made and seconded, it was UNANIMOUSLY
voted: to approve the Common Victualler application for Eva's Little Kitchen LLC
located at 110 Commonwealth Avenue as included in the Select Board meeting packet.

**Receive an Overview of Traffic Safety Process and
Impact of Roads Program Ballot Measure**

Alyssa Sandoval, Director of Community Development, made a presentation on 2025 Annual Town Meeting Warrant Article 8 – Debt Exclusion for Road Maintenance and an overview of traffic safety processes. The full presentation is included in the Select Board meeting packet.

Mr. Howell noted that a list of higher cost project concerns exists, but how long is the backlog and how could the funding, if approved, manage this.

Ms. Sandoval responded that some of those projects are so high in cost that they would likely need a combination of funds including local, State, and/or grant funds.

Mr. Howell asked when there is an accident with a cyclist or pedestrian if this is investigated immediately.

Ms. Sandoval responded yes, this often happens immediately with Public Works and the Police Department, not just the Traffic Management Group.

Ms. Hartman asked a question regarding timelines for reviewing concerns with the Traffic Management Group and that it's not clear in this process who makes decisions, such as escalating concerns or deciding how funds are used.

Ms. Sandoval responded that she would have to get back to the Board on the timeline with the Traffic Management Group as she has only just started working with the Group.

Alan Cathcart, Director of Public Works, added that it's important to note that the Town has only been able to fund bare bones paving for the last five or so years, and that if the funding is approved, it will not be able to cover all projects in the queue, but safety projects are a priority. Mr. Cathcart continued that the goal of continued transportation improvement discussions in the fall would be to cover current processes, discuss expectations realistically, and identify projects and timelines for these projects.

**Town of Concord
Select Board
Minutes
July 28, 2025**

Mr. Boehm noted that he attended a joint meeting of the Traffic Management Group, additional Town Staff, and the Transportation Advisory Committee recently and feels that the Transportation Advisory Committee could be the communicators of the process while working closely with the Traffic Management Group.

Nick Pappas, 1743 Monument Street and member of the Transportation Advisory Committee but speaking on his own behalf, commented that he heard the frustrations in the public comment portion of the Select Board meeting on June 30, 2025 and that the greatest need in the process at this time is transparency – transparency in the list of concerns reported and criteria for how concerns are ranked on the list for priority.

Brian Farber, 41 Ash Street, asked what kind of engagement is performed with our federal legislators to seek paths for alternative funding sources.

Chair Howell urged residents to vote on Tuesday, August 19, 2025 as many of these proposed actions will not be possible without the funds on the ballot being approved.

Discuss Select Board Actions in Response to Antisemitic and Hate Incidents

Chair Howell opened the discussion on Select Board actions in response to recent antisemitic and hate incidents at Concord-Carlisle High School. Chair Howell noted that the Diversity, Equity, and Inclusion Commission's Action Plan in response to the antisemitic and hate incidents are included in the Select Board meeting packet, along with a *draft* statement against antisemitism which the DEI Commission is to vote on at their meeting on Tuesday, August 12, 2025.

Ms. Hartman asked about reporting and accountability mechanisms, noting that though she previously did not support the idea, she is coming around on it and it will provide clear data on what is happening in the community. Ms. Hartman continued that she is still unclear on what the follow up procedure to those reporting incidents.

Mr. McKennitt noted that before we take on a new process, like reporting, we should have a clear understanding on what current processes are and where the gaps are. Mr. McKennitt continued and noted from his professional experience that sometimes adding processes doesn't bring the expected outcomes.

Ms. Rovelli noted that she supports the community collaboration proposed in the Action Plan, engaging the right community stakeholders in the process. There also needs to be greater Select Board collaboration with the School Committee. Ms. Rovelli supported reporting but also agreed with Mr. McKennitt that she'd like a better understanding of what the current process is, what data exists and what should be collected..

Mr. Boehm called for greater transparency, noting that without breaching confidentiality that the School and Town administrations need to inform Town residents that these incidents are

**Town of Concord
Select Board
Minutes
July 28, 2025**

occurring. Mr. Boehm also called for data markers on all incidents, minor and major, moving forward.

Chair Howell shifted the discussion to community dialogue on the matter, such as places that convene this Fall after some time off this Summer, holding community dialogue/assemblies held to host these discussions, utilizing groups like the Concord-Carlisle Human Rights Council, educators in our schools, youth sports programs, so that these matters can be discussed everywhere.

Mr. McKennitt asked how the Select Board and Town collaborate with one another and move these incidents forward into action.

Mr. Howell suggested that perhaps each Select Board member could pick a “segment” of the community to leverage already existing groups in our community to start holding these conversations, for example, the Jewish community, youth sports, DEI Commission.

Mr. Boehm agreed that the Select Board needs to move to action and made the following motion: *In our role as elected town leaders, the Select Board sees the need for deliberate action to combat antisemitism across the Town. To that end we endorse moving forward on two parallel tracks. The first track involves community dialogue, education, and input. We would like the DEI commissions to take the lead in formulating a work plan for that work stream. The second track involves the development of a protocol for reporting antisemitic and other hate incidents, collecting data, storing the data, and communicating the data transparently to the public. The Select Board, working with Town management, the Concord Police Department, the District Attorney’s Office, and the School Committee, will develop that protocol. Plans for both protocols should be developed for discussion by mid-October.*

The Select Board discussed the motion and Board members concurred with portions of the motion but did not feel ready to vote on the motion at this time.

Craig Awmiller, 27 Lang Street, noted the culture of tolerance for antisemitism and called for a change in leadership being one of the most proven ways to change the culture of an institution.

Diane Proctor, 57 Sudbury Road, noted that many residents are traveling during the Summer and hopes that the Town will continue these discussions into the Fall, offering the League of Women’s Voters as a forum.

Scott Smigler, 1266 Monument Street, agreed with Board comments made to use existing data to scope the problem before solving the problem and appreciates the Board not delegating this work to another Board or Committee, showing good leadership. Mr. Smigler asked if there is a document explaining the work of the DEI Commission and if it calls out specific groups that it serves.

Chair Howell responded that this is outlined in the DEI Commission’s charge which is on the Town’s website, which does include its goals and groups of people that it works to serve.

**Town of Concord
Select Board
Minutes
July 28, 2025**

Deborah Dorfman, 27 Lang Street, commented that she thinks a challenge moving forward is identifying data that exists and what actually happened, noting concerns of accuracy in existing data.

Dr. James Nager, 75 Channing Road, noted that he appreciated the Board's efforts but feels that there is currently a lack in understanding of the unique nature of antisemitism and how it impacts members of the Jewish community. Dr. Nager encouraged the Board to have more listening sessions with members of the community to better the understanding, without deliberation of the Board's own actions.

The motion was tabled and the Select Board did not vote on the matter during this meeting.

**Vote on Fiscal Year 2026 Select Board Goals and
Discuss Fiscal Year 2027 Budget Priorities**

Chair Howell opened the discussion on Fiscal Year 2026 Select Board Goals, noting that he has made the revisions discussed at the last Select Board meeting on Monday, July 14, 2025. The revised Fiscal Year 2026 Select Board Goals are included in the Select Board meeting packet.

Mr. McKennitt responded that he is comfortable with Mr. Howell's revisions of the goals, though added that the Historical Commission is looking to deliver their Historic Preservation Plan this year which can inform some other Select Board goals.

Ms. Rovelli asked if the goal for G1 Commercial development was expected to remain given previous discussions and overlap with other business related goals; Ms. Rovelli also asked a clarifying question regarding III. E. on Select Board communications/correspondence.

Mr. Howell responded that he thinks that the goal would be for greater transparency in Select Board communications in all of the modes of communication Ms. Rovelli listed – Liaison Reports, correspondence submitted to the Select Board, communications from the Board, etc.

Mr. Boehm asked a question about transportation, which Mr. Howell confirmed was included in the goals.

Ms. Hartman noted under II. C. 1. A Local Receipts: Support Business Community to enhance local receipts., if the Board could change the wording to track vacancy rates across all commercial properties and growing the commercial tax base.

Ms. Rovelli suggested dropping I. G. Commercial Development given the similarity to the goals under Local Receipts and the difficulty the Board noted to track improvements. The Board agreed to retain the goal.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to adopt the Fiscal Year 2026 Select Board Goals as included in the Select Board meeting packet and discussed during the meeting.

**Town of Concord
Select Board
Minutes
July 28, 2025
Review Draft Charge for the Financial Policy Working Group**

Ms. Rovelli opened the discussion on the *draft* charge for the Financial Policy Working Group, which was discussed by the Select Board at the last Board meeting on Monday, July 14, 2025. Ms. Rovelli received guidance from the Town Clerk's Office that the proposed working group comprised of Select Board and Finance Committee members would comprise a new committee, so a charge should be created for this work. The full *draft* charge is included in the Select Board meeting packet.

Mr. McKennitt asked to consider what the financial goals are for creating stabilization funds within the charge.

Ms. Hartman suggested adding the Town's Financial Advisor as a source of information. Ms. Hartman also asked how the deliverable timeline syncs up with the Annual Town Meeting Warrant deadline.

Ms. Rovelli responded that with the Annual Town Meeting Warrant opening in late December, there will be interim discussions with the Select Board and Finance Committee if the members of the Working Group anticipate changes to stabilization funds, whether withdrawing funds or creating a new fund.

The Select Board will vote on the charge at the following Select Board meeting on Monday, August 11, 2025.

