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TOWN OF CONCORD

Finance Committee Report

BY THE NUMBERS
For Fiscal Year 2021



CONCORD TOWN MEETING
Sunday, September 13, 2020
1:00 PM
CCHS – DOUG WHITE FIELD

TOWN MEETING NOTES

Due to the COVID-19 pandemic, Concord Annual Town Meeting will look and feel different this year. Town Meeting is scheduled to take place outdoors, on the Doug White Field at Concord Carlisle Regional High School, on Sunday, September 13, 2020, at 1:00 pm (rain date: Monday, September 14, 2020 at 5:00 pm, same location). The Moderator has developed this Protocol for the Meeting, in consultation with the Select Board and Concord's Public Health and Safety Officials, to provide as nearly as possible the participatory experience to which Concord voters are accustomed, while simultaneously protecting public health. This Protocol is published in advance of Town Meeting to allow voters to know what they should expect, and what will be expected of them. However, changes in this Protocol may be required prior to Annual Town Meeting. Please check the town website www.concordma.gov regularly for addenda to the Protocol and other information on 2020 Annual Town Meeting.

Schedule

In four separate Declarations (posted on www.concordma.gov), the Moderator has recessed and continued Annual Town Meeting for a total of 120 days from the Meeting's originally scheduled date of April 27, 2020, to August 28, 2020. In consultation with the Select Board and town health and safety officials, the Moderator will issue one further Declaration to recess and continue Annual Town Meeting to Sunday, September 13, 2020 at 1:00 pm, with a "rain date" of Monday, September 14, 2020 at 5:00 p.m. Every effort will be made to conclude Annual Town Meeting on the day it is held. If continuation of the Meeting proves necessary, the date and time for the next session will be announced at the Meeting. From June 30th until September 30th, the town will be operating on monthly interim budgets based upon the preceding fiscal year's budget, with the review and approval of the State Department of Revenue.

Additional Pre-Meeting Hearings

In view of significant changes in circumstances affecting certain Articles on the Warrant, and the length of time that has passed since the earliest of the five Pre-Meeting Hearings were held, the Select Board, Finance Committee, and the Planning Board held a second round of public hearings during the week of August 17th with opportunity for public question and comment. All town meeting articles, schedules, and videos of the first and second rounds of public hearings can be accessed on the town website www.concordma.gov/tm2020.

Warrant Articles to Be Taken Up

In order to reduce the length of the Meeting and thereby reduce the risk of COVID-19 transmission to Meeting attendees, the Select Board, Finance Committee, Town Administration, School Committee, School Administration, all town boards and committees sponsoring an article, and citizen petitioners have been asked to identify Articles that, without significant harm, could be postponed. The articles identified as appropriate for postponement will be the subject of a "Motion to Postpone Indefinitely" or, if a citizen-sponsored zoning article, a "Motion to Refer Back to the Planning Board for Further Study and Report," on which the Meeting will be asked to vote, or may simply have No Motion. The Meeting cannot vote to postpone articles to a specific future Special Town Meeting (no Meeting may prescribe the agenda of a future Meeting), but the Select Board can make a commitment to place the postponed articles on the

Warrant of a Special Town Meeting to be called later in the year. Citizen-sponsored zoning articles would be referred back to the Planning Board rather than postponed in order to avoid the bar under state law from reconsidering zoning bylaws “rejected” by Town Meeting for two years.

The motions “to Postpone Indefinitely” and “to Refer to Committee” are unfamiliar ones in Concord, where our tradition and practice has been to bring articles before the Meeting to vote them up or down, rather than postponing or delaying them. However, these motions are recognized in Town Meeting Time, Concord’s procedural guide for Town Meeting, and are frequently used by other Massachusetts open town meetings. These motions will be offered in Concord this year only due to our very unusual pandemic circumstances. In the future, we will return to Concord’s traditional practice of putting articles before the Meeting for action.

Consent Calendar

As is customary in Concord, there also will be a Consent Calendar consisting of articles to be taken up as a group and voted upon by the Meeting without deliberation. This year, to keep the Meeting shorter and the virus risk lower, there will be some modifications in the usual practice with respect to the Consent Calendar. First, the Consent Calendar will be more broadly inclusive than usual, incorporating not only “routine and non-controversial articles,” but also non-routine articles on which the Select Board and, if the article has a financial impact, also the Finance Committee, recommend affirmative action, and strong community support is expected. Second, any **ten** voters will be able to remove an article from the Consent Calendar for full debate, prior to the Meeting voting on the Consent Calendar; this increase from the usual five-voter requirement is made for this Meeting only in order to solicit a slightly stronger sentiment from the Meeting that the public interest in fully debating an article outweighs the public interest in keeping the Meeting shorter, and virus transmission risk lower, by voting on the article without full deliberation.

Venue

In view of the consensus among public health experts that COVID-19 transmission risk is substantially less outdoors than indoors, Annual Town Meeting will be held outdoors, on the Doug White Fields located at the Concord-Carlisle Regional High School. The Meeting is scheduled to begin during daylight hours, to maximize safety of attendees in walking about outdoors, and timed to minimize heat and maximize likelihood of completing the Meeting in one session. The Doug White Fields will best serve the logistical needs of the Meeting for parking, physically/socially distant seating, accessibility, restrooms, ingress/egress, and utility support. However, the artificial turf surface precludes tents secured by poles and stakes. There will be a small “pop-up” tented area(s) for rest and medical emergencies, but seating will otherwise be uncovered. **NOTE THAT ONLY UNADULTERATED WATER IS PERMITTED TO BE CONSUMED ON THE DOUG WHITE FIELDS’ ARTIFICIAL TURF** – no flavored or colored drinks, no food of any kind.

Requirements of Voters

Voters will be required to wear cloth or paper facial coverings over their noses and mouths, to observe a 6-foot physical distance at all times from persons not part of their own households, and to refrain from attending the Meeting if they have a confirmed or suspected case of COVID-19, or have had a known

exposure within the preceding two weeks to a person infected with COVID-19. While seated in their physically/socially distanced areas of the field, voters will be permitted to remove facial coverings briefly to drink water. Voters should bring sunscreen, hats, umbrellas, sunglasses, insect repellent, and water. **Voters should plan to arrive early this year as walking distances will be longer, and check-in likely slower, than usual.**

Public Health Precautions

A limited quantity of masks, sunscreen, water, hand sanitizer, insect repellent, and umbrellas will be available for those who do not have their own at the Meeting. Town Meeting staff will wear protective equipment, utilize procedures protective of public health, and guide the movement of voters to maintain appropriate social distance. Microphones will have new, clean covers for each speaker, and stands will be cleaned between speakers. Voters may remove their masks while speaking at a microphone, but must wear them while waiting to speak and returning to their seats. There will also be signage and field markings to guide voters. Physical/social distancing will be maintained in restrooms by limiting occupancy. Restrooms will be closed briefly for cleaning once every hour. Persons who are unable to wear face coverings for medical reasons will be directed to seating in a separate section.

Check-in Procedure

Voter check-in location, and appropriate physical/social distance markers while queueing, will be identifiable by clear signage, and staff will guide voters. To improve check-in flow, checkers will be using an iPad system which will not require voters to organize themselves alphabetically by name or street address. Staff will provide voters with a voting slip at check-in, and Meeting Materials, FinCom Reports, and Town Reports will be available for collection. **Again, Voters should plan to arrive early as check-in likely will be slower this year than usual.**

Seating Arrangements

Pairs of pre-sanitized folding chairs will be pre-positioned on the field at a minimum of 6' apart; members of the same household may sit together. Movement on aisles will be one-way, with direction marked.

