

# Agenda

[Link to Agenda Center](#)

# Consent Agenda

*Favorable action is requested:* Motion to approve the Consent Agenda which includes the:

- a. Town Account Warrants: January 27, 2026, January 28, 2026

# **Chair's Report**

# **Town Manager's Report**

# **Discussion and Vote: Order of the 2026 Annual Town Meeting Warrant**

Presenter: Carmin Reiss, Town Moderator

2026 Warrant Articles - Draft Proposed Order			
#	Article Name	Article Sponsor	Public Hearing
1	Choose Town Officers	Select Board	N/A
2	Hear Reports	Select Board	N/A
3	Meeting Procedure	Finance Committee	Finance Committee
4	Ratify Personnel Board Actions	Personnel Board	Select Board
5	Ratify Personnel Board Classification & Compensation Plan	Personnel Board	Select Board
6	Fiscal Year 2026 Budget Line-Item Adjustments	Chief Financial Officer	Finance Committee
7	Fiscal Year 2027 Town Budget	Chief Financial Officer	Finance Committee
8	Fiscal Year 2027 Capital Improvement Plan	Chief Financial Officer	Finance Committee
9	Concord Public Schools Operating Budget	Concord School Committee	Finance Committee
10	Concord Public Schools Capital Budget	Concord School Committee	Finance Committee
11	Concord-Carlisle Regional School District Budget	Concord-Carlisle Regional School Committee	Finance Committee
12	Establish Special Education Reserve Fund	Concord School Committee	Finance Committee
13	Minuteman Regional Technical School District Budget	Dee Ortner, Minuteman Regional School Committee Representative	Finance Committee
14	Restore Fund Balances Erroneously Returned to Free Cash	Chief Financial Officer	Finance Committee
15	Establish a Capital Stabilization Fund	Chief Financial Officer	Finance Committee
16	Capital Stabilization Fund Appropriation	Chief Financial Officer	Finance Committee
17	General Stabilization Fund Appropriation	Chief Financial Officer	Finance Committee
18	OPEB Trust Fund Appropriation	Chief Financial Officer	Finance Committee
19	OPEB Trust Fund Expense	Chief Financial Officer	Finance Committee
20	Retroactive salary Dispatch Union Collective Bargaining Agreement	Chief Financial Officer	Finance Committee
21	Transfer of COVID Fund Balance Deficit - 2020 Expenses	Chief Financial Officer	Finance Committee
22	Fiscal Year 2027 Middle School Stabilization Fund Transfer	Chief Financial Officer	Finance Committee
23	Fiscal Year 2027 Peabody Middle School Upkeep	Chief Financial Officer	Finance Committee
24	Appropriation of PFAS Settlement Funds Received from Multi-District Litigation	Public Works Commission	Finance Committee
25	Adopt Conservation Fund Bylaw	Select Board	Select Board
26	Amendment to Door-to-Door Solicitation and Sales Bylaw	Police Chief Thomas Mulcahy	Select Board
27	Select Board to Accept Easements	Public Works Commission	Select Board
28	Betterments for Temporary Improvements to a Private Way - Darton and Dover Streets	Public Works Commission	Finance Committee
29	Municipal Facilities Planning	Select Board	Finance Committee
30	Citizen Petition: Solar Rooftop Bylaw	Dean Banfield	Select Board
31	Citizen Petition: Revolutionary War Monument	Henry Dane	Select Board
32	Zoning Bylaw Amendment: Exterior Lighting Bylaw	Planning Board	Planning Board
33	Zoning Bylaw Amendment: Zoning Map & MBTA Communities Multi-family Overlay District	Planning Board	Planning Board
34	Zoning Bylaw Amendment: Section 1.3 Definitions & Section 4.2.3 Combined Business/Residence (Mixed-use) Zoning Amendment	Planning Board	Planning Board
35	Zoning Bylaw Amendment: Section 2.2 Zoning Map & Section 7.8 Personal Wireless Communications Facility Zoning Bylaw Amendment	Planning Board	Planning Board
36	Zoning Bylaw Amendment: Section 7.7.2.4 Joint Parking Facilities & Section 7.7.2.7 Location	Planning Board	Planning Board
37	Zoning Bylaw Amendment: Limited Business District 1 Maximum Height	Planning Board	Planning Board
38	Zoning Bylaw Amendment: Various Sections - Building Inspector to Building Commissioner	Planning Board	Planning Board
39	Community Preservation Appropriation Recommendations	Community Preservation Committee	Finance Committee
40	Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2	Town Manager	Finance Committee
41	Light Fund Expenditures and PILOT Payment	Chief Financial Officer	Finance Committee
42	Stormwater Enterprise Fund Expenditures	Public Works Commission	Finance Committee
43	Citizen Petition: Proposed Composting Rate Payer Plan	Iliana Benson and Shelly Karlin	Select Board
44	Solid Waste Disposal Fund Expenditures	Public Works Commission	Finance Committee
45	Sewer System Expenditures	Public Works Commission	Finance Committee
46	Sewer Improvement Fund Expenditures	Public Works Commission	Finance Committee
47	Water System Expenditures	Public Works Commission	Finance Committee
48	PEG Access and Cable Related Funds	Chief Financial Officer	Finance Committee
49	Beede Swim and Fitness Center Enterprise Fund Budget	Chief Financial Officer	Finance Committee

50	Unpaid Bills	Chief Financial Officer	Finance Committee
51	Rescind Debt Authorization	Chief Financial Officer	Finance Committee