Select Board Liaison Reports

The Select Board Liaison Reports included updates on:

- Wastewater treatment discussion with the Director of Public Works Alan Cathcart
- The Land Use Working Group has begun their work and is conducting site tours
- Economic Vitality Manager Mimi Graney presented an update on local receipts at the Economic Vitality Committee meeting
- Concord Municipal Light Board voted to pursue a shared savings model in pursuing battery storage at the landfill
- MCI Concord Advisory Board discussing funding for FY2026

Adjournment

Chair Howell adjourned the meeting at 8:30 PM.

Meeting Materials:

[Select Board Meeting Packet for July 28, 2025](#)

[Select Board Meeting Recording for July 28, 2025](#)

Town Manager's Monthly Project Update

August 2025

Overview

This monthly update provides a summary of active capital and operational projects currently being tracked by the Town Manager's Office. Projects featured in the Executive Summary Matrix are selected based on criteria including cost, visibility, alignment with Town and Select Board goals, and milestones. This report also includes a broader portfolio of ongoing initiatives that remain in development or implementation stages.

Included in This Report

- **Executive Summary Matrix:** Ten high-priority projects selected for strategic alignment, scope, and impact.
- **Departmental Project Briefs:** Concise updates outlining progress, next steps, and target completion dates.
- **Ongoing Project Tracking:** Summary narrative on other active projects and how they're monitored.
- **Remaining Projects Table:** A snapshot of active initiatives that do not currently meet matrix criteria.

Key Highlights

- CMLP is finalizing the Advanced Metering Rollout with only one meter remaining as of May 2025.
- The Fire Department expects to complete their ALS transition by July 2026, supporting enhanced emergency medical service delivery.
- Turf replacement at Doug White Field Complex is nearly complete, ensuring safe field availability for the fall season.
- The Baker Avenue Culvert Repair project is out to bid, with construction expected in FY26.
- The Police Department is actively procuring a new CAD/Records Management System for implementation in Fall 2025.

This summary supports ongoing communication and transparency between the Town Manager's Office, department leadership, and the Select Board. For questions or additional details, please contact the Town Manager's Office.

Town Manager’s Monthly Project Update August 2025

Executive Summary – Project Matrix

This matrix provides a high-level overview of active operational and capital projects, including their status, funding, alignment with Town Manager and Select Board goals, and assessed risk level.

Department	Project	Status	Target Completion	Cost	TM/SB Goal Alignment	Lead	Risk
CMLP	Advanced Metering Rollout	In Progress	May 1, 2025 with one meter left	\$3,000,000	Resilience; Financial	Jason Bulger	Low
Fire	BLS to ALS	In Progress	Start Dec 2025, Complete Jan 2026	\$1,000,000	Financial; Strategic	Chief Whitney	Medium
Planning & Land Mgmt	Assabet River Multi-use Bridge & Trail	In Progress	See Notes	\$1,900,000	Financial; Resilience; Sustainability; Strategic	Elizabeth Hughes	High
CPW	Doug White Field Complex – Turf Replacement	In Progress	End of Aug 2025	\$1,350,000	Strategic	Erik Shaw	Low
CPW	Baker Avenue Culvert Repair	Out to Bid	TBD (post-bid award expected in FY26)	\$800,000	Resilience; Strategic	Steve Dookran	High
CPW	Harvey Wheeler Stair/Sidewalk Repair	In Progress	Contract review/award – TBD	\$540,000	DEI; Strategic	Russell Karlstad	Medium
Police	Upgrade CAD/Records System	In Progress	Fall 2025	\$350,000	Strategic	Chief Mulcahy	Medium
Police	In-Cruiser Mobile Data Terminal Replacement	In Progress	FY26-FY31	\$210,000	Strategic	Chief Mulcahy	Low
Facilities	133/135 Keyes Roof Renovation	Planning	Fall 2025	\$440,000	Strategic; Sustainability; Resilience	Russel Karlstad	Medium
Town Manager’s Office	Cell Infrastructure Expansion	Planning	FY26	TBD	Strategic; Planning	Megan Zammuto	Moderate

Note: Risk= Low-Minimal Impact Medium-Moderate scheduling or cost risk; some public impact High-Significant risk to schedule, budget, or public safety; complex or multi-agency coordination required.

Departmental Project Briefs:

CMLP- Advanced Metering Rollout

Update: CMLP is nearing completion of its advanced metering infrastructure installation, with only one meter remaining as of May 2025. The system will improve operational efficiency, outage response, and customer access to usage data.

Next Step: Install the final meter, transition to full operational use, and train staff on analytics tools.

Target Completion: May 2025.

Risk Level=Low- Project is near completion, with only one meter left to install. No significant scheduling or cost risks remain; minimal public impact is expected.

Fire Department- BLS to ALS

Update: The Fire Department continues its transition from Basic Life Support (BLS) to Advanced Life Support (ALS) service. One firefighter is ALS-certified, nine are in training, and ambulances are ready for ALS equipment once licensing is approved.

Next Step: Continue certification training, secure state ALS licensing, and fully equip ambulances.

Target Completion: December 2025 (Certification), January 2026 (Operational).

Risk Level=Medium- Training and certification are ongoing. While progress is strong, the project depends on state licensing approval and grant funding, introducing some schedule and budget risks.

Planning & Land Management- Assabet River Multi-Use Bridge & Trail

Update: Design and permitting are underway for the Assabet River bridge connecting to the Bruce Freeman Rail Trail. CPA funding is secured to complete 100% design.

Next Step: Complete final design and submit construction funding applications.

Target Completion: Design – 2026; Construction – TBD.

Risk Level=High- Project involves design, permitting, and external funding applications. Complexity, potential permitting delays, and inter-agency coordination contribute to high risk.

CPW- Doug White Field Complex– Turf Replacement

Update: Turf replacement work is nearly complete, with subsurface and installation phases on schedule. The upgrade will enhance play safety and extend field life.

Next Step: Finish installation, complete inspections, and reopen for community use.

Target Completion: August 2025.

Risk Level-Low- Projected to be completed by the end of August.

CPW – Engineering- Baker Avenue Culvert Repair

Update: This project addresses failed culvert joints under Baker Avenue. Temporary stabilization was completed in 2024; the permanent repair includes a drainage vault and roadway restoration.

Next Step: Award contract and begin construction following bid review.

Target Completion: FY26 Construction Season.

Risk Level=High- Project involves infrastructure failure under a public roadway. Construction has not yet begun; risk is elevated due to coordination demands and potential cost/schedule impacts once work is underway.

CPW– Facilities-Harvey Wheeler Stair/Sidewalk Repair

Update: This project repairs deteriorated stairs and sidewalks to improve accessibility at Harvey Wheeler Community Center. Contract review is in progress.

Next Step: Award and schedule construction to avoid operational disruption.

Target Completion: FY26 Construction Season.

Risk Level=Medium- Contract not yet awarded. Accessibility-related work could affect building operations; moderate risk tied to scheduling and service impact if delays occur.

Police- Upgrade CAD/Records System

Update: Procurement is underway to replace the CAD and records system, improving call tracking, coordination, and reporting.

Next Step: Finalize vendor selection, train staff, and initiate rollout.

Target Completion: Fall 2025.

Risk Level=Medium- Procurement is active. While benefits are clear, implementation of new technology systems can pose training, compatibility, and scheduling risks.

Police- In-Cruiser Mobile Data Terminal Replacement

Update: The department is replacing in-cruiser computers to improve field communications and reporting. The program will span multiple fiscal years.

Next Step: Begin FY26 procurement and installation phase.

Target Completion: Phase 1 – FY26; Full Implementation – FY31.

Risk Level=Low- Multi-year phased implementation. Replacement is routine and scheduled with minimal operational disruption or cost risk.

CPW– Facilities- 133/135 Keyes Roof Renovation

Update: Design and specification review is underway for replacement of the roof at 133/135 Keyes Road to extend the building's life and prevent water damage.

Next Step: Finalize specifications, issue bid documents, and schedule construction.

Target Completion: Fall 2025.

Risk Level=Medium- Design is in early stages. Project scope involves preventing future water damage, but construction scheduling and budget constraints introduce moderate risk.

Town Manager's Office- Cell Infrastructure Project

Update: The Town Manager's Office is working to identify locations and potential partnerships to enhance cellular coverage in Concord. Initial assessments and coordination with vendors are underway.

Next Step: Engage with cellular providers to assess feasibility and identify preferred locations for new infrastructure.

Risk Level=Moderate risk is assigned due to external dependencies — specifically, the need for carrier participation, permitting processes, and site selection, all of which may affect timeline and feasibility.

Ongoing Project Tracking:

By maintaining visibility on these initiatives, the Town Manager's Office ensures that leadership, the Select Board, and the public have a comprehensive view of the Town's work program. In addition to the projects detailed above, the Town Manager's Office continues to monitor other active operational and capital initiatives across all departments. Many of these are in earlier planning stages, of smaller scale, or awaiting key milestones before they appear in the Executive Summary Matrix.

Projects in this category are regularly reviewed for changes in scope, funding, and schedule that may elevate them into the Executive Summary Matrix in future updates. Some represent foundational work, such as planning studies, system upgrades, or early-stage infrastructure maintenance, which will directly support larger initiatives down the road. Others are recurring capital maintenance efforts that preserve Town assets, improve efficiency, or enhance resident experience without requiring large-scale capital investment.