Meeting Materials

Daylight, distance, and WiFi/power logistics will prevent us from having video presentation screens this year. Instead, information on each article to be taken up will be printed in the Meeting Materials distributed to voters at check-in, and voters will be asked to consult their materials. Meeting Materials will be posted on the town website www.concordma.gov/tm2020 in advance of the Meeting. There will be no "handouts" distributed at the Meeting other than the Meeting Materials available at check-in, and extra copies of the Finance Committee Report and Town Report. Any board/committee, organization or citizen wishing to present a "handout" on an article may make advance request for the Moderator's approval to incorporate the handout in the Meeting Materials. Requests should be sent to Moderator@concordma.gov. All materials to be included in Meeting Materials must be submitted by 5:00 p.m. on September 1 to TMSubmissions@concordma.gov, and are subject to the Moderator's approval.

No Presentations on Articles

In the interests of shortening the Meeting and reducing the risk to public health, there will be no presentations on articles at this year's Annual Town Meeting. As we reach each article, the Moderator will refer voters to the motion under the article and background information included in the Meeting Materials, and open the floor for questions and comments. A one-page narrative on each article written by its sponsor will be included in the Meeting Materials. **In preparation to attend Annual Town Meeting, voters are urged to watch the recorded video Pre-Meeting Hearing presentations on the articles which will be available on the town website, www.concordma.gov/tm2020.**

Motions to Amend

Any motions to amend will be required to be presented to the Moderator in writing, by email, text, or on paper, in advance of being made. There will be further direction at the Meeting on how to present a motion to amend to the Moderator. The mover of an amendment will be allowed three minutes to speak to the amendment, if it has not been included in the Meeting Materials. The article sponsor will be allowed two minutes to speak to the amendment. Those considering a motion to amend an article are strongly urged to contact the Moderator in advance of the Meeting by email to moderator@concordma.gov. Motions to amend will be included in the Meeting Materials, if received in time for inclusion, or be read to the Meeting when made.

Speaking from the Floor

Microphones will be available for voters to speak from the floor. In light of the public health threat posed by the pandemic and the accordant advisability of limiting the length of the Meeting, speaking time from the floor will be limited to one minute per person and strictly enforced. We will return to our standard two-minute time limit when the pandemic has been resolved. The public health protection arrangements for microphone use have been reviewed with the Town's Director of Public Health and approved.

Voting

Voting will be done by raising the color paper voting slip provided at check-in. If voters are holding up umbrellas for shade, the Moderator will ask for umbrellas to be lowered during the vote. The Moderator expects that Tellers will be present to take a standing vote count in the event that the Moderator cannot visually call the vote. In the event that the Meeting votes to take a vote by secret ballot, the procedure for taking the vote will be announced by the Moderator at the Meeting.

Organization of Boards and Committees

The Select Board and the Finance Committee will be seated together at an appropriate physical distance in designated areas, as will the School Committee and Planning Board while their articles are being addressed by the Meeting.

Departure from the Meeting

In order to maintain physical/social distancing in the aisles, voters will be asked to remain in their seats until their row or section is dismissed.

Restrooms

The Doug White Fields are serviced by a restroom building. Voters will be asked to queue outside the restrooms at an appropriate physical/social distance and to limit occupancy of the restroom to a posted maximum number of persons. Voters are reminded to wash their hands for at least twenty seconds with soap and water or hand sanitizer (both provided).

Water

All voters should bring their own (plain) water. Limited quantities of water in individual serving containers will be available. On the advice of the Board of Health, there will be no ability at the Meeting to refill water bottles. Again, no drinks other than plain water are permitted on the turf fields.

Medical Emergencies

There will be a tent without sides available for temporary rest and medical emergencies. There will be medical emergency staff on site.

Parking

Town Meeting attendees should enter the Concord-Carlisle High School (CCHS) grounds from the Walden Street entrance. The Thoreau Street gate will be for exit only and parking will be allowed on both sides, with all motor vehicles facing out. Parking will be allowed in all designated spaces in the CCHS parking lots, as well as at the upper turf field parking lot. Parking will also be allowed in front of the Beede Center if necessary as well as lower end of Beede parking lot. Overflow parking will be available at Alcott School, with limited capacity shuttles to maintain social/physical distancing. Parking spots closest to the turf field will be reserved for those with accessibility needs. **Voters should allow extra time to park and walk or shuttle from parking to the fields**

Childcare

Due to the COVID-19 situation, there will be no childcare provided at Annual Town Meeting this year.

Weather/Public Health or Safety Contingency Plans

Rain, wind, heat, or a public health or safety threat could require postponement of the Meeting from September 13. The “rain date” for the Meeting is Monday, September 14, at 5:00 pm. The Moderator would make any postponement determination in consultation with the Select Board and town public health and safety officials. Notice of postponement to voters will be made by posting on the town website, www.concordma.gov, Concord News & Notices announcements to subscribers, automated telephone call to Code Red subscribers, announcements on the town’s Facebook and Twitter, and posting at the Meeting venue.

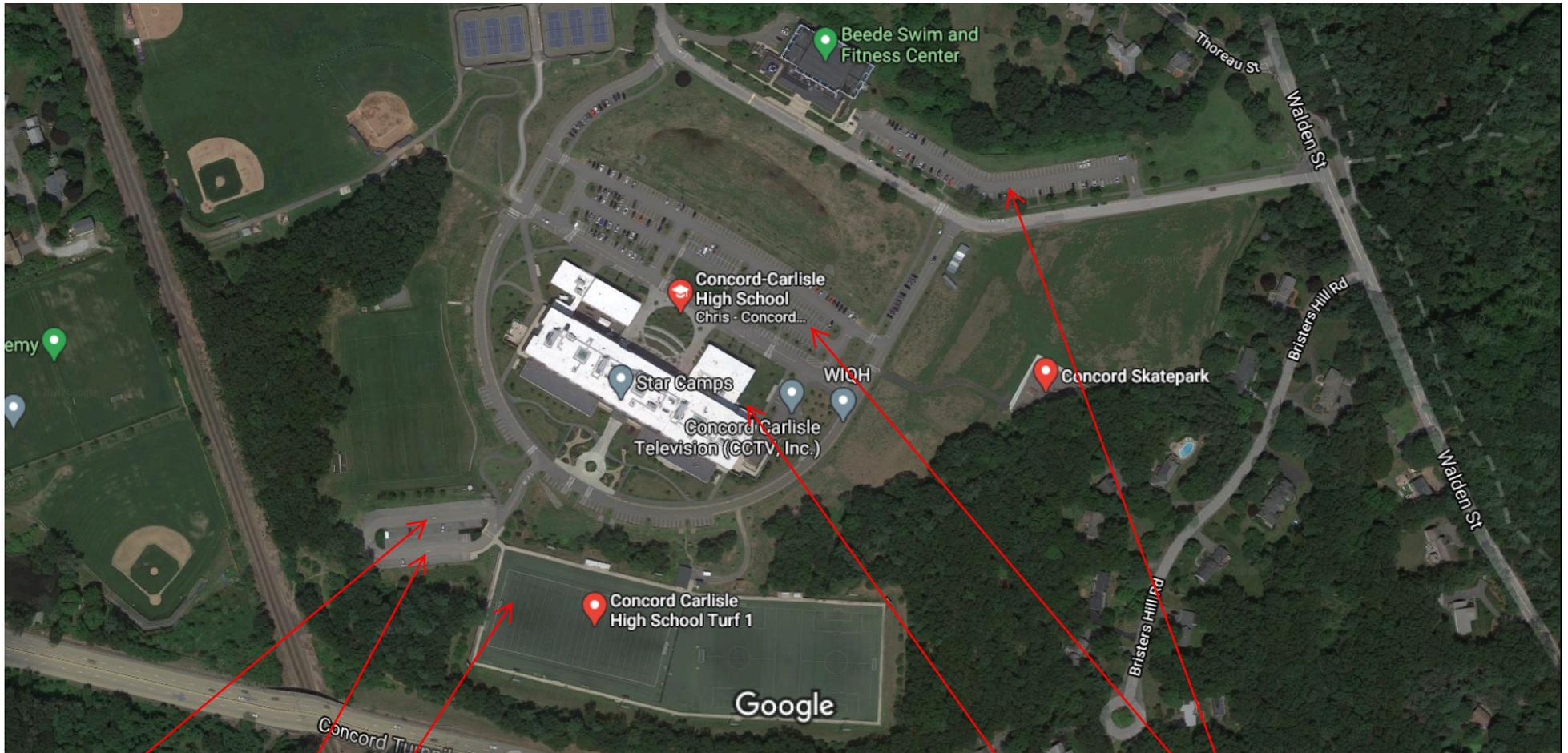
Town Meeting is Accessible on Radio, TV, and Online

