



Town of Concord
Finance Committee
22 Monument Square
Concord, Massachusetts 01742-0535

Revised AGENDA

Concord Finance Committee

March 5, 2020

**Select Board Meeting Room
Town House
7:00PM**

1. **Minutes-** as available
2. **2020 Annual Town Meeting Warrant Articles:** review
 - Article 7- Increase Retirement COLA Base
 - Article 13- Affordable Housing Trust
 - Article 14- Appropriate Funds for Affordable Housing
 - Article 16- Approval of Tax Increment Financing Agreement
 - *Article 15- Authorize Special Legislation, Senior Means-Tested Property Tax Exemption*
 - *Article 29 – Middle School Stabilization Fund*
3. **Update: Middle School Feasibility Study; Debt projection tax impact of project**
4. **Final Review of FY21 Guidelines**
5. **5-year tax projection model and underlying assumptions**
6. **Follow up discussion on open action items**
7. **Chair's Report**
 - Correspondence, if any
8. **Observer Reports**
9. **Finance Director's Report**
10. **Citizen comments**

Reminders

- **Next Regular Meetings:** March 19, 2020
- **Public Hearings:** March 9, 16, 23
- ***When Finance Committee members anticipate being absent from a meeting, it would be appreciated if they would notify Chair Dean Banfield by email at:***
dbanfield.fincom@gmail.com

Supporting materials for agenda items are available online at www.concordma.gov/fcmtgdocs . Materials are generally uploaded on the Tuesday prior to the Regular Meeting.

Articles to be heard at Public Hearing: Monday, March 9, 2020

Articles to be heard at Public Hearing: Monday, March 9, 2020		
3	Meeting Procedure	Finance Committee
4	Ratify Personnel Board Classification Actions	Personnel Board
5	Classification & Compensation Plan for Regular Status Positions	Personnel Board
6	Personnel Bylaw Amendment	Personnel Board
7	Accepting Provisions of Section 103(J) of MGL Chapter 32, as amended by Section 19 of Chapter 188, so as to increase the COLA Base	Retirement Board/ Town Manager
8	Use of Free Cash	Finance Committee
9	FY20 Budget Adjustment	Town Manager
10	FY21 Town Budget	Town Manager
11	FY21 Capital Improvement & Debt Plan	Deputy Town Manager
12	Authorize Expenditure of Revolving Funds Under MGL c. 44, Section 53E 1/2	Chief Financial Officer
14	Appropriate Funds for Affordable Housing Development	Select Board
51	Unpaid Bills	Chief Financial Officer
52	Debt Recision	Chief Financial Officer

Town of Concord

Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

Date: January 17, 2020 *(based on Guideline voted 12/5/19)*

To: Concord Select Board
Concord Public School Committee
Concord-Carlisle Regional School Committee
Mr. Stephen Crane, Town Manager
Dr. Laurie Hunter, Superintendent of Schools

From: Dean Banfield, Chair, Concord Finance Committee
Mary Hartman, Vice-Chair, and Chair, Guidelines Subcommittee

Re: FY 2021 Final Budget Guideline

As required by Town bylaws, the Finance Committee has approved a Budget Guideline for the fiscal year beginning July 1, 2020 (FY 2021). The Guideline was adopted with full consideration of the operating budget needs identified by each of the three primary budgeting entities, funding recommendations and requests for non-operating budgets, assumptions regarding non-property tax-revenues, employment of unused property tax levy limit capacity, and ultimately the net impact to taxpayers.