Other Active and Ongoing Projects

The following table outlines additional projects currently being monitored by the Town Manager's Office. These projects remain active but do not currently meet the criteria for inclusion in the Executive Summary Matrix:

Department	Project	Status	Target Completion	Notes
Human Services	Beebe Roof Project	Planning	TBD	Early-stage facility roof replacement planning.
Human Services	Beebe Swim Block Installation	In Progress	Summer/Fall 2025	Install new competition swim blocks at Beebe Center.
Human Resources	MUNIS Upgrade	In Progress	TBD	System upgrade and integration for payroll/HRIS.
Planning & Land Management	Two Revolutions Trail Survey & Preliminary Design	In Progress	Dec 2026	Trail planning and survey work.
Planning & Land Management	CHIP – Community Health Improvement Plan	In Progress	TBD	Collaborative public health planning initiative.
CPW	Town House Chiller Replacement	In Progress	Aug 2025	HVAC Replacement
Police	New Police/Public Safety Facility	Planning	2030–2035	Long-term facility planning project.
Police	Opening of Pyramid Health	In Progress	Late Fall 2025	Coordination with licensing for facility opening.
Police	In-Cruiser Computer Replacement	In Progress	FY26–FY31	Multi-year phased replacement program.
Planning & Land Management	Comprehensive Transportation Strategy	In Progress	Spring 2026	Multimodal transportation planning.
Planning & Land Management	Open Space & Recreation Plan Update	Not Started	FY26	State-compliant update of open space policies and recreational inventory.

Katherine Hopewood

62 Belknap Street
Concord, MA 01742
July 8, 2025

Select Board

Town of Concord
22 Monument Square
Concord, MA 01742

Dear Members of the Select Board,

I am writing in advance of the upcoming hearing scheduled for July 14 regarding my request for the removal of the Red Pine tree located in front of my home at 62 Belknap Street.

While the arborist's report was inconclusive regarding the tree's health, in my observation the tree appears to be in declining condition and does not contribute positively to the appearance of the streetscape. In speaking with Erik Shaw, I also learned that a number of Red Pines in the area have been affected by disease and have been removed as a result—which raises concern about the long-term viability of this tree. After thoughtful consideration, I am requesting that it be removed.

Should the request be approved, we plan to replace the tree with a **native Eastern Redbud ('Forest Pansy' cultivar)**, which will be more in keeping with the character of the neighborhood and supportive of pollinators and local biodiversity. We believe this species will thrive in the location and contribute positively to the streetscape over time.

I have attached photographs of the Red Pine tree to provide additional context and appreciate your time and consideration of this request. Please don't hesitate to reach out if further information would be helpful in advance of the hearing.

Sincerely,

Katherine Hopewood

katherine.hopewood@gmail.com
203-907-8297



CONCORD PUBLIC WORKS
HIGHWAY & GROUNDS
133 Keyes Road
Concord, MA 01742

Tel: (978) 318 - 3220
Fax: (978) 318 - 3204



DATE: July 10, 2025

MEMORANDUM

TO: Selectboard, Town of Concord

VIA: Kerry LaFleur, Town Manager

CC: Alan H. Cathcart, Director of Public Works
Aaron Miklosko, Highway & Ground Superintendent, Deputy Tree Warden

FROM: Erik Shaw, Asst. Highway & Grounds Superintendent, Tree warden

SUBJECT: Public Shade Tree Removal – 62 Belknap Street

62 Belknap Street - Tree Removal Permit Information:

On September 12, 2024, the Town received a request for a hearing to remove a public shade tree from Katy Hopewood at 62 Belknap Street. The request was made by the resident citing the tree as unsightly in the landscape and potentially in decline from insect infestation.

A public shade tree hearing was posted and held on October 8th at 10:00am for a 15" DBH Red Pine TKID (16893). Erik Shaw (Tree Warden), Jeff Koranda (CPW Staff), Katy Hopewood, and Sven Weber (neighbor), Maerk & Tanya Gailus (residents) were present. The town received an objection in writing via email to the removal of this tree on October 4th, 2024, as well as a verbal objection from Tanya Gailus at the hearing, and the request for removal was denied by the Tree Warden as required by law at the hearing. The resident was informed that the tree would not be removed following the hearing and that alternatively, they could request a permit for removal from the Selectboard.

The tree warden had performed a follow-up inspection via the town's consulting arborist to further review the health of the tree to see if there were any conditions that would determine the tree unhealthy or unsafe. That report was provided by our consulting arborist at Davey Tree on February 18th, 2025 and no evidence suggested the tree should be removed for any reason.

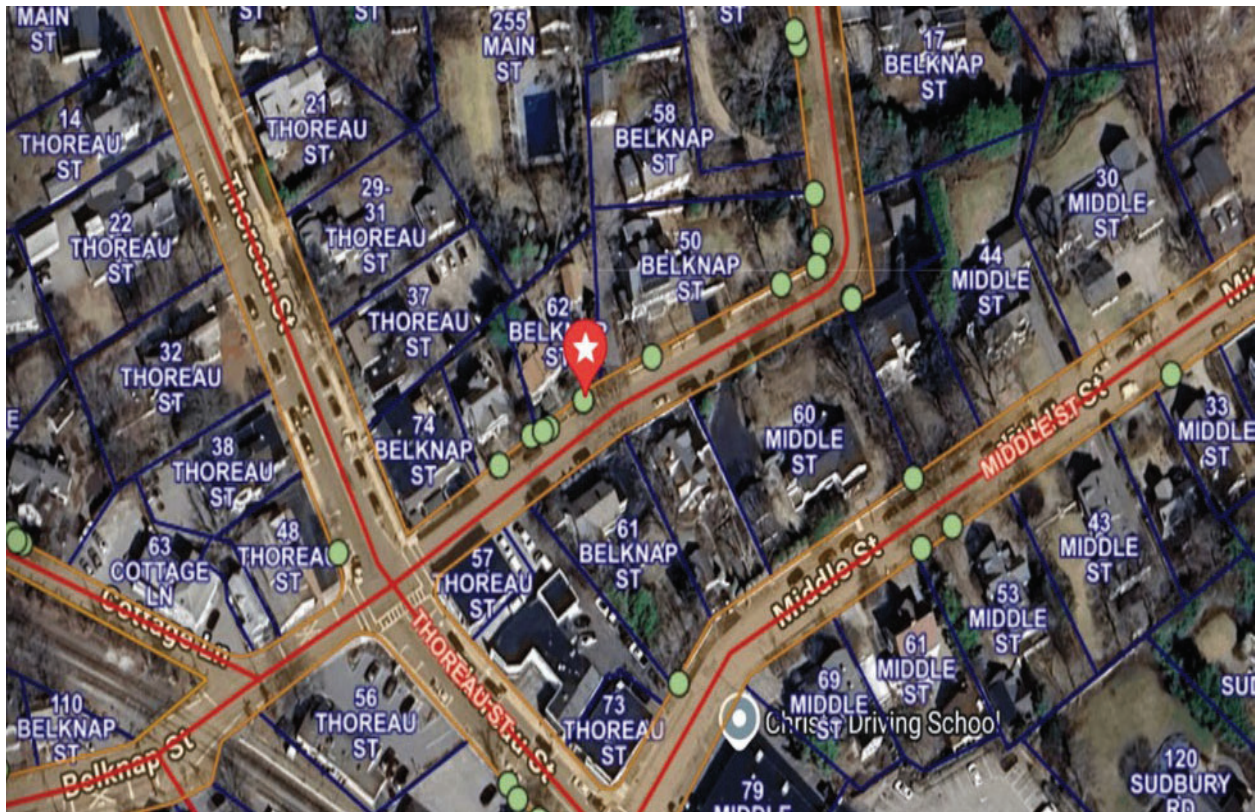
MGL CH87 Public Shade Tree Law Information:

From MGL CH 87, section 3: Cutting of public shade trees; public hearing.

“public shade trees shall not be cut, trimmed or removed, in whole or in part, by any person other than the tree warden or his deputy, even if he be the owner of the fee in the land on which such tree is situated, except upon a permit in writing from said tree warden, nor shall they be cut down or removed by the tree warden or his deputy or other person without a public hearing.”

From MGL Ch 87, Section 4: Cutting down or removing public trees; approval of selectman or mayor.

“Tree wardens shall not cut down or remove or grant a permit for the cutting down or removal of a public shade tree if, at or before a public hearing as provided in the preceding section, objection in writing is made by one or more persons, unless such cutting or removal or permit to cut or remove is approved by the selectmen or by the mayor.”



Aerial Photo of tree location at 62 Belknap Street.