Residents can tune into the Comcast local-access channel, listen to radio channel 88.9, or log on to <https://www.minuteman.media/2409/Government> to access Town Meeting.

Assisted Listening Devices & Other Special Needs

Assisted Listening Devices will be available at check-in located at the Doug White Field. Anyone with another disability requiring special arrangements for Town Meeting should contact Kate Hodges, Deputy Town Manager/ADA Coordinator before 4:30 p.m. on Tuesday, September 8, 2020 at (978) 318-3000. The earlier that special arrangement needs are communicated, the more likely that time will allow for special accommodations, if possible, to be met. Due to the daylight venue and large seating distances, closed captioning will not be possible at 2020 Annual Town Meeting.

2020 Concord Annual Town Meeting location - Doug White Fields at Concord Carlisle Regional High School, 500 Walden Street



Accessible Parking

Parking lots

Concord Carlisle Regional High School

Location of town meeting (and voter check-in): Doug White Memorial Field

POSITIONS AND QUANTUM OF VOTE ON 2020 TOWN MEETING WARRANT ARTICLES

Article #	Article Name	Vote Quantum	Finance Committee	Select Board
1.	Choose Town Officers	Majority	No position	Affirmative Action
2.	Hear Reports	Majority (2/3 for Consent Calendar)	No position	Affirmative Action
3.	Meeting Procedure	Majority	Affirmative Action	Affirmative Action
4.	Ratify Personnel Board Classification Actions	Majority	Affirmative Action	Affirmative Action
5.	Classification & Compensation Plan for Regular-Status Positions	Majority	Affirmative Action	Affirmative Action
6.	Personnel Bylaw Amendment	Majority	No position	No motion anticipated
7.	Accepting Provisions of Section 103(J) of M.G.L. Chapter 32, as Amended by Section 19 of Chapter 188, so as to Increase the Cola Base	Majority	Affirmative Action	Affirmative Action
8.	Use of Free Cash	Majority	Affirmative Action	Affirmative Action
9.	FY20 Budget Adjustment	Majority	No position	No motion anticipated
10.	Town Budget	2/3rds	Affirmative Action	Affirmative Action
11.	Capital Improvement & Debt Plan	2/3rds	Affirmative Action	Affirmative Action
12.	Authorize Expenditure of Revolving Funds Under M.G.L. c.44, §53E ½	Majority	Affirmative Action	Affirmative Action
13.	General Bylaw Amendment -- Vote to Adopt Municipal Affordable Housing Trust Bylaws	Majority	No position	Affirmative Action
14.	Appropriate Funds for Affordable Housing Development	Majority	Affirmative Action	Affirmative Action
15.	Authorize Special Legislation – Senior Means-Tested Property Tax Exemption	Majority	Affirmative Action	Affirmative Action
16.	Approval of Tax Increment Financing Agreement	Majority	No Action	Affirmative Action
17.	Light Plant Expenditures & Payment in Lieu of Taxes	Majority	Affirmative Action	Affirmative Action
18.	Solid Waste Disposal Fund Expenditures	Majority	Affirmative Action	Affirmative Action

Article #	Article Name	Vote Quantum	Finance Committee	Select Board
19.	Sewer System Expenditures	Majority	Affirmative Action	Affirmative Action
20.	Sewer Improvement Fund Expenditures	Majority	Affirmative Action	Affirmative Action
21.	Water System Expenditures	Majority	Affirmative Action	Affirmative Action
22.	Authorize Expenditure from PEG Access & Cable-Related Fund	Majority	Affirmative Action	Affirmative Action
23.	Beede Swim & Fitness Center Enterprise Fund Expenditures	Majority	Affirmative Action	Affirmative Action
24.	Minuteman Regional Technical High School District Budget	Majority	Affirmative Action	Affirmative Action
25.	Concord Public Schools Budget	Majority	Affirmative Action	Affirmative Action
26.	Concord Public Schools Capital Projects	2/3rds	Affirmative Action	Affirmative Action
27.	Concord-Carlisle Regional High School Budget	Majority	Affirmative Action	Affirmative Action
28.	Concord-Carlisle Regional High School Capital Projects	Majority	No motion anticipated	No motion anticipated
29.	Middle School Stabilization Fund	2/3rds	Affirmative Action	Affirmative Action
30.	By Petition: Healthy School Buses for Students	Majority	Affirmative Action	Affirmative Action
31.	By Petition: Municipal Fleet Electrification Report	Majority	No position	No motion anticipated
32.	Zoning Bylaw Amendment – Additional Dwelling Unit	2/3rds	No position	Affirmative Action
33.	Zoning Bylaw Amendment – Two-Family Dwelling Unit	2/3rds	No position	No motion anticipated
34.	Zoning Bylaw Amendment – Planned Residential Development & Table I Principal Use Regulations	2/3rds	No position	Affirmative Action
35.	Zoning Bylaw Amendment – Hammerhead Lot	2/3rds	No position	Affirmative Action

Article #	Article Name	Vote Quantum	Finance Committee	Select Board
36.	Zoning Bylaw Amendment – Relief from Parking Requirements	2/3rds	No position	Affirmative Action
37.	Zoning Map Amendment - Thoreau Depot Business & Residence C Zoning District	2/3rds	No position	Affirmative Action
38.	Zoning Bylaw Amendment – Fairs, Bazaars, Antique Shows, Suppers and Dances	2/3rds	No position	Affirmative Action
39.	Zoning Bylaw Amendment – Prohibited Uses	2/3rds	No position	Affirmative Action
40.	General Bylaw Amendment – Fossil Fuel Infrastructure	Majority	No position	No motion anticipated
41.	By Petition: On-Site Community Notice of PRD Application	2/3rds	No position	Affirmative Action
42.	By Petition: Amend Sign Bylaw to allow On-Site Posting of Notice of PRD Application	Majority	No position	Affirmative Action
43.	By Petition: One-Year Moratorium on Zoning Bylaw Section 10 PRDs	2/3	No position	No motion anticipated
44.	Community Preservation Committee Appropriation Recommendations	Majority	Affirmative Action	Affirmative Action
45.	By Petition: Electronic Recording of Select Board Executive Sessions	Majority	No position	No Action
46.	By Petition: Public Posting of Open Meeting Law Complaints	Majority	No position	No Action
47.	By Petition: Investigation and Amendment to the Town Counsel Bylaw	Majority	No position	No Action
48.	By Petition: Historic Districts Bylaw Nominating Organizations	Majority	No position	No motion anticipated
49.	Neonicotinoids Prohibition on Town Agricultural Land	Majority	No position	No motion anticipated
50.	Authorize Special Legislation - Additional Liquor Licenses	Majority	No position	Affirmative Action
51.	Unpaid Bills	4/5ths	Affirmative Action	No motion anticipated
52.	Debt Rescission	Majority	Affirmative Action	No motion anticipated

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COVID-19 has brought unprecedented uncertainty into many aspects of our lives. This report is no exception. The Finance Committee is extremely grateful to town staff, especially the Finance Department, for navigating through these unpredictable times and helping to develop this report. The information and figures presented herein are accurate as of this report's print date, August 21, 2020. However, it is possible that things may change between the print date and September 13, 2020, the date of Annual Town Meeting.