In establishing the Guidelines, the Finance Committee also aims to maintain operating cost increases within a range chosen to meet the goal of financial sustainability over the long term. These goals include: 1. keeping increases from depleting excess levy limit capacity to the extent that general overrides are required; 2. Maintenance of Free Cash reserve; 3. Maintenance of the highest attainable bond rating; 4. Avoidance of burdening taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Finance Committee Guideline directs \$2,762,114 of incremental funds to the operating budgets, a 3.14% increase over FY 2020 General Fund operating budget levels (see FY 2021 Operating Budget Guidelines and Total Budget Plan, page 3). The Finance Committee is proposing a total FY21 General Fund Budget spending plan of \$117,356,086 which would be an increase of 2.93% over the adopted FY20 budget. To support this budget, the Finance Committee will be recommending the allocation of funds from available reserves as follows:

- \$1,000,000 from Free Cash, for Property Tax Relief; and
- \$170,880 from Emergency Services Stabilization Fund, for the School Resource Officer and 4 new firefighters hired in FY20 to place Ambulance A-2 in operation 24/7.

The overall increase in the tax bill to existing taxpayers for FY 2021 is projected to be 2.80%, inclusive of Exempt Debt, which is decreasing by \$104,443. This guideline projects a tax levy totaling \$98,608,811, and an unused levy limit of \$3,842,179 (which is 4.02% under the projected levy limit). The Finance Committee believes that retaining a modest unused levy capacity is important for the town's ability to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses.

Several overriding factors and concerns were considered by the Finance Committee at the outset of the guidelines process:

- The Finance Committee has begun to use a sustainable growth rate (SGR) to provide a 5-year forward looking recommendation when developing the guideline %. The SGR is defined as: "A rate which

maintains the Town's economic soundness, financial strength, and flexibility through keeping a level of excess levy limit capacity so that general overrides are not necessary; maintaining a free cash balance; continual investment in ongoing capital needs; and in avoiding burdening taxpayers beyond normal expectations of income growth and allowing the town to maintain its character without undermining the diversity of our population." The SGR for FY21 was 2.16% as calculated per Finance Committee formula.

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. Income levels of individual taxpayers vary greatly. Continued property tax increases are particularly likely to cause a hardship for taxpayers on fixed and/or low incomes. There remains an overall concern that even moderate tax increases when sustained for a number of years could have an impact on the makeup of Concord's population.
- The U. S. economic outlook has been healthy according to the key economic indicators, but has recently showed signs of weakness. The most critical indicator is Gross Domestic Product (GDP), which measures the nation's productive output. The GDP growth rate is expected to fall back to the ideal range of 2 to 3 percent. There are signs of uncertainty in the Massachusetts economy, but Concord continues to see by increases in building permits and some local excise taxes. However, there is potentially a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern about the level at which local aid to cities and towns will be funded by the State. Further, there is much uncertainty on the national level especially regarding the recently enacted Tax Reform legislation and its impact on the economy.
- Growth in Concord's assessed real estate valuations between FY 2019 and FY 2020 saw an overall increase of 3.69% (based on the FY 2020 Tax Rate Analysis report of the Concord Board of Assessors). Residential valuations, representing 91.86% of total valuation, increased 3.68%. Market valuation changes were not consistent across the housing stock; thus, some taxpayers will experience larger increases while others will see reductions.
- New residential development in Concord impacts population growth as well as the mix and demand for town government and school services. Historically, new development has played an important role in providing additional income to the town. The exact timing and impact of currently contemplated projects is not completely measurable at this time. New Growth, which adds additional tax revenue to the Town, is conservatively projected to add \$1,100,000 to the tax rolls in FY 2021.
- Long-term employee costs due to contractual pay increases and obligations for pensions and Other Post Employment Benefits (OPEB) will have an impact on budgets and will remain a principal obligation requiring careful management of contractual negotiations and additions to the roster of employees.

Based on information provided to date, the Finance Committee anticipates the Town Government, Concord Public Schools (CPS), and the Concord Carlisle Regional School District (CCRSD) will be able to prepare FY 2021 budgets that maintain core services and meet critical operating priorities within the recommended Budget Guideline; however, at present, the CPS budget is \$97,711 over the FY21 Guideline. The Finance Committee is hopeful that the Concord Public Schools (CPS) will be able to review its request, and make budgetary adjustments or employ more creative service delivery methods in order to be able to provide current service levels within the approved Guideline.