Current photo of Red Pine (16893) – 62 Belknap Street

Concord Wastewater: Background Information

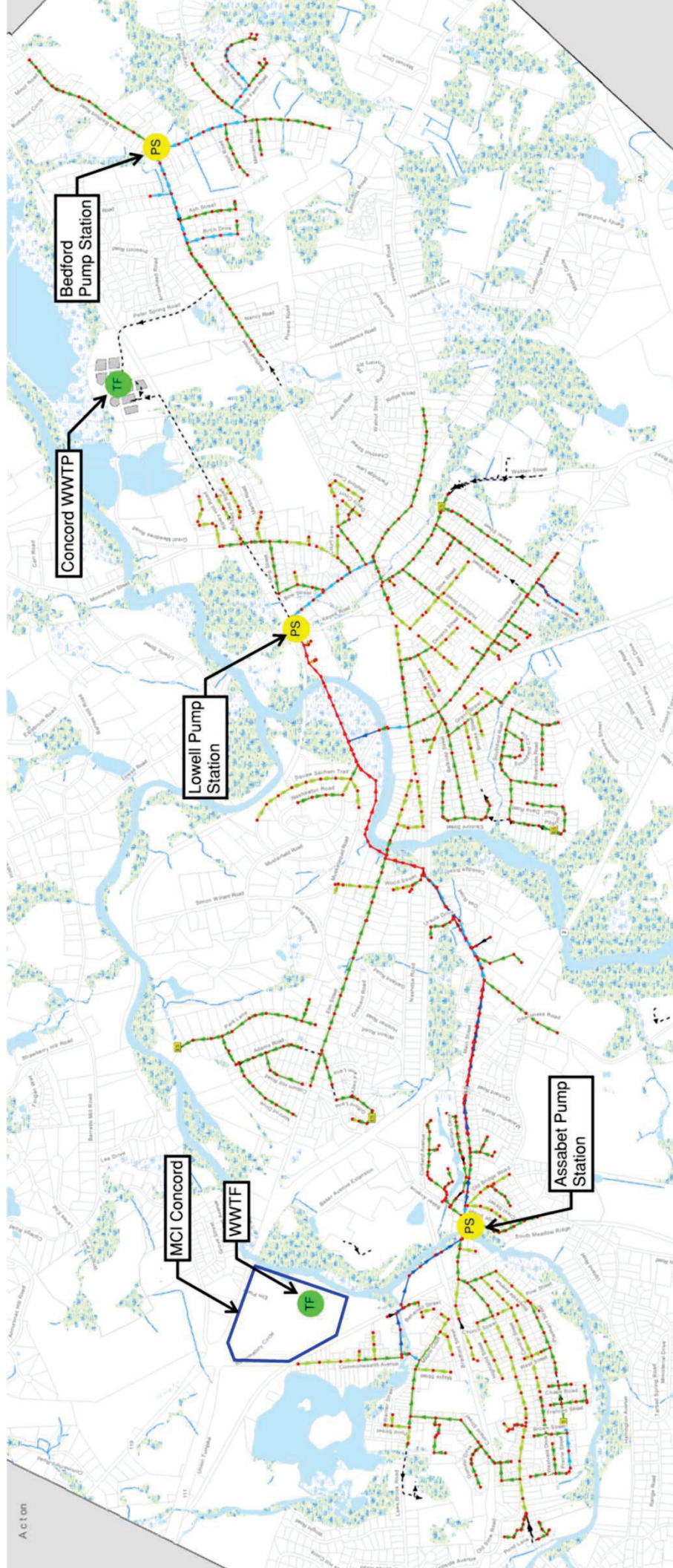
8/11/25 Concord Select Board Meeting

Weston & SampsonSM



Wastewater Overview

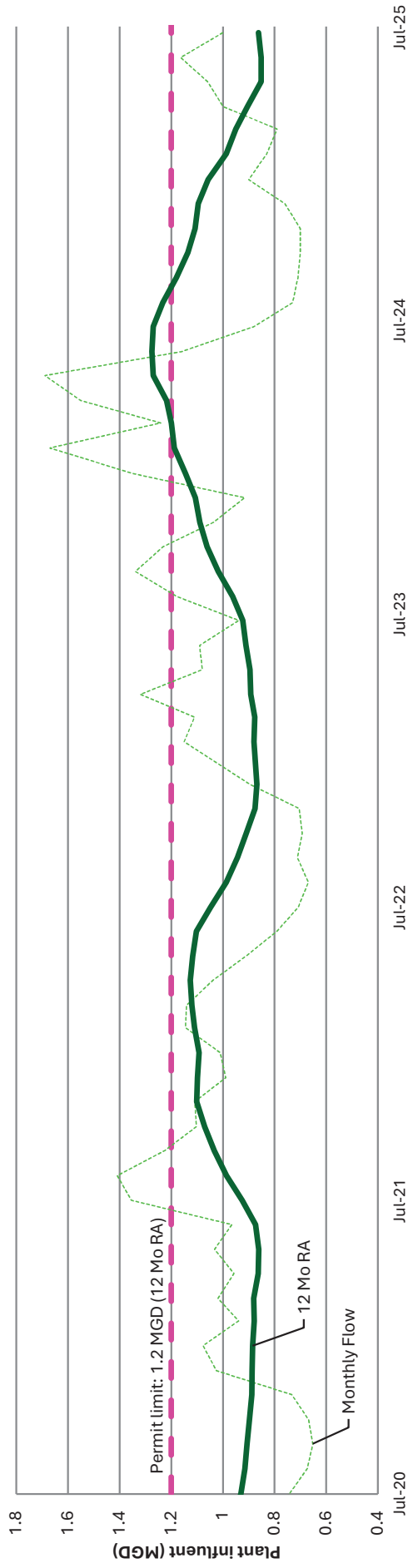
Concord Sewer System



Wastewater Overview

Concord WWTP

- Permit discharge: 1.2 mgd (12 month Rolling Avg)
- Facility is in good condition with possibility to treat more flow
 - No successful options for permit increase have been found to date
 - 2024 Facility Plan studied needed improvements
 - Possible groundwater discharge has been evaluated



Recent Work

MCI WWTF Evaluation

- Background
 - Permit : 310k gpd; Recent: ~65k gpd
 - Not permitted for groundwater discharge
- Eval completed late 2024
 - Poor condition, can't achieve design performance without rehab
- Total rehab project cost: ~\$25 M
 - Can be phased
 - Should consider outside funding for service of state facilities



Recent Work

MCI WWTF Sand Bed Hydro-geo Investigation

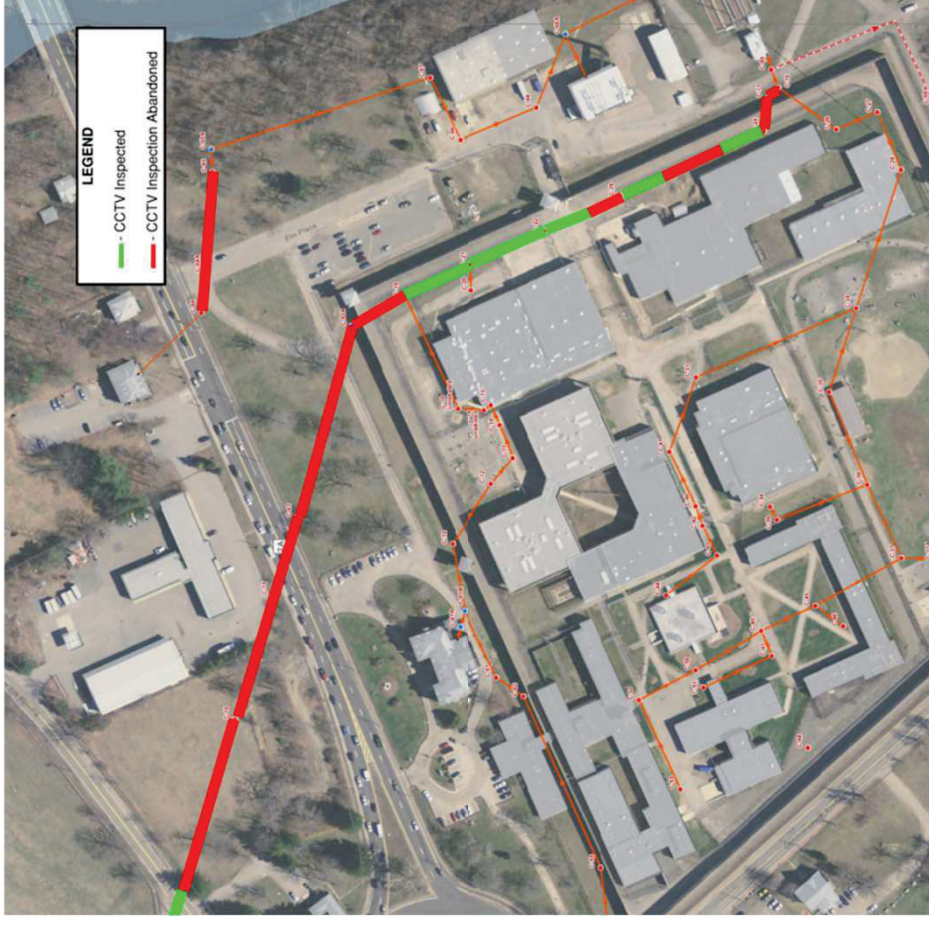
- Completed June 2025
- Borings, test pits, and field testing
- Groundwater discharge may be feasible up to 100k to 150k gpd (or more)
 - Would need +\$3 M for rehab/permitting
 - Did not yet consider existing beds on Junction Village parcel