# **Discussion and Vote: Letter of Attestation – Regional Dispatch Center**

Presenter: Kerry Lafleur, Town Manager, Stephen James Johnson, ECC Manager

# Exploring Regional 9-1-1: Sustainability, Resilience, and Service Quality

Stephen James Johnson  
ECC Manager, Town of Concord

1

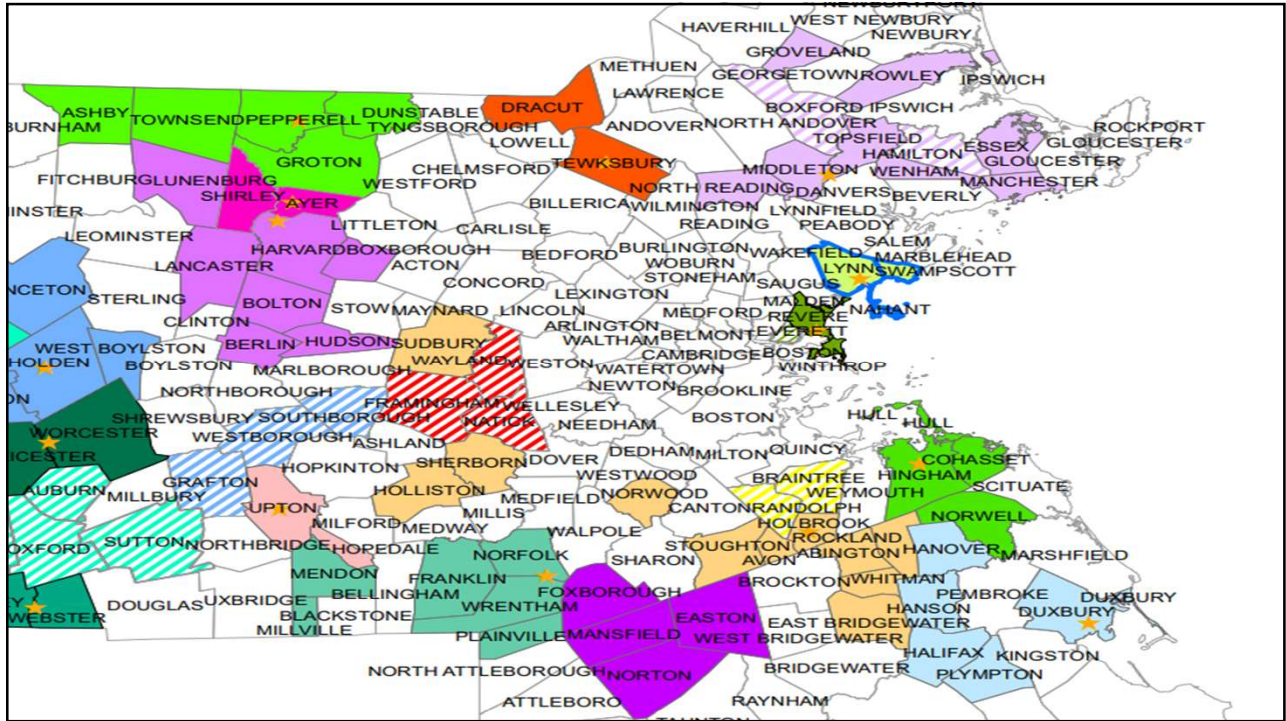
## Why now?

- It started with a 9-1-1 Commission meeting.
- The landscape in Massachusetts 9-1-1 is changing.
- Proactive planning, not a crisis response.
- Exploratory discussion.
- Towns that plan early have more options and preserve local control.
- Public safety is paramount.



2





5

## Hosted vs. District Models

**Hosted model** – a municipality hosts the regional center, in which personnel become employees of the host municipality and the department is structured as a department of the host. Payroll, HR, etc. are performed by host or contract. Governance documents determine oversight.

**District model** – municipalities establish an independent district, in which personnel are employees of the district and the RECC is a shared Department. Payroll, HR, etc. are contracted. Governance documents determine oversight.

6

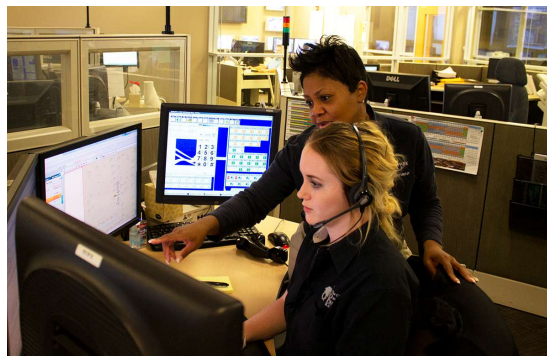
## Hosted vs. District Models

- Concord is currently seeking to serve as a host community.
- We remain committed to interagency collaboration, shared governance, and operational input from partner communities.
- Our goal is to establish a RECC that enhances levels of service to our citizens and the citizens of our partner communities.

7

## Staffing Benefits

- Increased dedicated staffing for 9-1-1 communications, business line call handling, and public safety dispatching.
- Increased opportunity to:
  - Effectively gather essential call information.
  - Provide life-saving instructions.
  - Providing potentially life-saving instructions.
  - Dispatch and track police, fire apparatus, and ambulances.
  - Rapid and effective incident management (no other tasks performed).