The Finance Committee will continue, as always, to monitor the economic climate as well as the assumptions incorporated in its calculation of funds available for the FY 2021 Operating Budgets. We will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2021 budget finalization proceeds, leading up to Town Meeting in April 2020.

FY21 Operating Budget Guidelines & Total Budget Plan

Budget Year				Guideline			Percent
	FY2018	FY2019	FY2020	Increase	FY2021	Increase	
Town, General Fund	\$ 23,064,013	\$ 24,228,513	\$ 25,299,513	\$ 717,666	\$ 26,017,179		2.84%
CPS	\$ 36,810,111	\$ 38,246,895	\$ 39,390,163	\$ 1,295,000	\$ 40,685,163		3.29%
CCRSD*	\$ 17,935,005	\$ 19,146,874	\$ 19,996,874	\$ 749,448	\$ 20,746,322		3.75%
sub-total: Guidelines	\$ 77,809,129	\$ 81,622,282	\$ 84,686,550	\$ 2,762,114	\$ 87,448,664		3.26%
Town, Other Funds		\$ 2,698,681	\$ 3,407,135		\$ 3,113,239		
Other Accounts	\$ 16,958,762	\$ 16,865,734	\$ 17,893,521		\$ 18,742,282		
Non-Appropriated	\$ 1,272,676	\$ 1,055,094	\$ 1,162,926		\$ 1,289,055		
Excluded Debt Service	\$ 7,168,991	\$ 6,905,383	\$ 6,867,289		\$ 6,762,846		
sub-total: Non-Guidelines	\$ 25,400,429	\$ 27,524,892	\$ 29,330,871		\$ 29,907,422		1.97%
Total: Budget Plan	\$ 103,209,558	\$ 109,147,174	\$ 114,017,421		\$ 117,356,086		2.93%

Notes:

1. The CCRSD figure includes OPEB, health insurance and pension payments within the CCRSD Operating Budget, which for the Town Government & CPS are included in "other accounts" and not within the Guidelines Budget. This difference reflects the fact that the CCRSD is a separate governmental entity, and therefore direct comparisons are not advisable.
2. Due to a change in Department of Revenue requirements, effective July 1, 2019, the Town is required to have a Town Meeting appropriation for its "full" budget, which includes those amounts which are supported by transfers and credits from other funds.

Over the three most recent fiscal years (FY 2018, FY 2019 and FY 2020), the average annual increase in the total operating budget has been 4.51%. During this period the most significant factors driving the budget increases has been salaries and increasing headcount. Other factors also driving increases include contributions for unfunded liabilities for OPEB ("Other Post-Employment Benefits", the town's share of retiree health insurance), and increases in debt expense driven primarily by construction of the new high school, though this debt service obligation has peaked, and overall excluded debt service for FY21 is projected to decrease slightly.

Key Assumptions of FY 2021 Operating Budget Guideline

- **Town Government:** The FY21 operating budget for the town, funded from the General Fund, is 2.84% higher than the FY20 budget. Increases include two (2) incremental FTE's- one Land Manager and one overnight dispatcher- increase in legal expenses and the promotion of four (4) firefighters. These increases are offset by retirements and the town's ability to hire new people at lower starting salaries.
- **Concord Public Schools (CPS) and Concord-Carlisle High School (CCRSD):** The FY21 budget request from CPS represents a higher percentage than last year's request (3.29% vs. 2.90%) despite a level service budget and cost savings from zero-based budgeting. Increased salaries due to reclassification of personnel, SPED costs and anticipated contractual obligations were partially offset by savings from early retirements and new hires coming in at lower salaries. Headcount and increases resulting from collective bargaining continue to be the prime drivers of increased spending. The FY21 CCRSD budget came in under the initial guideline percent due to a decrease in debt for the new high school, savings in out-of-district SPED placements and a continued reliance on E & D to fund operations. Continued shift in enrollment between Concord and Carlisle continues to increase Concord's portion of the CCRSD budget. This together with high teacher salaries nets to a 3.75% year-over-year increase in spending.