Recent Work

MCI Sewer Investigations

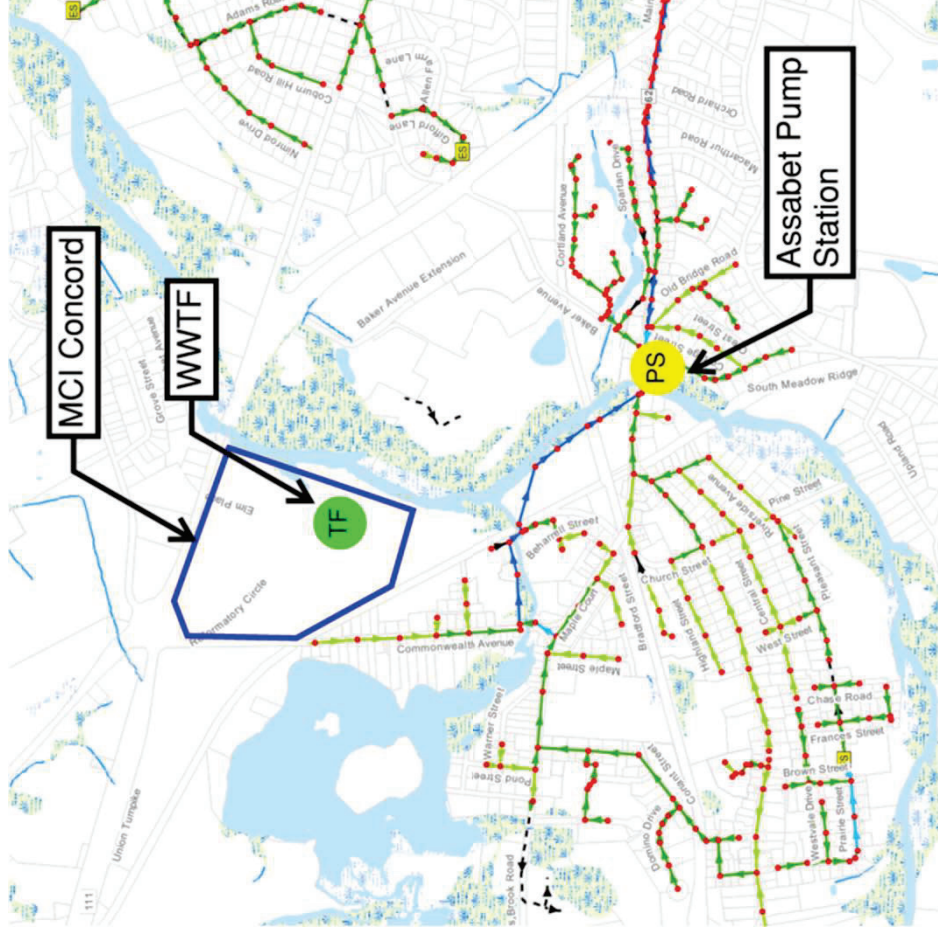
- Completed June 2025
- TV inspection of sewer pipes
- System in very poor condition
 - Would require complete replacement
 - Should be funded by State



Recent Work

West Concord Flow Diversion Study

- Completed June 2025
- Alternative evaluation for conveying Town flows to the MCI WWTF
- Total project cost: ~\$2 M to \$3.5 M
 - New PS vs modified Assabet, with FM
 - Sufficient town flows for allocation



Next Steps

MCI WWTF Groundwater Discharge

- Advance conversation with DCAMM & CHDC
- Advance conversation with DEP
- Evaluate associated implications to WWTP
 - Process modifications for nutrient removal
 - Would affect rehabilitation scope/costs from recent WWTP evaluation

Town Sewer Flows Planning

- Advance flow diversion implementation
- Confirm existing MCI WWTF flows from state facilities
- Revisit CWMP flows/phases considering role of MCI WWTF

Capital Planning

- Sewer improvements related to accepting MCI WWTF
 - Consider outside funding and opportunities with DCAMM offer
- Review Town SIF and other local cost implications of capital expenses
 - Rates, fees, etc.



THE TOWN OF
CONCORD
MASSACHUSETTS

Office of the Town Manager
Concord, Massachusetts 01742

Kerry A. Lafleur
Town Manager
Town House
P.O. Box 535
22 Monument Square
www.concordma.gov
(978) 318-3000

To: Select Board

From: Megan Zammuto, Deputy Town Manager

Date: August 11, 2025

Goal/Objective: MCI Concord Redevelopment: WWTF – Decision to acquire; Capital Plan is done, transfer agreement with the state is in place

MCI Wastewater Treatment Facility – Negotiation Update

Enclosed in the meeting packet please find previous correspondence between DCAMM and the Town of Concord from August, 2024 and February, 2025. The current period for negotiations with DCAMM is set to expire in mid-August unless extended by mutual agreement. Through this letter, the Town of Concord requests that the negotiations continue through August, 2026.

The enclosed draft letter is presented for your consideration and has been reviewed and approved by Town Counsel. Town Counsel has also expressed that it would be equally appropriate for the letter to come from the Select Board, the Town Manager, or Town Counsel.



THE TOWN OF
CONCORD
MASSACHUSETTS

Office of the Town Manager
Concord, Massachusetts 01742

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(978) 318-3000

Commissioner Adam Baacke
Division of Capital Management & Maintenance
One Ashburton Place, 15th Floor
Boston, MA 02114

Re: MCI Concord Wastewater Treatment Facility

Dear Commissioner Baacke:

On February 10th, Concord's Town Counsel wrote to respond to your August 28, 2024th offer to convey the wastewater treatment facility located at the Massachusetts Correctional Institution, Concord ("MCI Concord") pursuant to St. 2024, c. 140, s 193.

The Town has been working diligently to evaluate wastewater treatment constraints and capacity. This work, financed through the generous FY25 state earmarks, has been conducted in partnership with Weston & Sampson and includes a wastewater treatment analysis consisting of:

- Field investigations and desktop analysis
- Soil evaluation and hydrogeological reporting
- Sewage flow metering and CCTV video review
- Flow isolation coordination and geotechnical borings
- Regulatory coordination with MassDEP, DCAMM, and DOC
- Alternatives analysis assessing potential integration into the Town's wastewater system
- Assessment of system capacity in relation to development potential and economic growth

On April 29th, Town staff and counsel met with DCAMM to outline potential agreement terms. Now that more data is available, a follow-up meeting is scheduled for the end of August to continue those discussions in more detail.

The current period for negotiations with DCAMM is set to expire in mid-August unless extended by mutual agreement. Through this letter, the Town of Concord requests that the negotiations continue through August, 2026. We look forward to working together to achieve a vision that is in alignment with local, regional and state goals.



COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION & FINANCE
DIVISION OF CAPITAL MANAGEMENT & MAINTENANCE
ONE ASHBURTON PLACE, 15TH FLOOR
(617) 727- 4050

MAURA T. HEALEY
GOVERNOR

KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR

MATTHEW J. GORZKOWICZ
SECRETARY

ADAM BAACKE
COMMISSIONER

August 28, 2024

Town of Concord Select Board Chair Mary Hartman
Members of the Concord Select Board
22 Monument Square
Concord, MA 01742

Dear Chair Hartman and Members of the Town of Concord Select Board:

Pursuant to St. 2024, c. 140, s. 193, I write to offer to convey the wastewater treatment facility located at Massachusetts Correctional Institution, Concord ("MCI Concord") to the Town of Concord, subject to the successful negotiation of a land disposition agreement, including establishing consideration to be paid by the Town, if any, and the following conditions:

1. The wastewater treatment facility will be restricted to operation by the Town as a public utility, and the conveyance will be subject to a reversionary interest if the Town ceases to use the facility as a public utility;
2. DCAMM is satisfied that the Town's operational plan for the facility will prioritize and satisfy the wastewater needs of nearby and adjacent Commonwealth and other public facilities, including, but not limited to: (a) the Northeastern Correctional Center located at 976 Barretts Mill Road, (b) the State Police Barracks Concord located at 906 Elm Street, and (c) the Massachusetts Department of Transportation Elm Street Facility located at 936 Elm Street (collectively, the "Adjacent Commonwealth Facilities"), on a long-term basis;
3. The metes and bounds of the parcel to be conveyed will be determined by DCAMM, following the completion of a survey;
4. The conveyance will be subject to such easements for access and utilities as determined to be necessary by DCAMM;
5. The conveyance will be subject to all other terms and conditions deemed necessary by DCAMM to ensure the productive redevelopment of the MCI Concord site and the continued use of nearby parcels by the Commonwealth;

6. The conveyance will occur at a time mutually agreeable to the Town and DCAMM, but not before DCAMM has accepted a complete, unrestricted Transfer Request 1 Form from the Department of Correction relative to the MCI Concord site;
7. Following the conveyance, the Town shall provide wastewater treatment services to the Commonwealth, at a cost not to exceed the lesser of: (a) the cost for wastewater treatment services attributable to the Adjacent Commonwealth Facilities prior to the closure of MCI Concord, calculated on a per cubic foot basis and adjusted for inflation, or (b) the non-residential service rate established by the Town; and
8. Following the conveyance, the Town shall provide wastewater treatment services to the MCI Concord site, as needed, during and after redevelopment, at the applicable prevailing service rates established by the Town.

This offer will expire on February 24, 2025.

Following the acceptance of this offer, the parties must reach agreement on all material terms of conveyance within 180 days of acceptance. If the parties do not reach such agreement, this offer shall terminate. The parties agree to negotiate all terms in good faith, and this deadline may be extended with the written consent of both parties.

Please do not hesitate to contact me with any questions or concerns. We look forward to a successful negotiation and redevelopment of the MCI Concord site.

Sincerely,

A handwritten signature in black ink, appearing to read 'Adam Baacke', with a long horizontal line extending to the right.