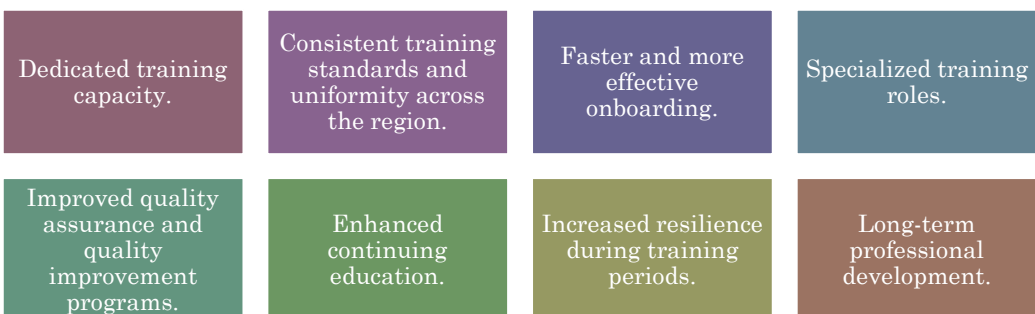
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## Staffing Benefits

- Smaller PSAPs with 1 call taker/dispatcher on duty requires job splitting, fails to meet minimum standards, and creates a public safety risk.
- Improved staffing stability.
- Reduced overtime dependency.
- Improved recruitment and hiring.
- Enhances retention, providing for dedicated positions within the center (e.g., ability to promote within center, special assignments, etc.).
- Increased staffing for field operations.
- Better training capacity.
- Improved coverage during high-risk periods.
- Healthy workplace culture.

9

## Training Benefits



10

## Operational Benefits

- Standardized SOPs where appropriate, allowing for consistency in service provision to all citizens.
- Consistent radio communications.
- Improved 9-1-1 call answering and processing times.
- Interagency situational awareness and enhanced interoperability.
- Reduction of 9-1-1 transfers.
- Improved large-scale incident management.



11

## Operational Benefits

- Dedicated supervision and support directly in the PSAP.
- Elimination of single points of failure.
- Improved continuity of operations and true backup emergency communications centers.
- CAD shared across jurisdictions allows for faster responses and seamless recordkeeping.
- Increased coordination of region's emergency response resources and mutual aid responses.
- Enhanced radio communications network.
- Improved ability to meet industry standards.



12

## Financial Benefits

- Ability to more effectively and efficiently utilize funding.
- Shared costs across major systems:
  - CAD.
  - Radio infrastructure.
  - Facilities.
  - Backup and redundancy.
  - Staffing.
- More predictable long-term budgeting.
- Opportunity for grant competitiveness, including State 911 Development and Incentive grants.
- Reduced risk of costly failures.
- Better use of specialized resources and roles (shared QA, training, IT, administrative roles, etc.).
- Easier to obtain newer technologies and comply with new local, state, and federal mandates.
- Decreased overtime expenses.
- Reduction of overall duplication.

13

## Strategic Benefits

- Long-term sustainability.
- Healthier financial picture with additional grant options.
- Stronger position with State 911 and within the region.
- Talent strategy and leadership continuity.
- Infrastructure and technology optimization.
- Risk management and resilience.
- Public trust and service reliance.
- Enhanced public safety.



14

## What Regionalization Does NOT Mean

- Loss of local control → governance structures can preserve local authority, service standards, and budget oversight.
- Automatic job losses → many efforts can preserve staff, rely on attrition rather than layoffs, improve working conditions and retention, all with negotiated staffing decisions.
- Lower service quality → performance standards often increase, agency and community needs remain a part of operations.
- One-size-fits-all → local knowledge remains critical, flexibility is embraced where possible, collaboration and governance guide practice.
- Reduction in safety → public safety is increased as the benefits of regionalization are realized, resulting in more efficient responses.

15

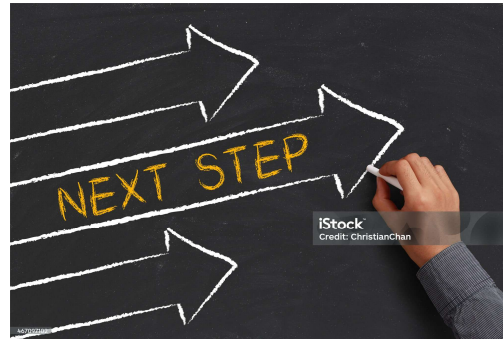
## State 911 Development Grant

- Professional services.
- Project management services.
- Transition expenses (incl. personnel, training, security, and temporary relocation costs).
- Architectural and engineering services.
- Construction.
- Equipment (radio systems, CAD, RMS, FSA, fire alarm receiving, cloud-based solutions, cybersecurity solution, etc.).
- Purchase of a building.
- Leasing of a PSAP facility.
- Ancillary expenses (licenses, maintenance, warranties, etc.).

16

## Next Steps

- State 911 Development Grant likely due in early April (guidelines not yet released).
- Data sharing.
- Site visits.
- State 911 consultation.
- Engage our public safety department leadership.
- Stakeholder education.
- Feasibility study.



17

## Next Steps

- All applicants seeking to use grant funds to support the establishment of a new regional PSAP or RECC, or expansion of an existing regional PSAP or RECC, shall submit attestation from at least one (1) additional municipality or governmental body that it is participating with the applicant in such project.
- The State 911 Department encourages grantees receiving funds for professional services to require, through the scope of work between the grantee and the consultant, that the work includes specific deliverables and sufficient detail on the applicable technical, operational and/or governance issues, so as to enable the grantee to fully evaluate the scope of establishing and/or implementing a new regional PSAP or RECC or expanding an existing regional PSAP or RECC.

18

# Contact Information

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ECC Manager

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Official Agency Letterhead (required)

Date

Frank Pozniak  
Executive Director  
State 911 Department  
151 Campanelli Drive, Suite A  
Middleborough, MA 02346

Dear Executive Director Pozniak,

I am the Town Manager of the Town of \_\_\_\_\_.

I am sending you this letter in my official capacity and in such capacity, I attest to the fact that (municipality name) has agreed to participate with Concord Emergency Communications as a partner in studying the forming of a regional emergency communications center as set forth in the application for State 911 Department Development Grant funding submitted by Concord Emergency Communications. I further attest to the fact that I have full authority to commit the participation of my municipality in this regional project and that I have communicated to the police chief and fire chief of (municipality name) that I am sending this letter attesting that (municipality name) is participating in the regional project.