Property Tax Impact

The impact of the FY 2021 Operating Budget Guideline on the Property Tax Levy is projected at a 4.05% increase, with an estimated 2.80% increase to Existing Taxpayers, and a 1.25% increase coming from New Growth. The components of the increase are as follows:

FY2021 Final Property Tax Increase			
	Percent	Amount	Description
Base	2.92%	\$ 2,572,309	(FY21 Base - FY21 New Growth) - FY20 Base
Debt Exclusion	-0.12%	\$ (104,443)	FY21 Debt Exclusion - FY20 Debt Exclusion
	2.80%	\$ 2,467,866	Change in Tax Levy coming from Existing Taxpayer
New Growth	1.25%	\$ 1,100,000	FY21 New Growth
	4.05%	\$ 3,567,866	Change in Total Tax Levy

The estimated tax bill impact will continue to evolve as more information is received about projected revenues and New Growth, and as the final FY2021 budgets are developed. The Finance Committee intends, over the next several months, to review all assumptions and recommendations driving the estimated impact of the tax levy on taxpayers for FY2021, the results of which will be included in the *Report of the Finance Committee* to be issued prior to the first session of the Annual Town Meeting on April 27, 2020.

Correspondence:

1. Dorrie Kehoe, 2/24/20- Junction Village Project
2. Elizabeth Hughes, on behalf of ZBA, 2/25/20- letter from developer

Kerry Lafleur

From: Kerry Lafleur
Sent: Monday, February 24, 2020 10:09 AM
To: Andrea Zall (andrea@frame-ables.com); Brian Taylor (bjtemail@gmail.com); Christine Reynolds (FinComCR@gmail.com); Dean Banfield; Dee Ortner; Greg Guarriello; John Hickling (jrhickling@yahoo.com); Karle Packard; Mary Hartman (maryhartman7@gmail.com); Parashar Patel (pacoiconn@gmail.com); Peter Fischelis (pfischelis@yahoo.com); Philip Swain; Richard Jamison; Thomas Tarpey; Wade Rubenstein
Cc: Anita Tekle; Kerry Lafleur
Subject: FW: Town Meeting Article 16--TIF
Attachments: Grantham assessment and taxes with comments.docx

Good Morning all-

Dorrie Kehoe has asked that the information below and attached be distributed to you.

Kerry

From: dorriekehoe@comcast.net <dorriekehoe@comcast.net>
Sent: Friday, February 21, 2020 9:18 AM
To: Kerry Lafleur <klafleur@concordma.gov>
Subject: Town Meeting Article 16--TIF

Kerry,

In conversation with John Hickling, he asked me to forward any information which might be helpful for the Finance Committee. Would you please distribute?

Many thanks,
Dorrie

To Members of the FinCom,

At the request of John Hickling, I am forwarding some information for your consideration as you review Warrant Article 16, for a TIF wit Grantham Group. I should also note that I learned yesterday from Town Manager Stephen Crane that the proposed, **specific** TIF plan will be presented at the Select Board Hearing on Town Meeting Articles next Monday, February 24.

While I am Chair of the LWV Housing Committee which supports affordable housing, I am writing to you on my own behalf. The League does not yet have a position on this matter, but is actively seeking more information on this proposal..

At various times ,including in a meeting with the FinCom in February, 2017, Walter Ohanian of Grantham has stated that in his Pro-Forma he has estimated \$40,000 for taxes, basing this on "an average of what Grantham pays in other communities." Attached is the information showing

the range of tax information which I accessed by speaking to the various Town's Assessors who spoke quite openly with me.. And, FYI, at the 2/10 SB meeting, Grantham said that its updated Pro Forma would be given to Town Manager Crane by Friday, Feb. 21 (today)

A concern of many is that if a TIF proposal is approved by Concord, Grantham (having negotiated in 2017 a \$1,000,000 donation of Concord free cash as well as a \$1,000,000 promise from CPC) will, if this proposal passes, come back to the Town for further financial "support" at some future point This is especially true, considering the following:

In the April, 2017 Agreement between the Town and Grantham it was stated, "The Developer agrees not to request any financial support from the Town other than the Town Funds for the construction and development of the Project and acknowledges that the Town is under no obligation to provide any additional financial support; provided however, that this provision shall not apply to bar the Developer from seeking additional Town approvals to allow for the disbursement of the Town Funds. "

While this TIF does not ask directly for money, it is asking for the Town for support so that it can continue with its plan to build an assisted facility in Concord. At the SB meeting on Feb.10, Walter Ohanian, Grantham spokesperson warned that without a TIF agreement in the amount of \$75,000* for 20 years his company will not be able to continue with its plans for an Assisted Living Facility in Concord. If adopted by the Town, that would decrease Grantham's RE taxes from \$187,000 to \$75,000 per year—saving for-profit Grantham \$112,000 per year—i.e. \$2,240,000. What else can this be called but financial support?

Finally, several quick notes:

*The \$75,000 noted above includes the \$40,000 estimated in the Grantham Pro-Forma (and never updated even after questioning by the FinCom in February of 2017, as well as a promise to meet with the Town Assessor to get a more "accurate figure." (No meeting was originated until September of 2019!) The \$35,000 of additional funds will come from the ground rent to the CHDC. Under terms of the original agreement between Grantham and CHDC (which owns the land) and which has been intended to provide additional funding for important maintenance of CHDC owned affordable houses in Concord, this money may be diverted from that purpose to help Grantham pay its Real Estate taxes.

Because of the type of financing Grantham is using it will not be able (after the first year) to have any Concord preference in admitting residents. Thus, Concord residents who have been and will be supporting Grantham will have no advantage.

A TIF can be written for between 5 and 20 years.

I hope that this information is helpful for you.

Dorrie Kehoe, MacArthur Road. 978-369-
3341
21, 2020

February

Grantham Taxes

2/2/2017: Grantham meeting with Concord Fin Com Walter Ohanian, spokesperson. When asked about estimate of real estate taxes in the Pro Forma, he stated "Have estimated will be \$40,000—the average of our other Town assessments. Will meet with Assessors; Will be lower than would normally be except that it is rent restricted"

Marlborough 83 units valued for TIF at \$847,228 Taxes \$12,013

Scituate 30 units Taxes \$12,000

"Beloved by Town, went to Assessor after had been agreed to by Town officials. Owned by HUD, Given \$5,000,000 CPC by Town; Town officials temporarily agreed to taxes at \$12,000. Assessor not happy with this agreement (commented that Grantham was a tough negotiator), but had no choice. He also volunteered that he was dubious that Concord is the type of town that would be eligible for a TIF

Attleboro 51 units valued at \$3,300,200 Taxes \$48,924.

Belchertown valued at \$3,000,000 Taxes \$60,000.

Deliberately lowered valuation because of low vacancy rate because of road installation delay. Will be revalued in another year and will go up considerably. Assessor Whelihan knows Lane Partridge and going to contact him with advice to get EXCELLENT lawyer. Grantham skirts the edges in bargaining.

Northampton valued at \$4,514,100 Taxes \$75,000

Webster valued at \$3,594,000 Taxes \$126,365

Gardner	70 units	valued at \$2,600,000	Taxes \$51,377
Worcester	80 units	valued at \$10,021,600	Taxes \$170,367

February 3, 2020

Kerry Lafleur

From: Elizabeth Hughes
Sent: Tuesday, February 25, 2020 3:42 PM
To: Kerry Lafleur
Cc: Marcia Rasmussen; Heather Carey
Subject: RE: Letter to ZBA
Attachments: ZBA Fiscal Impact Letter 2-12-20.pdf

Good afternoon Kerry and FinCom members (who are bcc'd on this email so there are no unintended Open Meeting Law violations),

Attached is a response letter from the Main St PRD developer regarding the fiscal impacts of the proposed 34-unit project.

The ZBA would greatly appreciate FinCom's feedback on this letter.