Adam Baacke

Commissioner

Cc: Town Manager Kerry A. Lafleur
Deputy Town Manager Megan Zammuto



MINA S. MAKARIOUS
mmakarios@andersonkreiger.com
T: 617.621.6525
F: 617.621.6625

February 14, 2025

VIA EMAIL

Commissioner Adam Baacke
Division of Capital Management & Maintenance
One Ashburton Place, 15th Floor
Boston, MA 02114

Re: MCI Concord Wastewater Treatment Facility

Dear Commissioner Baacke:

I write in my capacity as Town Counsel for the Town of Concord (the “Town”) in response to your August 28, 2024, offer to convey the wastewater treatment facility (the “Facility”) located at the Massachusetts Correctional Institution, Concord (“MCI Concord”) pursuant to St. 2024, c. 140, § 193. The Town wishes to express its gratitude for the offer to convey the Facility to the Town, and for your and your team’s significant work with the Town to date to address how make this conveyance possible.

As you are aware, acceptance of the offer to convey the Facility to the Town will require a vote of the Concord Town Meeting as well as formal approval of a land disposition agreement (“LDA”) by its Select Board. To that end, the Select Board met on February 10, 2025 and voted by a five to zero vote to direct the Town Manager, the Town’s Director of Public Works and me to continue discussions with the Division of Capital Management & Maintenance (“DCAMM”) on the terms of a mutually agreeable LDA. The Select Board is also considering a 2025 Concord Town Meeting article to appropriate funding for the purposes of the Town’s further due diligence regarding the Facility and negotiation of an LDA.

Per our past discussions with DCAMM, we trust that this commitment by the Select Board is sufficient for the Town to continue negotiations with DCAMM regarding the items identified in your August 28, 2024 letter, among others, that would be address in the LDA.

In addition, as your August 28, 2024 letter and our subsequent conversations with DCAMM make clear, it is in the Commonwealth’s, the Town’s and the public’s best interest that DCAMM and the Town fully discuss and agree on other important issues of responsibility for the financial and operational future of the Facility before any conveyance takes place, including the following:

1. The current operational and environmental status of the Facility and the land on which it sits, including the need for repairs or capital investments, site assessment or remediation, or other work to ensure the Facility serves both the Town's and the Commonwealth's future needs.
2. The allocation of financial responsibility for such work between the Town, the Commonwealth and any other parties.
3. The allocation of liability for pre-existing conditions at the Facility, including environmental conditions.
4. Adequate planning for the transfer of Facility operations to the Town, including, for example, training for Town employees or contractors who will manage the Facility, transfer of Facility records, and transfer of any applicable warranties to the Facility.
5. The need for permits or other approvals from other Commonwealth or Town agencies, and the federal government, to maintain Facility operations.

We look forward to working with you to address these issues with the goal of presenting a fully negotiated LDA to the Select Board and a request to Town Meeting to authorize the conveyance by the Town's 2026 Annual Town Meeting, which will most likely occur between April and May 2026. To begin our work towards that goal, we would request a meeting with your team in March 2025 at which we can discuss open issues for negotiation, assignment of LDA drafting work, and commit to a schedule for negotiations. Please let us know dates that your team is available for that meeting at your earliest convenience.

We look forward to continuing to work with you on this project.

Sincerely,

/s/Mina S. Makarious

Mina S. Makarious

ecc:

Mary Hartman, Chair, Concord Select Board
Kerry Lafleur, Town Manager, Town of Concord
Alan Cathcart, Director of Public Works, Town of Concord
Megan Zammuto, Deputy Town Manager, Town of Concord



Statement from the Diversity, Equity, and Inclusion Commission Town of Concord, MA

In Response to Recent Hateful Acts in Our Community

The Concord Diversity, Equity, and Inclusion (DEI) Commission unequivocally condemns the recent acts of antisemitism, racism, homophobia, and other expressions of hate that have occurred in our community—including the disturbing graffiti and hate speech incidents reported at Concord-Carlisle High School and in other public spaces. These acts are not isolated; they are symptomatic of broader systemic harms that marginalize and traumatize our neighbors, especially those who are Jewish, Black, Indigenous, LGBTQ+, immigrant, and members of other historically excluded communities.

Hate has no home in Concord.

We reject all forms of bigotry and stand in solidarity with those harmed by these acts. Our town's values—of inclusion, equity, justice, and community care—must be upheld through concrete action and sustained commitment.

Proposed Action Plan

To ensure that our response is not merely symbolic but rooted in structural change, we recommend the following steps:

1. Public Education & Community Dialogue

- Host a town-wide restorative listening circle and healing forum, in partnership with impacted communities and local organizations.
- Launch an ongoing “Concord Against Hate” education campaign, including school-based programs, interfaith dialogues, and public forums on antisemitism, racism, and LGBTQ+ rights.
- Mandate annual anti-bias and anti-hate training for all public officials, town employees, and school personnel.

2. Reporting & Accountability Mechanisms

- Launch a transparent and anonymous town-wide incident reporting system, with clear tracking and follow-up procedures, informed by community best practices
- Ensure public updates on investigations and outcomes related to hate incidents to maintain community trust and transparency.

3. Mental Health & Support Services

- Expand trauma-informed mental health support for students, families, educators, and staff impacted by hate and bias-related incidents.
- Fund culturally competent counseling services, prioritizing care for historically marginalized populations, including elders and youth.

4. Policy & Structural Change

- Work with the Select Board and School Committee to audit existing policies for racial, religious, and gender equity and propose reforms.
- **Advocate** for the creation of a permanent DEI Director position with a mandate and budget to lead cross-sector initiatives and coordinate town-wide responses.

5. Partnership & Solidarity

- Form a coalition with neighboring towns, local houses of worship, nonprofits, and advocacy groups to build regional strategies against hate.
- Support intergenerational and intercultural programs that strengthen community resilience and relationships across difference.

We urge all residents, civic leaders, educators, and young people to join us in standing firmly against hate and actively participating in the work of justice and inclusion.

We are Concord—and we must all take responsibility for shaping the kind of town where everyone is safe, seen, and valued.

DRAFT

Standing Against Antisemitism: A Call to Care, Confront, and Act Together *Statement from the Concord Diversity, Equity, and Inclusion Commission*

Pending vote to approve on August 12, 2025

The Concord Diversity, Equity, and Inclusion Commission stands with our Jewish neighbors. Antisemitism has caused real harm in our community. Acknowledging that harm and taking meaningful action is a responsibility we all share.

Jewish residents have shared experiences of exclusion, fear, and pain. We see you. We hear you. We honor you. Your voices matter—and must guide how we move forward. Your safety, presence, and leadership are essential to Concord's future.

In alignment with our charge and our Community Action Plan to Address Hate and Bias, we are taking the following steps:

1. Forming the Concord Against Antisemitism Taskforce, composed of Jewish residents, faith leaders, community leaders, and partners. This group will lead local education, healing, and collective engagement.
2. Launching the Concord Against Hate Committee to coordinate prevention, reporting, and response efforts across town departments and institutions.
3. Hosting public forums and educational initiatives created in partnership with the impacted communities to deepen understanding and foster shared accountability.

Our efforts are guided by the priorities set forth by the *Massachusetts Special Commission on Combating Antisemitism*, co-chaired by our State Representative Simon Cataldo. These priorities emphasize action-oriented education, trauma-informed responses, and inclusive community leadership—all essential to building a safe and equitable Concord.

Our commitment is clear: Concord must be a town where everyone is safe, valued, and included. This includes confronting antisemitism with urgency, care, and timely action.

We invite all residents, institutions, and leaders to join us in this work. Together, we carry the shared responsibility of building a Concord where equity is sustained through action and belonging is nurtured throughout our community.

Concord Diversity, Equity, and Inclusion Commission

Adopted:	2/27/79
REVISED:	1/12/98
REVISED:	6/18/12
REVISED:	10/21/19
REVISED:	11/18/19
REVISED:	4/9/20
REVISED:	11/22/21
REVISED:	8/6/25

Town of Concord APP #10

Town Board, Committee, and Task Force Appointment Policy

The Select Board and Town Manager [for discussion – should this policy also apply to the Town Moderator, who has appointment authority for the Finance Committee] have jointly adopted this policy concerning the appointment of members to Town boards, committees, and task forces. Please refer to this policy when considering or suggesting an individual for appointment to a Town board, committee, or task force.

Distribution: All Department Heads
All Committee, Board and Task Force Chairs
Town Clerk

I. General

This policy has been jointly adopted by the Select Board and Town Manager, and is intended to cover all committees, boards, commissions and task forces (each, a "Committee") appointed by the Town Manager and Select Board (each, an "Appointing Authority"). This policy does not apply to Town employees.

II. Powers and Duties

Effective local government requires that all Committees respect the duties and responsibilities of other Committees and coordinate their activities to the greatest extent possible. It is in the overall best interest of the Town that each Committee carries out its responsibilities in a consistent and professional manner that is in harmony with the general policies promulgated by the Select Board.

The powers and duties of some Committees appointed by the Select Board or Town Manager are governed by State statute. These include: the Board of Appeals, Planning Board, Historic District Commission, Board of Health, Natural Resources Commission, and others. Once appointed by the Select Board or Town Manager, these Committees operate with a high degree of autonomy. However, it is in the best interests of the Town that these Committees be guided by the general policies promulgated by the Select Board to the extent possible.

Other Committees appointed by the Select Board or Town Manager serve as, among other things, advisors to the Select Board or Town Manager in the performance of their respective duties to the public. These Committees have the powers and duties delegated to them in their specific charges. Committees may be called upon to represent the Town in dealing with other local, regional, or State agencies to the extent requested by their Appointing Authority. When doing so, they shall take positions on all issues consistent with the views of the Select Board and Town Manager, and they shall keep their Appointing Authority fully informed concerning their activities.