If you have any questions or concerns, please feel free to contact me at (phone #, e-mail).

Sincerely,

Signature (original copy required)

# **Update – Land Use Working Group Progress Report**

Presenters: Mary Hartman, Select Board Member, Paul Boehm, Select Board Member

## **Discussion and Update:**

**-Progress Update FY' 26 Select Board Goals**

**-Progress Update FY '26 Town Manager Goals**

**-Preliminary Discussion for Select Board Goals FY '27**

**-Progress Update Staff Goals**

Presenters: Mark Howell, Select Board Chair, Kerry Lafleur, Town Manager, Jessica Porter, Assistant Town Manager and Human Resources Director

# 2025 - 2026 Select Board Goals

## I. Development and Land Use:

### A. MCI redevelopment:

1. Conceptual planning completed
2. Zoning Design in progress with Town meeting scheduled
3. DCAMM RFP requirements submitted and negotiated
4. WWTF – Decision to acquire; Capital Plan is done, transfer agreement with the state is in place

### B. Cell Service:

1. Complete an analysis of technical options (small cells, DAS, etc.)
2. West Concord improvement option is under way
3. A third option for Concord Center is under development
4. Update the Wireless Overlay District ByLaw for 2026 Town Meeting

### C. Wastewater Treatment System Capacity:

1. Conduct and complete discussions with EPA and MADEP
2. Permit increase applications for both facilities are prepared and submitted.
3. Design and capital requirements for interconnecting with MCI system are developed

### D. Transportation:

1. Rotary re-design town priorities identified and communicated to MassDOT
2. Complete Comprehensive Transportation and Mobility Strategy

- a) Evaluate potential high priority actions
  - 3. Review and Develop proposals to improve Sidewalk, Safety and Traffic Calming programs
- E. Town Facilities:
  - 1. Building consolidation priorities and roadmap
  - 2. Public Safety and Public Works Facilities Concepts Proposed and introduced into the Long-Range capital plan
- F. 2229 Main St. Acquisition negotiations
  - 1. Initiate and make substantial progress on negotiations
    - a) EPA and US Gov Lien status
  - 2. Develop Site Preparation Priorities and provide them to DeMaximus
- G. Commercial Development
  - 1. Develop plan for increasing commercial tax revenues through increases in percentage of taxable entities relative to residential
- H. Housing
  - 1. Support the implementation of Concord's Housing Production Plan
    - a) Identify parcels
    - b) Secure financial support

# 2025 - 2026 Select Board Goals

## II. Financial Management:

### A. Reserve Policy:

1. Designed in conjunction with the FinCom and CFO
2. Town Meeting articles are proposed as needed to implement the revised policy

### B. Audits and Free Cash certification

1. Complete FY 2024 AND FY 2025 Town audits by June 2026.
2. Conduct review of free cash and town revenues estimates in October 2025 and March 2026

### C. Revenue goals

#### 1. Local Receipts

- a) *Support Business Community and track vacancy rates in across all town commercial property to maintain local receipts and grow our commercial tax base.*
- b) *Forecast schedule published, Prior year estimates assessed and reconciled to forecast*
- c) *Review and modify license and permit fees to cover cost of service*

#### 2. Continue PILOT Program

- a) *Establish new agreements with ten percent of identified organizations*
- b) *Refine outreach process*

### D. Affordability and Budgeting

1. Utilize benchmarks to establish town budget efficiency opportunities

2. Examine impact of Affordable housing/new developments on town budgets and tax impacts
3. Understand debt level and tax impact under different capital investment scenarios
4. Receive a report from the RTE/Tax committee and consider the implications

### III. Effective and Transparent Governance

#### A. Organizational Capacity:

1. Fully Staff town departments, turnover metrics and hiring dashboard

#### B. Committee Processes:

1. Fully Staffing committee, or reorganize as needed
2. Committee training- Open Meeting Law, ethics, records management
3. APP 10 update- Complete policy update, develop improvements in transparency of tracking and recruitment of committee members
4. Topical Forums and Long range plan coordination needed

#### C. Conduct a 250th Celebration “Lessons Learned” session

1. Best Practices that can be adopted by the Town

#### D. Initiate quarterly coordination discussions with School Committee

#### E. Evaluate Adequacy of Select Board Communications

### IV. Sustainability and Ecology

#### A. Warner’s Pond Management plan – Defined and funded for FY27

#### B. Middle School Solar Construction

- C. Substation bi-directional power flow – CMLP to Grid
- D. Time of use electrical billing
- E. Climate Action
  - 1. Complete the 2020 Climate Action Plan update
  - 2. Evaluate new organizational effectiveness

## V. Civility, Tolerance and Inclusion

- A. Review and improve reporting and communications around incidents of hate speech or bias
- B. Unified approach developed with School Committee
- C. Promote community dialog supporting tolerance and inclusion