Terms to expire in 2020

Peter Fischelis
Karle S. Packard
Tom Tarpey
Brian J. Taylor
Andrea Zall

Terms to expire in 2021

Richard Jamison
Parashar Patel
Christine Reynolds
Wade Rubenstein
Philip C. Swain

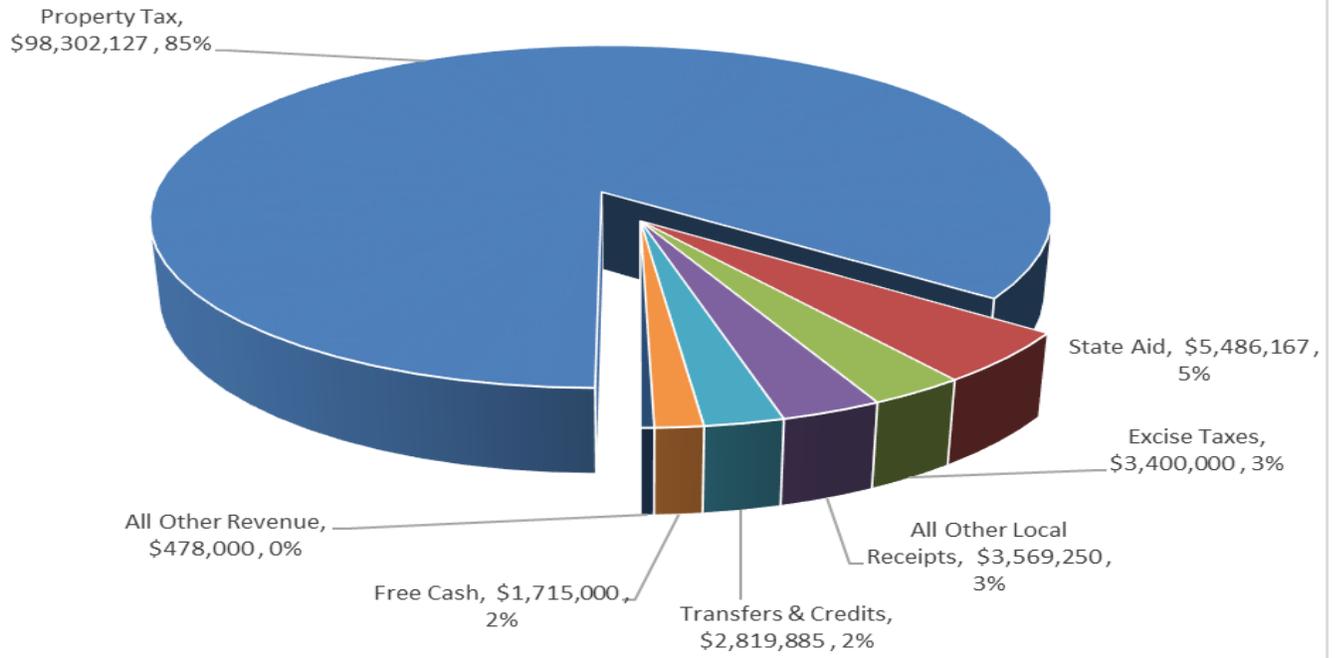
Terms to expire 2022

Dean S. Banfield, Chair
Greg Guarriello
Mary Hartman, Vice-Chair/ Guidelines Chair
John R. Hickling
Dee Ortner

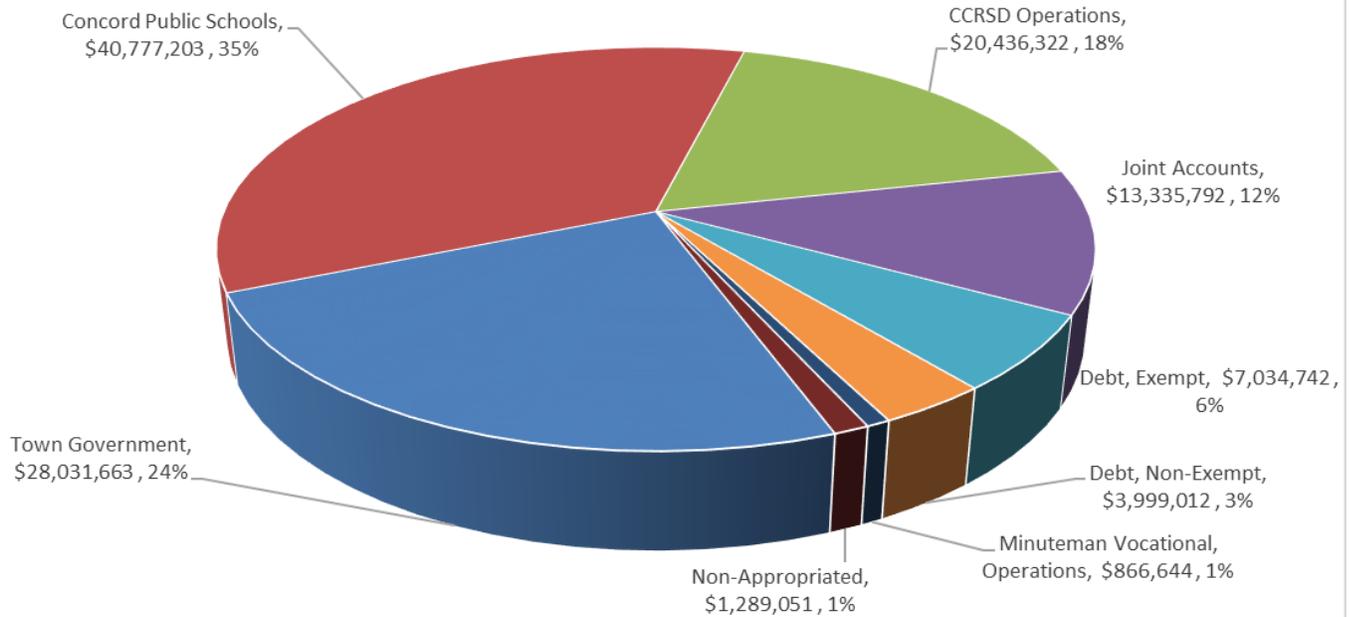
This report of the Concord Finance Committee
was prepared with the assistance of the Concord Finance Department.