III. Officers of Committees, Boards, and Task Forces

Each Committee shall annually elect from among its members a Chair and a Clerk. Certain Committees may also find it desirable to elect Co-Chairs or a Vice-Chair who may act in the absence of the Chair. In the case of new Committees, or Committees that have become inactive, the Appointing Authority may appoint a chair pro-tem to serve until the Committee itself elects a Chair for the balance of the current year.

Except in unusual circumstances, the chairmanship and the clerkship should rotate yearly amongst the Committee membership.

IV. Open Meeting Law and Minutes

All Committees shall operate in accordance with the Open Meeting Law (MGL Ch. 39, sect. 23a-c) and shall keep minutes of their proceedings. Each Committee shall establish its own procedures for approval and submission of minutes to the Town House on a timely basis. Committees are strongly urged to prepare, review and approve minutes as expeditiously as possible in order to maximize the public's access to information concerning Committee activity. In most instances, Committee minutes should be reviewed and approved within six weeks of the original meeting date. All Committees shall submit electronically a copy of approved minutes to the Town Clerk immediately upon approval.

Committees are reminded that "draft" copies of the Committee's minutes are considered a public record and must be made available to the public upon request, even when the Committee has not yet had the opportunity to review and adopt the minutes.

Upon the dissolution of any Committee, either by action of the Appointing Authority, or pursuant to an expiration date provided in the Committee's charge, all records, documents, correspondence and files concerning the Committee's work shall be promptly turned over to the Town Clerk for appropriate filing and archival storage.

V. Participation in Town Government

Effective Town government requires active and informed citizen participation. The work of every Committee is inter-dependent with that of others. To foster informed decision making in the Town, the Select Board and Town Manager believe it appropriate that every Committee have representation of its membership at relevant Town government functions, for example:

- Chair's Breakfast
- Finance Committee budget hearings
- Hearings on Town Meeting warrant articles

- Town Meeting

The objective is not to enforce uniformity or adherence to a majority view, but to assure understanding of all issues relating to the work of the Committee on which an individual serves and an understanding of Town government in general.

VI. Conflict of Interest

All Committee members are subject to the requirements of Massachusetts General Laws, Chapter 268A, Conduct of Public Employees. The statute covers:

- (a) Gifts or receipt of compensation or gratuities from anyone other than the Town
- (b) Offers or promises to influence official acts
- (c) Financial interest in contracts or other particular matters
- (d) Acting as agent or attorney before a Town Committee
- (e) Unfair advantage in relation to a particular matter

If a prospective Committee member has any question concerning a potential conflict of interest under MGL Ch. 268A, the member shall raise the question in advance of appointment. Those members currently serving should discuss questions of conflict with the Committee chair and the Appointing Authority as soon as possible. The State Ethics Commission is a useful resource for information concerning the application of the law, and Committee members are expected to follow guidance provided by the State Ethics Commission. Subject to review by the State Ethics Commission, the Appointing Authority will make the final determination concerning conflict of interest, with the assistance of Town Counsel as appropriate.

In addition, all Committee members must avoid the appearance of conflict of interest in all matters coming before the Committee. Committee members shall seek guidance from the State Ethics Commission as appropriate, and file with their Committee chair and the Appointing Authority written notice of facts potentially creating the appearance of a conflict of interest as required.

VII. Formation of a New Committee and Dissolution of an Existing Committee

For a new Committee to be formed, it requires sponsorship from a Select Board member and a majority vote of the Select Board. There should be a public announcement and solicitation of volunteers to serve on the new Committee. A list of all interested volunteers should be compiled and discussed, with clear agreement from the Select Board as to how candidates will be vetted, followed by a vote on new Committee membership.

Select Board members and Chairs of existing Committees can propose dissolution of an existing Committee based on fulfillment of Committee charge or if work is no longer necessary. Such dissolution requires a majority vote of the Select Board.

VIII. Appointment Policy and Procedures

(a) General

It is the policy of the Select Board and Town Manager to seek the best qualified persons to serve on each Committee. The Select Board and Town Manager will endeavor to develop a pool of persons interested in serving on each such Committee from at least the following sources:

1. Volunteer cards on file
2. Personal knowledge
3. Recommendations from Town organizations or individuals
4. Suggestions from the Committee having a vacancy
5. Suggestion by prospective appointee(s)
6. Research of skills available in Town
7. Individual responses to publicity regarding vacancies (new volunteer cards)

It is the policy of the Select Board and Town Manager to enlarge the general pool of applicants through active solicitation of Town organizations and through periodic public notification and events. The timing and extent of specific active solicitations shall be determined by the Appointing Authority based on its judgment as to appropriateness and need.

Regardless of how a candidate is initially identified, in order to be considered for placement onto a Committee, it is required that a Volunteer card be completed and submitted to the Town. This can be done in person at the Town Clerk's office, or filled out online within the Volunteer section of the concordma.gov website.

The Town Clerk's office shall maintain an electronic list of people who have submitted Volunteer Cards, noting the date of their submission and particular Committees of interest. When an opening for a Committee position occurs, or is anticipated, every effort should be made by the Town, the Committee and/or the Select Board liaison to contact the volunteers who have listed that Committee as one of high interest.

In accordance with the vote on Article 47 of the 1978 Annual Town Meeting, the Select Board and Town Manager shall make a special effort to seek out roughly equal numbers of women and men as candidates for appointments over which they have authority, and will make all possible efforts to seek out candidates of diverse cultural, religious, socio-economic, national, racial and ethnic backgrounds, in addition to individuals with diverse sexual orientation, income, and ability/disability. The Select Board and Town Manager shall make appointments in accordance with the Massachusetts Equal Rights Amendment which states, in part, that "Equality under the law shall not be denied or abridged because of sex, race, color, creed, sexual orientation or national origin

Term of Office

8. Unless otherwise prescribed by statute, Town Meeting vote, or specific Committee charge, three years shall be the standard term of office for Committee members.
9. Except as provided in section VIII(b) below, those appointed to a three-year term as a full member of a Committee shall be limited to two (2) full consecutive terms.
10. Except as provided in section VIII(b) below, those appointed to a full-member Committee term of five (5) years or longer shall be limited to one (1) full term.
11. A partial term to fill a vacancy shall not be considered to be a full term.
12. Before reappointment to a second term, the individual contribution of the member's value to the Committee and his or her attendance record shall be reviewed by the Committee chair. Attendance of less than 75% of all Committee meetings shall prejudice reappointment.
13. All terms, unless prescribed by statute, shall terminate at the end of the month following Town Meeting, or May 31st, whichever is earlier.
14. The terms of office on Committees shall be set on a staggered basis in the interest of fostering continuity of knowledge and experience on all Committees. The Appointing Authority shall determine the year in which a given term expires at the time of appointment.

Exception: *Ad hoc* committees appointed for a specific responsibility, at which time the charge to the Committee should include a specific time frame for submission of

the Committee's final report and dissolution of the Committee.

15. With the consent of the Committee Chair, a committee member may take a leave of absence from Committee meetings and responsibilities not to exceed 90 days. For an absence longer than 90 days, the Committee member should resign and otherwise face removal under section VII(I) below.
16. Each Committee member shall hold office until his or her successor has been appointed and qualifies, unless his or her office shall become vacant by reason of resignation or removal.
17. In the event of a declared emergency and if the Moderator reschedules Town Meeting

after May 31, all appointed members of committee whose terms would otherwise expire, shall remain in office until the close of the rescheduled Town Meeting.

(b) Appointments for Additional Terms

Members who have served a three-year term on the Records & Archives Committee may be re-appointed to additional terms indefinitely. For other Committees, the Appointing Authority may re-appoint a Committee member to serve one or more terms on the Committee beyond what is permitted under section VII(a) above where one or more of the following obtains:

1. Through service on the Committee, the member has developed extensive and valuable background knowledge and experience concerning specific matters before the Committee that are expected to be ongoing Committee matters in the future and which will be difficult adequately to pass on to new members.
2. A Committee member has skills and expertise, (such as an uncommon advanced degree in a field directly relevant to the Committee's charge) that make the member's continued service on the Committee of special value to the Town.
3. The departure of the member from the Committee will result in an absence of important institutional knowledge or know-how regarding the ongoing activities of the Committee that will not be furnished by other Committee members, such as where all members of the Committee would be new appointees if the member in question is not reappointed.

It is intended that re-appointments under this section VII(b) shall be rare, particularly if there are other available qualified volunteers and/or if the member is serving on another Committee per the section (c) exemption below. In each such re-appointment case, the re-appointment shall specifically reference this section of this Appointment Policy.

(c) Dual Committee Appointments

In general, individuals shall be limited to service on only one Committee at a time, especially in the case of a statutory or regulatory Committee and in cases where there are available qualified volunteers who are not currently serving on a Committee. However, the Appointing Authority may make exceptions for one of the following reasons (which will be documented during the nomination process):

1. By law or specific Committee charge, a Committee member serves as a representative on another Committee (e.g., the Board of Health representative on the Council on Aging), or serves on a joint Committee formed from other Committees.
2. The individual brings unique skills and/or experience not readily available from other volunteers or other public recruitment efforts

Notwithstanding these exceptions, no individual shall sit on more than three Committees or subcommittees at any point in time.