**Town of Concord**  
**Town Manager Goals & Objectives - FY26**  
*7/1/2025; Updated 01.30.2026*

CATEGORY	GOAL/OBJECTIVE	RESULT	ACTION ITEMS TO SUPPORT GOAL	FISCAL YEAR END EXPECTATION	STATUS	STATUS UPDATE:
Strategic Planning	Implement recommendations, goals and objectives of key planning documents and remain cognizant of emerging opportunities.	Concensus on community priorities results in achievement of goals in an efficient and cost effective manner.	1. Identify and develop strategy to ensure implementation of recommendations, goals and objectives of key planning documents and a mechanism to track the same.	Goals and objectives from all (major) planning documents have been compiled, specifically identifying those at cross purposes. A process for building consensus across boards & committees has been developed, and at least one workshop has been held. Town opens FY27 with one set of goals set by the Select Board.	In-Process; On Target	Priority Based Budgeting Initiative; Concord Compass Initiative; FY27 Goals established by Select Board
		Residents have access to a safe supply of drinking water, and community has adequate supply to meet the demands of any future growth.	2. Plan for long-term utility needs by continuing to work with MWRA and other regional partners and neighboring communities to investigate the feasibility of regional water.	Working group has been established and is meeting as needed to advance this initiative. Working group, or specific individuals, are meeting with neighboring communities to understand and assess the best path forward.	In-Process; At Risk	Town of Maynard serving as host community for consultant work- overall pace is slower than anticipated.
	Plan for long-term utility needs	A sustainable enterprise fund which assesses fees based upon an equitable allocation of capital expense.	3. In conjunction with the Public Works Commission (PWC), finalize Stormwater Utility asset inventory and capital improvement plan; set rates to fully fund program.	Stormwater Utility rates will be set through PWC rate hearing; fees will begin to be collected and accounted for within the new enterprise fund; 10-year capital improvement plan will be approved.	Completed	Rates set; FY26 budget approved; 10-year plan established; first bills issued January 2026
		Redevelopment of property to add to taxbase while meeting community goals and priorities.	4. In conjunction with DCAMM, negotiate transfer of MCI-Concord WWTP thus adding significant treatment capacity allowing for both redevelopment of MCI-Concord and beneficial infill in CWMP-area.	Working group is meeting regularly to negotiate the best deal for transfer. Town Meeting action, if needed, occurred at the 2026 Annual Town Meeting. Any budget needed was included in the FY26 Budget that was approved.	In-Process; At Risk	Working group is meeting; funding was secured for FY26; additional funding article included on 2026 ATM Warrant (for FY27); dependent upon Town Meeting Action; Town Meeting authorization for action likely to occur at a FY27 Special Town Meeting.
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Financial Resilience	Promote fiscal responsibility and financial sustainability.	Equitably plan for large capital expenses.	5. Develop Ten-Year Capital Plan for FY2027-FY2036; Include major projects, cost estimates, debt forecast and tax burden projections. Format should be more-user friendly & informative than what currently exists.	FY26 - 35 Capital Improvement Plan has been developed and vetted through the tri-board process: FY26 projects have been approved by Town Meeting as presented; Town has secured the funding needed to maintain roadways consistent with policy objectives.	Completed	Comprehensive 10-year plan, across all funds was completed in conjunction with School Administration, resulting in user-friendly document. Process and document will be the model going forward.
		User fees cover both the direct and indirect cost of programs, reducing tax payer burden.	6. Update methodology to fairly and accurately assign indirect costs to Enterprise and Other funds, including Recreation Revolving Fund, ensuring that user fees versus tax dollars are supporting business-type operations.	An updated methodology has been developed and presented to managers of Enterprise and Other funds; staff and Boards and Committees understand the indirect charges being assessed.	Completed	An updated methodology was developed for FY27 and presented to Enterprise & Other Fund Managers; methodology was presented to the Select Board during FY27 Budget Review. Methodology will be reviewed and updated annually
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Effective & Transparent Governance	Resolve governance issues between Town and CMLP	Unnecessary operational friction and/ or duplication of effort is eliminated.	7. Draft IMA, or other legally appropriate agreement, to address long-standing governance issues between Town and CMLP, generally surrounding appointment powers and procurement.	Working group has been established, meeting regularly and accessing the resources needed to fully analyze issues to make an informed recommendation, whether that be "interim" or "permanent."	In-Process; At Risk	Process has required significant legal resources; work is competing with other CMLP priorities, i.e. Time of Day Rates; recommended outcome likely to require legislative action.
		Easily accessible information results in better decision making. Ability for users to access information on their own saves time and money.	8. Update website layout to a more user-friendly format; audit for inclusion of key documents; and dedicated pages for key projects & initiatives.	Document audit is well underway. Dedicated pages for key projects and initiatives are routinely developed. Staff is actively working with CivicPlus (web vendor) to provide a best-in-class local government website to meet community needs, which has enhanced trust in our government.	In-Process; On Target	Communications Manager set up an internal review team who has been working with vendor's project manager. Website refresh project to be completed & launched in Spring 2026. NOTE: reassignment of vendor's project manager. Next check in: week of February 2, 2026.
	A well-informed public that is satisfied with the tax dollar value received.	9. Bi-weekly communication from Town Manager in a newsletter format (reboot of existing report).	A new template has been developed, is regularly used and modified based upon feedback received. Residents feel more informed about the work of the Town.	Completed	Concord Currents is issued on a bi-weekly basis. Civic Concord Podcast produced (14 episodes to date). Inclusion Series and Annual Town Meeting Series under development. Monthly Projects Report; companion Monthly Operational Update yet to come.	
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Diversity, Equity, Inclusion and Belonging	Support, promote and engage economic, social, racial and cultural diversity and inclusion in the Town of Concord.	Employee satisfaction and retention, resulting in increased efficiency and reduction in lost productivity.	10. Finalize a strategic plan that will move the Town from being (merely) EEO-compliant, to one that integrates and leverages differences to create business value; and begin implementation of plan.	Strategic plan has been drafted, vetted, finalized and is being implemented.	In-Process; On Target	
		Implementation of best practices results in direct savings/ credits on insurance policies.	11. Complete a review and assessment of internal policies and practices; Identify opportunities to improve diversity, equity and inclusion efforts; incorporate best practices for Town operation.	Policy and practice assessment has been completed. Best practices have been identified and are beginning to be implemented.	In-Process; On Target	Monthly Inclusion Chronicles issued; Training Sessions Offered (Active Bystander); Monthly Staff offerings.
CATEGORY	GOAL/OBJECTIVE		ACTION ITEMS		STATUS	STATUS UPDATE:
Organizational Resilience	A compensation plan that attracts and retains a highly competent municipal workforce.	Employee satisfaction and retention, resulting in increased efficiency and reduction in lost productivity.	12. Adapt existing compensation plan to create a system that recognizes growth in position resulting in value to the organization regardless of formal promotion.	The Town has started to identify pathways for growth in position.	In-Process; At Risk	Proposal needs review by Personnel Board; proposal not included in 2026 ATM Warrant Article- but not yet determined if needed.
		A mission driven organization which performs at a level at or above its peers. Effective branding promotes safety by reducing opportunity for fraud.	13. Document recruitment strategy and develop recruitment materials which highlight Concord as employer of choice, with a specific focus on inclusion. Develop and promote organizational branding.	Strategy has been documented and recruitment materials are available, both of which have been reviewed and approved by the Personnel Board.	In-Process; On-Target	<a href="https://concordma.gov/445/Job-Opportunities">https://concordma.gov/445/Job-Opportunities</a> ; _____ launched MUNIS HCM module January 2026; Concord Compass
	Cost-effective training which results in credits back to Town's various insurance policies.	14. Provide regular in-house training opportunities for employees with topics that are in alignment with the Organizational Values Statement, maximizing internal talent and free trainings offered through MIA.	Monthly in-house trainings are being offered at no or minimal cost to the Town, resulting in budgetary savings.	Completed	Regular training sessions are being offered.	