Sincerely,
Elizabeth

Elizabeth Hughes, Town Planner
Concord Planning Division
141 Keyes Road
Concord, MA 01742
978-318-3290

From: Kerry Lafleur
Sent: Monday, February 10, 2020 9:13 AM
To: Marcia Rasmussen
Cc: Anita Tekle; Kerry Lafleur; Stephen Crane; Elizabeth Hughes; Andrea Zall (andrea@frame-ables.com); Brian Taylor (bjtemail@gmail.com); Christine Reynolds (FinComCR@gmail.com); Dean Banfield; Dee Ortner; Greg Guarriello; John Hickling (jrhickling@yahoo.com); Karle Packard; Mary Hartman (maryhartman7@gmail.com); Parashar Patel (pacoconn@gmail.com); Peter Fischelis (pfischelis@yahoo.com); Philip Swain; Richard Jamison; Thomas Tarpey; Wade Rubenstein
Subject: Letter to ZBA

Hi Marcia-

Would you please see that the attached letter from the Finance Committee is sent along to ZBA Chair Akehurst-Moore? Please also distribute to Planning Board Chair Matt Johnson, as requested by Finance Committee Chair Dean Banfield. Thank you for your assistance.

Kerry A. Lafleur
(formerly Kerry A. Speidel)
Chief Financial Officer
Town of Concord
klafleur@concordma.gov
(978) 318-3090



S Y M E S

February 12, 2020

Ms. Elizabeth Akehurst-Moore, Chair
Concord Zoning Board of Appeals
141 Keyes Road
Concord, MA 01742

Dear Ms. Akehurst-Moore and Fellow Members of Board:

We are in receipt of the FinComm letter. That letter assumes that this development is a subdivision and will have customary subdivision impacts and costs. That assumption is not accurate. This is a special permit and 11.6. calls for consideration of Impacts on economic or community needs. To address both the special permit and FinComm letter, the projected sales are:

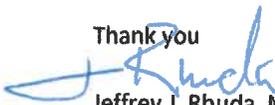
Sales	Value	#	SF	Total
A1 Detached	\$1,195,000	7	2855	\$8,365,000
A2 Detached	\$1,125,000	2	2438	\$2,250,000
A3 Detached	\$1,125,000	2	2855	\$2,250,000
B1 Detached	\$924,900	6	2238	\$5,549,400
B2 Detached	\$1,069,000	9	2478	\$9,621,000
C1 Attached	\$795,000	2	1988	\$1,590,000
C2 Attached	\$865,000	2	1703	\$1,730,000
D Attached	\$1,069,000	2	2514	\$2,138,000
E Attached	\$795,000	2	1850	\$1,590,000
		34		\$35,083,400

With a current tax rate of \$14.23/M the estimated annual taxes is \$499,237. Assuming a value in automobiles of \$30,000 per unit and an excise rate of \$25/M, the math is $\$30,000 \times 34 = \$1,020,000 \times .025 = \$25,500$, bringing annual estimated tax revenues to \$524,737.

According to a study of PRD projects in Concord by the Concord Planning Department & Concord Town Clerks offices, PRD developments produce school age children at the rate .27/unit. Considering the amount of age targeted units (first floor masters) we are building .27 school children per unit is reasonable. Therefore it is reasonable to project 9-10 school age children ($34 \times .27 = 9.18$) living in this neighborhood. The last reported cost per pupil for the Concord/Carlisle high School is \$20,293, so an annual school cost of \$200,293 can be projected, leaving net annual revenues of \$324,444. We project one-time permit fees to the Town of \$225,000.

All road maintenance, snow plowing and trash removal are private at the expense of the condominium association. We do not know how to apportion cost of community services for police and fire at this time but feel the positive financial impact to the town is obvious.

Thank you


Jeffrey J. Rhuda, Manager
Symes Development & Permitting LLC

SYMES ASSOCIATES, INC.