(d) Committee Transfers

In general, a member of one Committee shall only be considered for appointment to another Committee upon completion of the current Committee term of office.

(e) Eligibility for Appointment

All residents of the Town of Concord aged 18 and over are eligible for appointment, except the following:

1. Town employees whose service on a given Committee, in the judgment of the Appointing Authority, would create the appearance of a conflict of interest. Example: an employee of the Public Works Department should not be appointed to the Public Works Commission, but may, however, be appointed to the Council on Aging, Recreation Commission, or other Committee where appointment would not create an appearance of conflict.
2. The Town Manager, Concord Public School and CCRHS Administrators, and Town department heads (these individuals exert a significant influence over public policy by virtue of their positions, but may be eligible for ad hoc Committees where such

representation is required by the charge). Additionally, municipal officials may serve on a committee where their office is specified as a member by the committee charge.

3. Elected Municipal Officials (Select Board, School Committee members, Town Moderator, Housing Authority Commissioners), except that elected officials may serve on temporary, ad hoc Committees.
4. Relatives, spouses, or business associates of existing Committee members whose appointment, in the judgment of the Appointing Authority, would create the appearance

of a concentration of power or viewpoint or a conflict of interest.

(f) Criteria for Selection

Actual appointments from the pool of applicants shall be made by the Select Board and Town Manager on the basis of:

1. The level of applicant's interest in serving and interest in the work of the Committee;
2. The need for diversity on the Committee, taking into account the educational and professional background of the applicant, as well as the need for diversity among all committee members in terms of neighborhood representation, gender, age, and other demographic characteristics.
3. Special skills needed by a particular Committee. Each Committee's charge should identify relevant member skills, background and/or experience required to support their work.

(g) Residency

In most instances, Committee members should be residents of the Town of Concord. There may be occasional exceptions when an individual's unique skill or experience supports the appointment of a non-resident and would be beneficial to the Committee's work; however, this should be relatively rare. Non-residents shall not be eligible for appointment to any Committee responsible for exercising statutory or regulatory authority.

In the event a Committee member becomes a resident of another community, the member or the Committee chair shall promptly notify the Appointing Authority. The Appointing Authority may, upon the request of the Committee chair, permit the non-resident member to continue to serve until the subsequent May 31, except in the case of statutory and regulatory Committees.

(h) Role of Committee in Appointments

Each Committee is expected to:

1. Encourage individuals to complete volunteer cards
2. State the qualifications they are looking for in appointments
3. Make suggestions to the Appointing Authority on potential members

Committees may invite prospective members to attend meetings to familiarize themselves with the work of the Committee. Committees shall not make any representation to candidates concerning the likelihood of appointment, nor take any vote with respect to candidates.

(i) Selection Procedures

1. The Committee Chair and/or Clerk shall notify the Appointing Authority in writing as soon as a vacancy occurs, or if they are aware that there will be an upcoming vacancy in the next three months.
2. A notice will be prepared for public posting pursuant to the 1996 Town Meeting vote under Article #12.
3. No action will be taken on a vacancy for at least two weeks after the announcement of the vacancy.
4. For Select Board appointments, nominations shall be made at one Board meeting, and formal action will not be taken until a subsequent Board meeting.
5. For Town Manager appointments that are approved by the Select Board, the request for appointment shall be made at one Board meeting, and action on the request shall be taken not later than the next Board meeting.
6. Except in unusual circumstances, the Appointing Authority shall endeavor to make appointments within two months of the announcement of a vacancy.

(j) Orientation Procedure

Upon appointment, all Committee members shall present themselves at the Town Clerk’s office in order to take the oath of office. The Town will provide the new Committee member with an informational packet referred to as the “Committee Handbook” which shall include: a copy of the Committee charge or relevant administrative code, and copies of the Open Meeting, Public Records, and Conflict of Interest laws.

It shall be the responsibility of the Committee chair to provide for the orientation of new members to familiarize them with the work of the Committee, current projects, and Town government operations in general as they may impact the Committee’s work.

(k) Removal from Committees

As provided in the Town Charter, the Select Board may remove, after such hearing as the Select Board deem advisable, any Committee members appointed by the Board. Further, the Town Manager may remove any Committee member appointed by the Town Manager for cause, with or without a hearing. “Cause” shall include, for example, the repeated failure to attend Committee meetings, the commission of an ethical violation (as found by the State Ethics Commission) or a violation of the Open Meeting Law, as found by the Office of the Attorney General, if the Town Manager believes such action to be necessary to preserve public confidence in Town government.

IX. Conflicts with Law

In case of a conflict between any provision of this Appointment Policy and the laws of The Commonwealth of Massachusetts or the Town Charter, Massachusetts law or the Town Charter, as the case may be, shall take precedence.

Town of Concord
Financial Policy Work Group
Charge

Background and Purpose

The Town of Concord has historically maintained a strong financial position and has earned a Aaa bond rating since 1987. In 2024, Moody's rating agency reported the Town of Concord's Aaa rating reflects a healthy financial position with strong fiscal management but also noted that reserves are below average compared to others in this rating category.

During FY 2025, the Finance Committee and Select Board had discussions about the Town's policies regarding use of Free Cash and stabilization funds. Leading up to the 2025 Town Meeting there were several questions asked related to the creation and funding of stabilization funds and broader questions raised about the Town's debt level, financial policies and related municipal best practices. For the 2025 Town meeting, the Finance Committee evaluated both Article 18, Creation of Capital and Debt Stabilization funds, and Article 19, Appropriation to General Stabilization Fund (which sought to move just over \$1 Million from Free Cash to the existing General Stabilization fund). Article 18 was withdrawn, but Article 19 was moved and passed. The Select Board and Finance Committee differed in their support for these articles, but agreed that a review of our financial policies, historical use of reserves and of stabilization funds, and municipal best practices were appropriate.

Responsibilities of the Work Group

The responsibility of the work group will be to review existing documentation on Town financial policies, reserve accounts, stabilization funds, and to identify policies with strategic importance needing review and possible refinement. The work group will need to take into consideration municipal financing best practices, capital planning strategies, bond rating agency and taxpayer impacts of policy changes. It is anticipated that the work group will research and evaluate several sources of information, including but not limited to:

- Town of Concord Financial Policies, Finance Department, February 2, 2017
- Town of Concord Bylaws related to department revolving and reserve accounts
- Division of Local Services: Information Guidelines on Stabilization Funds
- Division of Local Services: Overview of Financial Policies
- Division of Local Services Municipal Databank: Debt and Other Financial Indicators
- Town of Concord Financial Advisor Advice & Bond Agency Reports
- Massachusetts Municipal Association: Seminar on Developing Financial Policies
- Town of Concord Annual Comprehensive Financial Reports
- Capital Planning Task Force Final Report and FY 2026 Cost Thresholds for Tier I, II, and III capital projects
- Financial policies and practices adopted in peer towns to Concord, with respect to the issues being reviewed by the work group.

The work group will develop and review recommendations for policy changes with the Finance Committee and subsequently submit recommendations to the Select Board for approval.

Deliverables

By the end of February 2026, provide a written report to the Select Board of the work group's findings and recommendations. It would be expected that the approved policy changes would also be incorporated as updates to the Finance Department's Financial Policies document.

The work group will provide an interim update to the Finance Committee and Select Board on policy recommendations related to the creation of new stabilization funds, or appropriation of stabilization funds for 2026 Town Meeting prior to December 29, 2025 (opening of the 2026 Town Meeting Warrant).

Membership

The work group membership will include

1. One member of the Select Board
2. Two members of the Finance Committee
3. The Town Chief Financial Officer

The Chair of the Finance Committee will designate the Finance Committee members who will serve on the work group. The work group shall elect a chair and a committee clerk who will be responsible for maintaining the record of the committee's discussion, votes and actions. All members will serve until the work group completes its work and submits targeted policy recommendations to the Select Board.

The Town Manager and Finance Department staff will participate as needed to provide historical perspective and supporting data.

Other Considerations

The work group will conduct its business in full conformance with the Open Meeting Law, Public Records Law, Conflict of Interest Law and other state and local rules encouraging openness and transparency in governance. Each meeting will allow adequate time for public comments.

The Chief Financial Officer will consult with the Town Manager to discuss staff assistance or other financial support.

Liaison Report for Wendy Rovelli (8/11/25)

Planning Board (7/29)

- Potential Mixed-use Zoning Bylaw Amendment: Revisions were discussed including incentives related to affordable housing units. Further input from housing group will be sought to assess the incentive options.

Hanscom Taxiway Expansion (7/30)

- Attended public session on Taxiway Expansion project. This is generally a maintenance project to resurface existing runways and to add a minor taxiway connecting to a runway which aims to improve efficiency of planes queueing up for takeoff.

Finance Committee (7/31)

- Data request letters supporting guideline process will be issued the 1st week of August.
- Reviewed draft of Finance Policy Work Group charge and agreed that Chair will designate Finance Committee representatives to the work group

Tax Relief Evaluation TF

- The Assistance Director of the CoA attended to share feedback on concerns related to housing affordability and CoA's role is assisting members with grant funding to address financial needs. There is a trend of younger people facing affordability challenges. Many residents with affordability concerns are renters. In FY2025, the COA helped 31 residents seek tax relief assistance.
- The group reviewed and refined questions for a townwide survey targeted for October. The survey aims to assess housing affordability issues/concerns, knowledge of tax relief programs and issues influencing decisions to remain in Concord.