# Goal Setting Period Summary Report

FY26 Incentive Pay Program

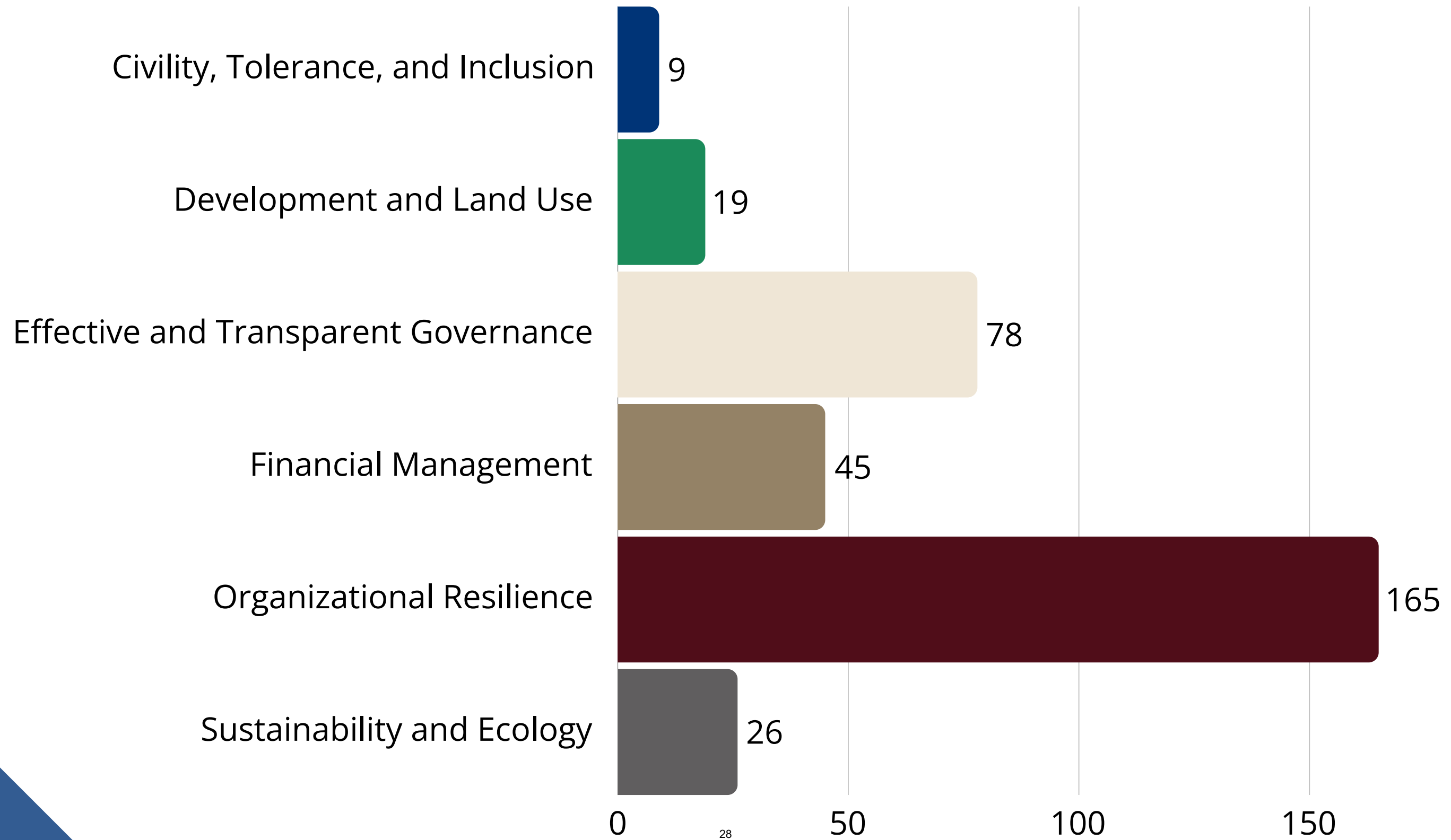


# Goal-Setting Period Summary

**342 goals**  
**171 participants**



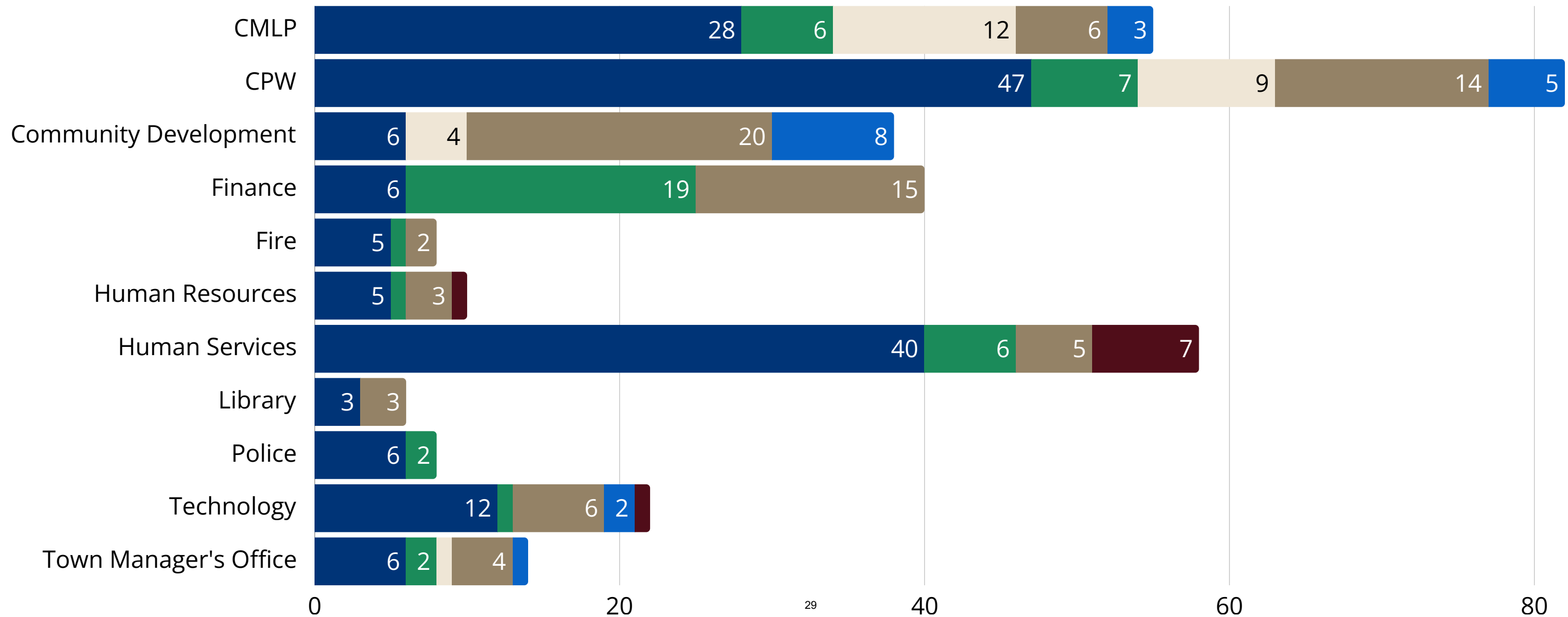
# Goals by Select Board Category





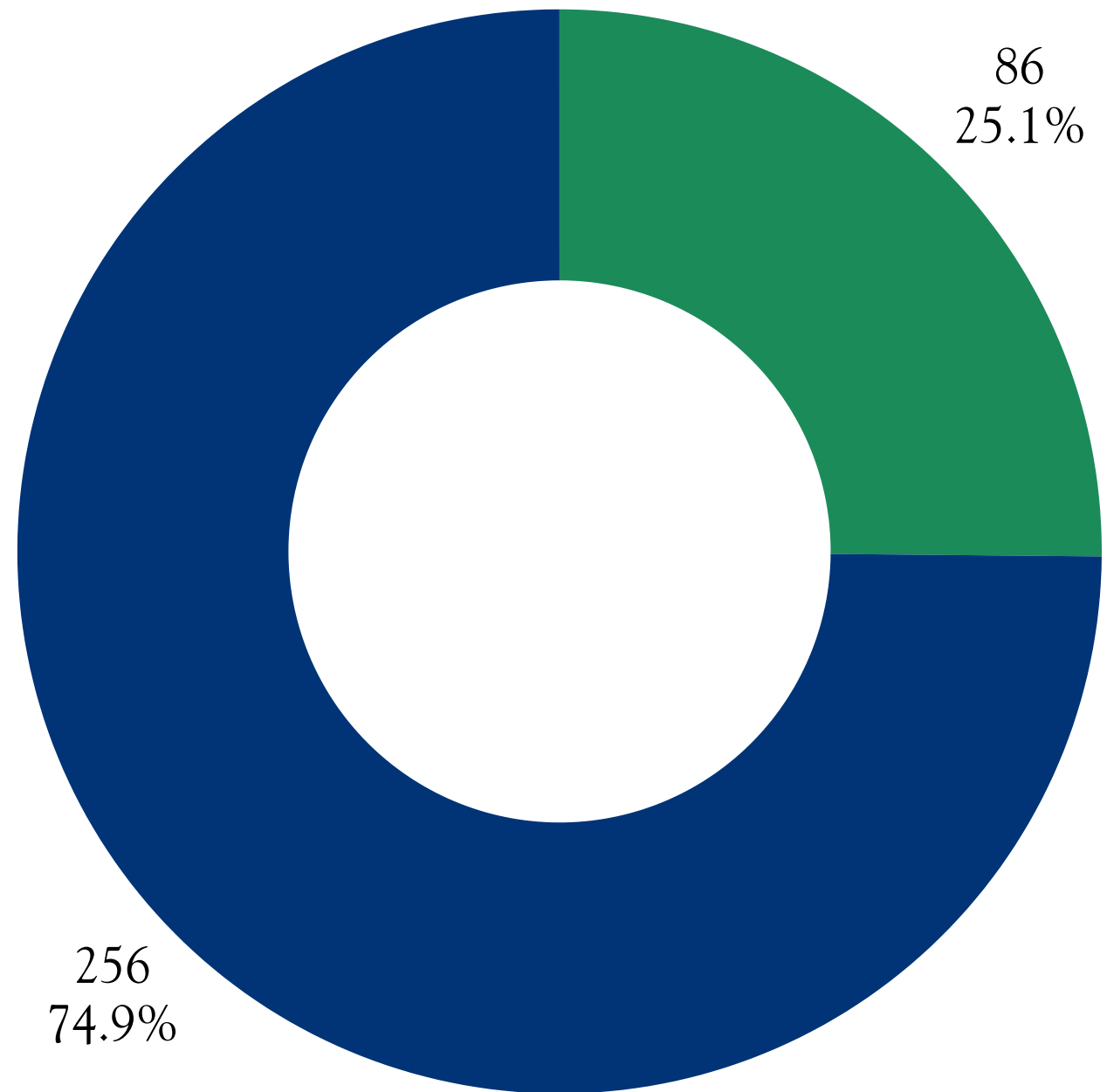
# Goals by Department

- Organizational Resilience
- Financial Management
- Sustainability and Ecology
- Effective and Transparent Governance
- Development and Land Use
- Civility, Tolerance, and Inclusion





# Cost Savings and Operational Efficiency



**25% of goals are categorized as initiatives with an impact on cost savings and operational efficiency.**



# Common Goal Themes

Areas of focus that appeared frequently in submitted goals.

- **Professional Development & Skill Enhancement**
  - Participating in trainings, conferences, or workshops to expand skills, enhance job performance, or obtain new certifications or licenses
- **Public Engagement & Education**
  - Hosting open houses, information sessions, or Q&A events to increase transparency and engage the public
- **Internal Knowledge Sharing & Process Improvement**
  - Developing standard operating procedures, delivering internal trainings, and sharing expertise within and across departments to strengthen organizational knowledge and operational efficiency
- **Community Relationship Building**
  - Strengthening connections with community partners, stakeholders, and residents to support collaboration and improve service delivery



# Cost Savings and Operational Efficiency

Sample employee goals that support cost savings and operational efficiency.

- ✓ **Complete Transition to LED Lighting:** Improve energy efficiency, reduce costs, and enhance user comfort in municipal buildings by conducting an assessment of current lighting systems and implementing upgrades across targeted Town buildings and adjacent spaces.