APPLESEED'S SQUARE • 50 DODGE STREET • BEVERLY, MA 01915 • P: 978.922.5300 • F: 978.922.5444 • E: info@symesassociates.com • www.symesassociates.com

2020 Finance Committee Schedule
Meetings and events
 January - June 2020

* FinCom Meetings indicated by ✓
 * Regular meetings indicated by shading of date

		Meeting	Topic/Event
✓	Friday January 10, 2020		Warrant closes at 4:00 P.M.
	Thursday January 16, 2020	regular meeting	Warrant article review and assignments
✓	Friday January 17, 2020		Town Manager's Budget Published
	Thursday January 23, 2020	regular meeting	Town Manager's budget review
	Monday January 27, 2020 <i>(snow date Tues., Jan. 28)</i>		Town Caucus
✓	Thursday February 6, 2020	regular meeting	CPS & CCRSD budgets review
	Friday February 7, 2020		Warrant mailed
✓	Thursday February 13, 2020	regular meeting	
✓	Thursday February 20, 2020	regular meeting	
	Monday February 24, 2020 <i>(snow date Wednesday, February 26)</i>	Public Hearing	Select Board
	Tuesday February 25, 2020 <i>(snow date Thursday, Feb. 27)</i>	Public Hearing	Planning Board
✓	Thursday March 5, 2020 <i>(snow date Tuesday, March 10)</i>	regular meeting	Guidelines Review
✓	Monday March 9, 2020 <i>(snow date Tuesday, March 10)</i>	Public Hearing	Town Budget, Warrant Articles, inc. Capital
✓	Monday March 16, 2020 <i>(snow date Tuesday, March 17)</i>	Public Hearing	Education Budgets & Articles, CPA
	Tuesday March 17, 2020		Enterprise budgets published
✓	Thursday March 19, 2020	regular meeting	Fin Com Report recommendations
✓	Monday March 23, 2020 <i>(snow date Tuesday, March 24)</i>	Public Hearing	Enterprise budgets and Articles; recommendations completed
	Monday April 2, 2020		FinCom report to printer
✓	Thursday April 9, 2020	regular meeting	Town Meeting preparation
	Monday April 13, 2020		FinCom report mailed
✓	Monday April 27, 2020	Town Meeting	also April 28, 29, & 30 as needed
✓	Thursday May 21, 2020	regular meeting	Organization, election of officers Town Meeting Recap with Moderator
✓	Thursday June 25, 2020	regular meeting	Organize Guidelines Subcommittee

All regular meetings will be held in the Select Board's Room, Town House, @ 7:00 P.M.;
 Public Hearings will be held at the Town House starting at 7:00 P.M.

TOWN OF CONCORD
2019 – 2020 Annual Town Meeting & Election Calendar
For Annual Town Meeting Beginning April 27, 2020

MEETINGS & DEADLINES		
EVENT	DATE/TIME	LOCATION
JOINT MEETING – CONCORD AND CARLISLE SELECT BOARDS, SCHOOL COMMITTEES, FINANCE COMMITTEES	THURSDAY, SEPTEMBER 19, 2019	TOWN HOUSE - HEARING ROOM
TOWN MEETING PREVIEW MEETING	SATURDAY, DECEMBER 7, 2019	TOWN HOUSE - HEARING ROOM
TOWN MEETING WARRANT INFORMATION		
OPEN WARRANT AT TOWN MEETING PREVIEW MEETING	SATURDAY, DECEMBER 7, 2019	TOWN HOUSE
DRAFT WARRANT ARTICLES DUE	MONDAY, DECEMBER 16, 2019	TOWN HOUSE
WARRANT CLOSURES	FRIDAY, JANUARY 10, 2020, 4 P.M.	TOWN MANAGER'S OFFICE
TARGET DATE FOR MAILING OF TOWN MEETING WARRANT TO RESIDENTS (AT LEAST 10 DAYS PRIOR TO PUBLIC HEARING)	FRIDAY, FEBRUARY 7, 2020	
PUBLIC HEARINGS: ALL HEARINGS START AT 7:00 PM		
SELECT BOARD	*MONDAY, FEBRUARY 24, 2020	TOWN HOUSE - HEARING ROOM
PLANNING BOARD	**TUESDAY, FEBRUARY 25, 2020	TOWN HOUSE - HEARING ROOM
FINANCE COMMITTEE – TOWN BUDGET & ARTICLES INCLUDING CAPITAL	***MONDAY, MARCH 9, 2020	TOWN HOUSE - HEARING ROOM
FINANCE COMMITTEE – SCHOOL BUDGET & ARTICLES COMMUNITY PRESERVATION COMMITTEE ARTICLE(S)	****MONDAY, MARCH 16, 2020	TOWN HOUSE - HEARING ROOM
FINANCE COMMITTEE – ENTERPRISE FUND BUDGETS & ARTICLES	*****MONDAY, MARCH 23, 2020	TOWN HOUSE - HEARING ROOM
* ** *** **** *****	THE SNOW DATE FOR THESE DATES WILL BE WEDNESDAY, FEBRUARY 26, 2020 THE SNOW DATE FOR THIS DAY WILL BE THURSDAY, FEBRUARY 27, 2020 THE SNOW DATE FOR THIS DAY WILL BE TUESDAY, MARCH 10, 2020 THE SNOW DATE FOR THIS DAY WILL BE TUESDAY, MARCH 17, 2020 THE SNOW DATE FOR THIS DAY WILL BE TUESDAY, MARCH 24, 2020	