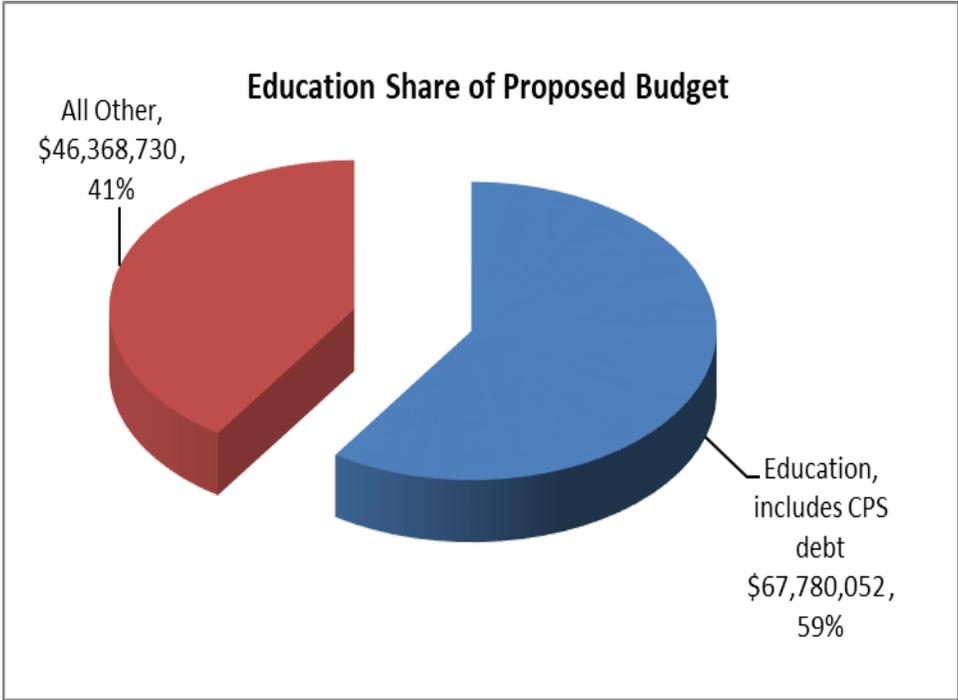
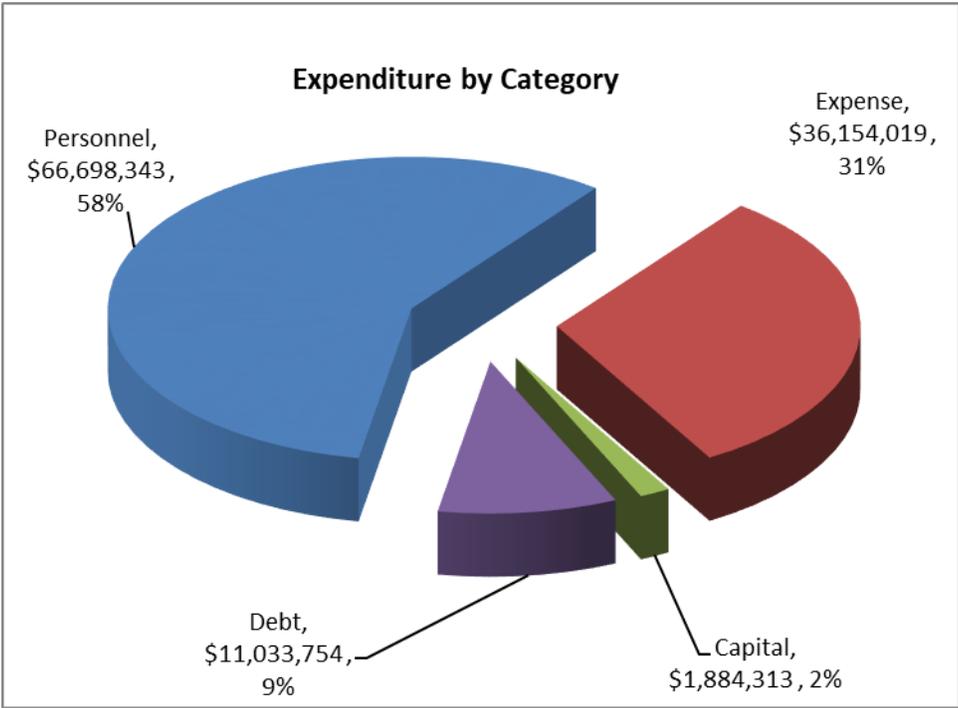
General Fund - FY21 PROPOSED BUDGET

FY21 General Fund Revenue, \$115,770,429

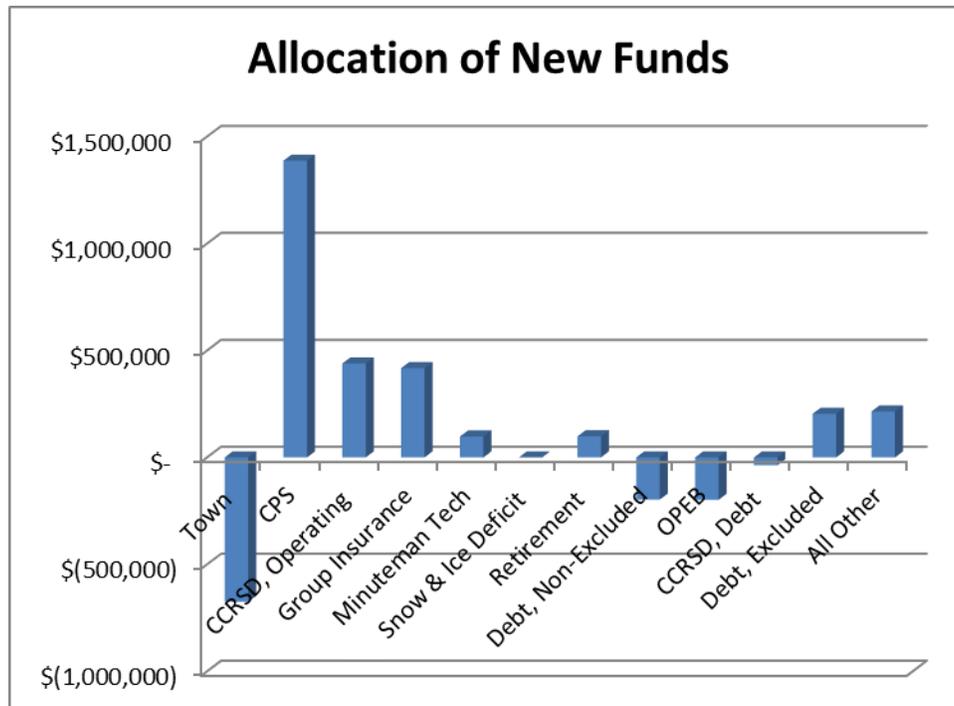


FY21 General Fund Expenditures, \$115,770,429





FY21 over FY20, year-over-year change



The Budget in Brief

Total Budget: Town Government and Education at Finance Committee recommendations

- The total proposed FY21 General Fund budget is \$115,770,429. This is an increase of \$1,753,008 or 1.54% over FY20.
- Concord's share of the debt service payable on bonds and notes issued or to be issued by the Concord-Carlisle Regional School District is estimated at \$3,311,646, a decrease of \$36,467. Of this amount, \$3,211,646 is for existing exempt debt for the School Building, and \$100,000 is for projected debt for the landfill project.
- The allocation to the Town's OPEB Trust Fund is proposed at \$1,500,000, a decrease of \$197,850, based upon the Actuarially Determined Contribution (ADC) identified in the most recent valuation. The Town's assessed share of the CCRSD OPEB Trust Fund contribution is \$380,500, while the District's budgetary contribution to the OPEB Trust Fund is \$500,000.
- The current year (FY20) snow & ice deficit allowance to be raised in the FY21 budget is estimated at \$210,000.
- The proposed Town government and education operating budgets ("Guidelines Budgets") total \$89,245,188, which is \$1,151,503, or 1.31%, over FY20 operating budgets.
- 60% of the proposed FY spending plan is for expenses related to primary and secondary education, including related debt service.
- 40% of the proposed FY spending plan is for Town Government operations, including shared expenses, such as employee benefits costs for all employees (Town + CPS).
- Total debt service (principal and interest payments on long and short-term debt) is budgeted at \$11,033,753. The tax levy for debt service excluded from the Proposition 2 ½ levy limit, in

accordance with previous town-wide ballot votes, is \$7,034,742, which represents 6.08% of the total proposed budget.