- ✓ **School Use Policy:** Calculate fees that could be collected from private schools that are utilizing Recreation resources (track, fields, courts, etc.) currently at no cost; subsequently draft a policy/proposal with an appropriate fee structure to either charge back to these schools or use to assist with PILOT fees.
- ✓ **Fee Review:** Conduct a review of the Town's abutters list fees, comparing them to surrounding communities, and present recommendations to the Board of Assessors and Finance Director to ensure fees are appropriate and revenue is optimized.
- ✓ **Mobile Plan Management:** Centralize IT oversight of all Town phone accounts, formalize the IT upgrade processes, and improve device management process to reduce costs and enhance efficiency.



# Representative Activities

Examples of specific actions employees are taking to achieve their goals.

## **Facilitate a Public Forum on the Time of Day Rate Structure (CMLP)**

- Purpose: Educate customers on TOD rates, new bill design, and answer questions
- Audience: General public, with targeted outreach to seniors (via COA)
- Location & Timing: Library, Harvey Wheeler building, or CMLP public meeting room; planned for Spring 2026
- Key Steps:
  - Coordinate with rate administrator to provide guidance
  - Prepare and distribute accessible marketing materials
  - Collect feedback and suggestions post-event

Alignment with Select Board Goals: Effective & Transparent Governance, Organizational Resilience, Sustainability & Ecology



# Representative Activities

Examples of specific actions employees are taking to achieve their goals.

## **Develop and Deliver Recruitment Training for Interview Panel Staff**

- Purpose: Ensure consistency and fairness in the hiring process