EVENT	DATE	LOCATION
FINANCE COMMITTEE REPORT INFORMATION		
TARGET DATE FOR MAILING OF FINANCE COMMITTEE REPORT TO RESIDENTS (AT LEAST 10 DAYS PRIOR TO TOWN MEETING)	MONDAY, APRIL 13, 2020	
ANNUAL TOWN MEETING – ALL SESSIONS START AT 7:00 PM		
	MONDAY, APRIL 27, 2020 TUESDAY, APRIL 28, 2020 WEDNESDAY, APRIL 29, 2020 THURSDAY, APRIL 30, 2020	CONCORD-CARLISLE REGIONAL HIGH SCHOOL
ELECTION SCHEDULE		
PRESIDENTIAL PRIMARY	TUESDAY, MARCH 3, 2020	VARIOUS
TOWN CAUCUS – 7:30 PM	MONDAY, JANUARY 27, 2020 SNOW DATE: TUESDAY, JANUARY 28	TOWN HOUSE
TOWN ELECTION	TUESDAY, MARCH 31, 2020	VARIOUS
HOLIDAYS RELEVANT TO THIS SCHEDULE		
ROSH HASHANAH	SUNSET SEPTEMBER 29 TO NIGHTFALL ON OCTOBER 1, 2019	
YOM KIPPUR	SUNSET OCTOBER 8 TO NIGHTFALL ON OCTOBER 9, 2019	
COLUMBUS DAY OBSERVED	MONDAY, OCTOBER 14, 2019	
VETERANS' DAY OBSERVED	MONDAY, NOVEMBER 11 2019	
THANKSGIVING DAY	THURSDAY, NOVEMBER 28 INCLUDING NOVEMBER 29, 2019	
HANUKKAH	SUNSET DECEMBER 22 TO NIGHTFALL ON DECEMBER 30, 2019	
CHRISTMAS DAY	WEDNESDAY, DECEMBER 25, 2020	
NEW YEAR'S DAY	WEDNESDAY, JANUARY 1, 2020	
MARTIN LUTHER KING, JR. DAY	MONDAY, JANUARY 20, 2020	
PRESIDENT'S DAY	MONDAY, FEBRUARY 17, 2020	
SCHOOL VACATION	FEBRUARY 17 – 21, 2020	
ASH WEDNESDAY	WEDNESDAY, FEBRUARY 26, 2020	
GOOD FRIDAY	FRIDAY, APRIL 10, 2020	
PASSOVER	SUNSET APRIL 8 TO NIGHTFALL ON APRIL 16, 2020	
EASTER	SUNDAY, APRIL 12, 2020	
SCHOOL VACATION	APRIL 20 – 24, 2020	
PATRIOTS' DAY OBSERVED	MONDAY, APRIL 20, 2020	