- Long term bonds have been issued for the financing of the Alcott, Thoreau and Willard schools opened in 2004, 2006 and 2009 respectively. The total debt issued, principal to be repaid as of June 30, 2019 and the FY21 debt service amounts are:

Project	Debt Issued	Outstanding Amount as of 06/30/19	FY21 Debt Service Principal	Interest
Alcott	\$ 9,365,000	\$ 2,695,500	\$ 478,000	\$ 52,320
Thoreau	\$ 16,940,000	\$ 3,092,500	\$ 487,000	\$ 82,365
Willard	\$ 27,025,000	\$ 11,844,000	\$ 1,105,000	\$ 488,599
total:	\$ 53,330,000	\$ 17,632,000	\$ 2,070,000	\$ 623,284

Property taxes

- The median single family residential tax bill in FY20 is \$13,166 based on an assessed value of \$925,200 at a tax rate of \$14.23 per thousand
- The tax rate projected increase is 2.7% (an additional \$383 on the median bill, about \$41 per \$100,000 of assessed valuation)
- Each 1% increase in the tax levy equals \$919,883 in revenue for FY21
- 85.0% of the Proposed Budget support is derived from property taxes
- 91.9% of property taxes are paid by single family residential property; 8.1% of property taxes are paid by commercial, industrial or personal property.

Free Cash Use

The Finance Committee recommends allocating \$1,000,000 from Free Cash to support the FY21 Budget Plan (Article 8). In addition, due to the Covid-19 pandemic, significant portions of the FY20 Budget remain unexpended. In recognition of this unusual event, the Legislature has granted cities and towns special authority to recapture this previously appropriated expenditure authority for which taxes have already been collected and re-appropriate it to offset FY21 expenses. The mechanism to re-appropriate is to transfer this amount from Free Cash. As such, the Finance Committee is recommending that an additional amount of \$715,000 be transferred from Free Cash, for a total transfer of \$1,715,000 to support the FY21 Budget Plan. Free Cash is a term denoting the portion of the Undesignated General Fund Balance available for further appropriation.

**The Proposed Guideline Budget Appropriation
for the year beginning July 1, 2020 (FY21)**

*Recommendations of the Finance Committee
Articles 10, 11, 24, 25, 26, 27 comprising the Guideline Budget*

	FY21: Warrant location reference	Appropriated FY20	Proposed FY21	percent change	percent of total
Town Government					
General Government	Art. 10, item 1	\$ 3,143,321	\$ 3,682,063	17.14%	3.18%
Legal Services	Art. 10, item 2	250,000	344,585	37.83%	0.30%
Finance	Art. 10, item 3	2,416,632	2,373,592	-1.78%	2.05%
Planning & Land Management	Art. 10, item 4	1,805,231	1,858,940	2.98%	1.61%
Human Services, including Library	Art. 10, item 5	3,517,139	3,445,273	-2.04%	2.98%
Public Safety (Police & Fire)	Art. 10, item 6	10,493,472	10,212,263	-2.68%	8.82%
Public Works	Art. 10, item 7	4,493,591	4,473,093	-0.46%	3.86%
Unclassified	Art. 10, items 8 & 11	110,000	85,000	-22.73%	0.07%
Reserve Fund	Art. 10, item 9	225,000	225,000	0.00%	0.19%
Salary Reserve	Art. 10, item 10	307,262	250,000	-18.64%	0.22%
	Subtotal, Town Gov't	\$ 26,761,648	\$ 26,949,809	0.70%	23.28%
Capital Outlay, Cash					
	Art. 11	1,945,000	1,081,855	-44.38%	0.93%
Concord Public Schools (CPS)					
	Article 25	\$ 39,390,163	\$ 40,777,203	3.52%	35.22%
Concord-Carlisle Regional HS					
Operations		\$ 19,996,874	\$ 20,436,322	2.20%	17.65%
(Concord's assessment share)	Debt Service	3,348,113	3,311,646	-1.09%	2.86%
	Article 27	\$ 23,344,987	23,747,968	1.73%	20.51%
Town and School (CPS) debt service					
debt repayment within levy limit		\$ 4,196,145	\$ 3,999,012	-4.70%	3.45%
debt excluded from levy limit		3,221,181	3,375,867	4.80%	2.92%
Total tax-supported	Art. 6, item 16	\$ 7,417,326	\$ 7,374,879	-0.57%	6.37%
	total debt service	\$ 7,417,326	\$ 7,374,879	-0.57%	6.37%
Employee Benefits (Town and CPS only):					
Group Insurance	Art. 10, item 12A	\$ 5,966,069	\$ 6,383,694	7.00%	5.51%
OPEB Trust	Art. 10, Item 12B	1,697,850	1,500,000	-11.65%	1.30%
Retirement (pension funding)	Art. 10, item 14	3,965,861	4,064,734	2.49%	3.51%
Social Security & Medicare	Art. 10, item 15	800,000	866,864	8.36%	0.75%
	Total Employee Benefits	\$ 12,429,780	\$ 12,815,292	3.10%	11.07%
Minuteman Tech Regional HS					
Minuteman Tech Regional HS- debt		\$ 768,846	\$ 866,644	12.72%	0.75%
		297,995	347,229	16.52%	0.30%
	Article 24	1,066,841	1,213,873	13.78%	1.05%
Property & liability insurance					
	Art. 10, item 12C	288,750	300,000	3.90%	0.26%
Unemployment/Worker's Comp					
	Art. 10, item 13	210,000	220,500	5.00%	0.18%
Other Articles					
		0	0		0.00%
	TOTAL Town Meeting appropriations	\$ 112,854,495	114,481,379	1.44%	98.89%
Not Appropriated:					
State assessments (mostly for MBTA)		\$ 562,989	\$ 579,050	2.85%	0.50%
Snow & Ice expense account deficit		0	210,000		0.18%
Overlay for tax exemptions and abatements		599,937	500,000	-16.66%	0.43%
		\$ 1,162,926	\$ 1,289,050	10.85%	1.11%
	TOTAL SPENDING PLAN	\$ 114,017,421	\$ 115,770,429	1.54%	100.00%

To the residents of Concord:

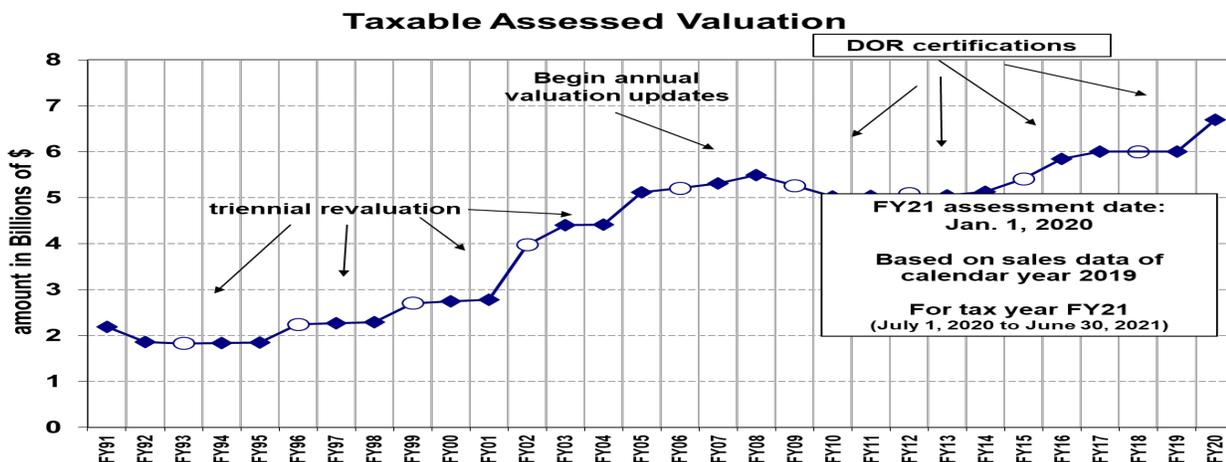
The annual report of the Concord Finance Committee summarizes the financial position of the Town and discusses the articles on the warrant for the 2020 Annual Town Meeting.