- Audience: Staff serving on interview panels
- Timing & Frequency: Conduct training sessions twice per month for accessibility; complete presentation materials prior to first session
- Key Steps:
  - Develop standardized presentation materials
  - Deliver at least one training session to panel participants
  - Monitor participation and adjust training as needed

Alignment with Select Board Goals: Effective & Transparent Governance, Organizational Resilience



# Representative Activities

Examples of specific actions employees are taking to achieve their goals.

## **Engage in Professional Development for Municipal Technology Leadership**

- Purpose: Expand knowledge of emerging technologies and identify actionable opportunities for Concord
- Audience: Town technology leadership and staff; broader organizational impact through shared insights
- Key Steps:
  - Identify relevant professional events (e.g., AI readiness, digital transformation, cybersecurity, Munis/ERP modernization)
  - Attend events and document insights
  - Share key takeaways and actionable opportunities with staff and leadership
  - Synthesize findings into a final memo for organizational planning
- Measurements / Success Criteria:
  - Attendance at three qualifying professional events
  - Three newsletter summaries of event insights
  - Three “application notes” with actionable recommendations
  - Delivery of the FY26 Emerging Technology Opportunities memo by June 30, 2026

Alignment with Select Board Goals: Organizational Resilience



# Next Steps



## **FORMAL CHECK-IN 1**

February 2 - February 27



## **FINAL REVIEW**

Before June 30



## **FORMAL CHECK-IN 2**

May 1 - May 29

# **Update on Antisemitism and Bias Initiatives**

Presenter: Mark Howell, Chair

# Select Board Liaison Reports