Overview

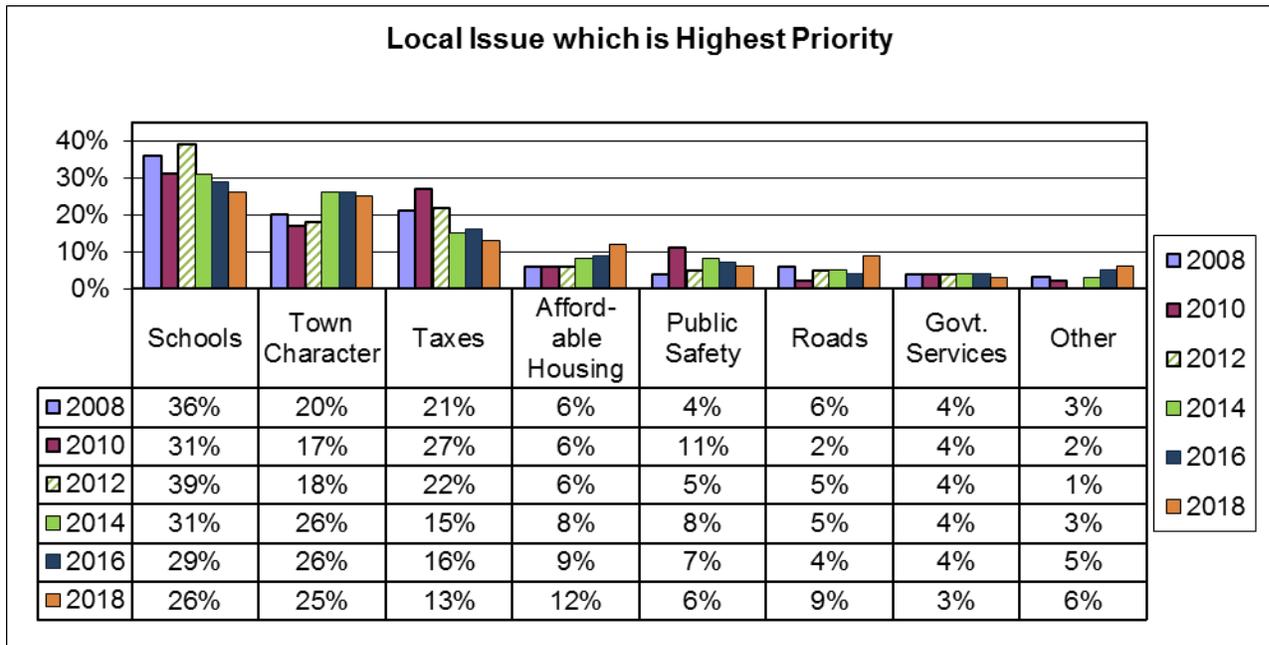
The novel coronavirus pandemic has had an unprecedented effect on all aspects of life, and that has created a very challenging environment in which to make any plans, and in particular financial plans, for the next year and beyond. The national, Massachusetts and local economies have suffered significant shocks, and it remains unknown how quickly each can bounce back, and how much lasting damage and restructuring will occur in the recovery. National unemployment rates have spiked, and locally Concord's unemployment rate has risen to 9.8% with another 11% exiting the workforce (temporarily or otherwise) since January. Across Massachusetts, cities and towns are experiencing similar problems, which is putting tremendous pressure on the state budget to make up for the tax revenue shortfall. This year, the state has committed to level funding various forms of state aid, but the projected gaps in the Massachusetts state budget may not be able to sustain that commitment for the next few years. The outlook for maintaining the level at which local aid to cities and towns is funded by the State is much more pessimistic in this year's outlook than in prior years.

Locally, Concord has experienced significant hits to its local economy, with the normal flow of visitors slowing to a trickle and residents reluctant to do much beyond essential tasks outside the home. This has resulted in reductions in local meals and hotel room taxes, as well as significant damage to the businesses of local retailers. The FY21 budget presented here includes a 25% reduction in locally sourced revenue from these types of taxes. House values appear to be holding up, and reports indicate that the housing market is showing sustained strength, due in part to the historically low cost of borrowing.

The uncertainty in the outlook over the next five years means that the Finance Committee tax projections included in this report must be viewed through the lens of that uncertainty. There are a few takeaways from that projection which should be highlighted here: 1) the potential for Prop 2 ½ overrides is real within the next 5 years if the Town continues on its projected spending trajectory and 2) the new Middle School project, while currently paused due to the pandemic, will cause sharp upticks in individual bills, with the median bill rising over 6% in FY22 and another 4.8% in FY23. Please refer to the tax projection section of this report for further detail and a calculator to help assess your personal future tax situation.



Other factors which reflect the well-being of our community come from residents directly. As of December 2018, the Town completed its biennial survey of Concord residents to measure satisfaction with the quality of services from Town government and satisfaction with public services relative to taxes and /or prices paid. Over 90% of respondents thought that Town services were “excellent” or “good”. When asked about which local issue is of highest priority, citizens continue to rank schools as their greatest priority. Concerns regarding taxes appear to have dropped with an increased focus on Town character and affordable housing.



Concord’s Fiscal Position

Concord has traditionally taken a conservative approach to budgeting. The Finance Committee seeks to maintain operating cost increases within certain criteria to meet a goal of financial sustainability over the long term. In addition, the Finance Committee believes that it is important for the Town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses, other contingencies and variations in revenue. These criteria include:

- Setting modest expectations for revenue growth, with estimates of property tax growth from new construction and renovations based only on known development activity for which there is high likelihood of completion in the upcoming fiscal year;
- Keeping tax increases from depleting excess levy limit capacity so that general overrides are not required;
- Maintaining the uncommitted General Fund Balance (“Free Cash”) at levels at or above 5% of the subsequent year’s total Town Budget--
 - in practice, the Finance Committee has in recent years supported keeping Free Cash at levels closer to 10%, as a stronger reserve position during periods of uncertain economic conditions;
- Supporting capital needs by routinely dedicating 7-8% of total budget resources for capital improvements--

- roughly 1/3rd of capital financing is derived from current resources and 2/3rd is derived from debt financing through the issuance of long-term bonds,
- principal repayment is structured so that most bonded debt (60%) is retired within five years, and 90% is retired within 10 years; and
- Taxpayers are not burdened beyond what typical expectations of income growth can accommodate.

The Town's Free Cash position and debt policies are key factors in maintaining the Town's credit rating of Aaa, which it has held since 1987.

Each year as the Finance Committee reviews and evaluates operating budget needs, consideration is given to long-term priorities of the Town, how Concord compares to other peer towns and the general trend in tax increases over time. We are sensitive to the rate at which taxes are increasing compared to local incomes and property values. Increases in our taxes consistently exceed the increase in the national Consumer Price Index and the Social Security Administration's cost of living allowance, while this is not problematic for the majority of our citizens, lower income residents and those living on fixed incomes find it increasingly burdensome. The Finance Committee seeks to maintain the Town's economic diversity by limiting the rate at which taxes increase.

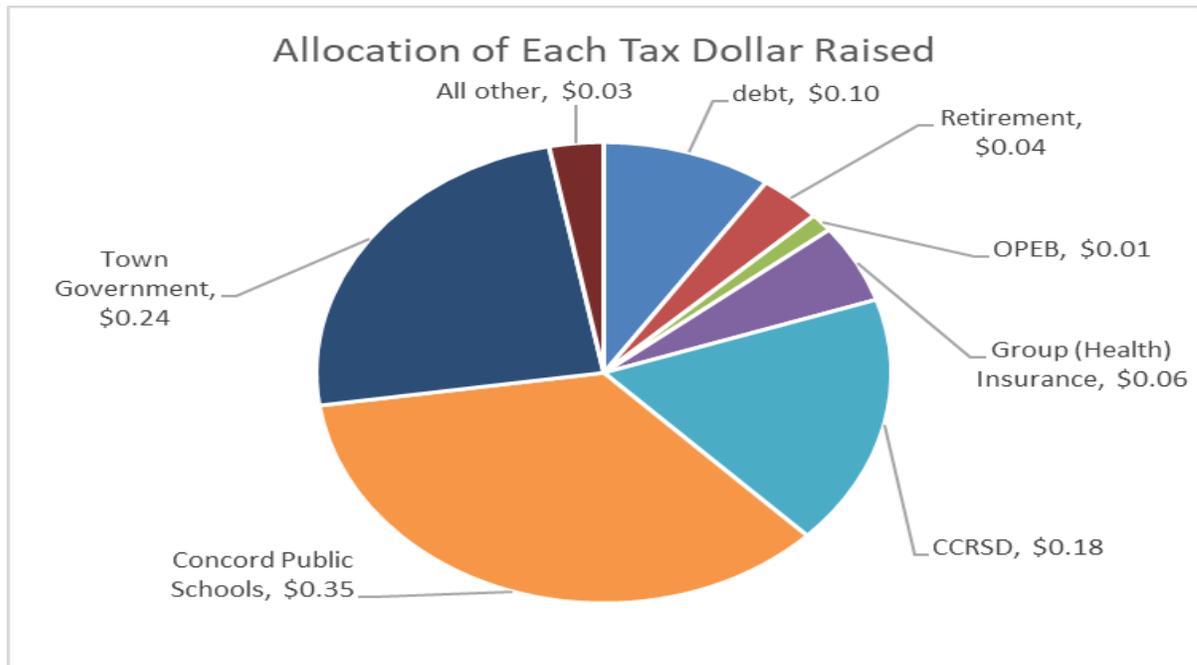
FY21 Budget Guideline

The proposed FY21 Total Budget for Concord is \$115,770,429, which includes the School Committee voted budget for Concord Public Schools, which is in line with the Finance Committee's FY21 Budget Guideline recommendations, issued December 5, 2019, reviewed on March 5, 2020, following a review of updated General Fund projections of resources and expenses, **and** finally revised once more earlier this month taking into account the known and anticipated effects of the Covid-19 pandemic. This figure does not include operations of the Town that are supported by fee-for-service activities such as those of the Concord Municipal Light Plant.

The FY21 Guideline adopted by the Finance Committee:

- directs \$1,151,503 of incremental funds to the operating budgets, a 1.31% increase over FY20 operating budget levels;
- results in a total FY21 General Fund spending plan of \$115,770,429, which would be an increase of 1.54% over the adopted FY20 budgets;
- assumes an overall increase of 2.68% in the tax bill to existing taxpayers, inclusive of Exempt Debt; (+2.49% to base plus 0.19% for exempt debt); and
- maintains an unused levy capacity of \$4,220,759 (which is 4.42% under the projected levy limit).

For each tax dollar raised to fund the Total General Fund Budget, the proposed uses are:



The Town Operating Budget (24% of tax dollars) request submitted by the Town Manager in his budget document of February 4, 2020, and revised in August 2020 to reflect the Covid-19 pandemic impact is at the Finance Committee Revised Guideline of \$28,031,663, a decrease of \$674,985 over FY20, a decrease of 2.35%. The Finance Committee has increased its original Guideline by \$92,040, meeting the Concord Public School (CPS) Committee's requested budget (35% of tax dollars). This guideline provides CPS a budget increase of \$1,387,040 or 3.52%.

The Concord-Carlisle Regional School District (CCRSD) Committee's (18% of tax dollars) requested budget meets the Finance Committee Guideline of \$20,436,322, which provides \$439,448 in incremental funding over FY19, an increase of 2.20%

The assessment for the Minuteman Regional Vocational Technical School District is \$1,213,873, as voted by the Minuteman School Committee. This includes an Operating Assessment of \$866,864 and a Debt Assessment of \$347,229. Concord's enrollment as of fall 2019 was 25 regular students and 0 post graduate enrollee. The formula for assessments uses a rolling 4-year average. Concord's rolling average increased from 19.00 to 21.50 students.

In addition to the operating budgets, a significant part of the budget is for Debt Service (10% of tax dollars raised). The proposed FY21 debt service cost is as follows: \$3,999,012 for routine projects, within the levy limit, for Town and CPS projects such as road repairs and building renovations; \$3,375,867 for Town and CPS excluded debt projects mostly for new elementary schools, including the Middle School Feasibility Study; and \$3,311,646 for the CCRSD excluded debt assessment for the new CCRSD high school building, which includes an estimate for debt to be issued later this calendar year related to the landfill remediation project, approved under Article 17 of the 2017 Annual Town Meeting.

Other non-operating budget expenses include Other Post-Employment Benefits (OPEB- primarily health insurance for retired personnel) and retirement contributions (5% of tax dollars). While headline news reports that some municipal retirement systems across the country seem to be in trouble, in Concord, this isn't the case as we have followed a consistent policy of funding the employer contribution. Totalling \$4,064,734 in FY21, this represents an increase of 2.49% from the previous year. As of January 1, 2019, the Town's net Pension Liability was estimated to be \$36.5 million and its funded ratio is about 81.3%, a ratio that is ranked among the top 10 public retirement systems in the State.

Group Insurance, or employee health care costs, is anticipated to increase again in FY21, though at a rate which is much less than the last two years. (6% of tax dollars). Factors that have helped keep increases manageable are the Town's membership in Minuteman Nashoba Health Group, a joint purchasing consortium of 17 area towns that pool risks and self-funds health plans to keep costs down. As compared to other Massachusetts municipalities, the percent of Concord's employer contribution for health care premiums is on the low side: approximately 55% for active employees and 50% for retirees. For the first time, in FY19, the Town began offering a High Deductible Health Plans to employees. Enrollment in these plans was much better than anticipated and it is the Town's hope that, over time, there will be significant migration to these plans, which is expected to have a favorable impact on future premium rates and the Town's OPEB liability.

The Town of Concord will derive the majority (84.91%) of the FY21 General Fund resources from property taxes. State Aid will contribute 4.74%, about the same amount as the last five years. Other sources such as Motor Vehicle Excise Taxes and Fees are closely aligned to citizen purchasing decisions.

With these assumptions, the projected FY21 increase in real estate taxes to existing citizens is estimated at 2.68%, inclusive of exempt debt, over the FY20 levy. Based on the FY20 median single family residential home value of \$925,200 (and tax rate of \$14.23 per thousand) the median tax bill is projected to increase by \$383 to \$13,549 from \$13,166 (or \$41 per each \$100,000 of assessed value). This increase is consistent with the Finance Committee's desire to keep tax increases below 4.0% on a town-wide average given today's low rate of inflation.

The unused levy capacity- the amount the tax levy is below the allowable Proposition 2 ½ levy limit, is projected to be \$4,220,759 in FY21. This means that the Town has some flexibility in future budgets since we are not at the upper ceiling of the levy limit, and therefore are not necessarily constrained to an annual 2 ½% increase plus New Growth.

FY21 Budget Drivers

The proposed FY21 Total Budget for Concord is \$115,770,429, a 1.54% increase over the FY20 total budget. The following discussion examines the various components of the budget and describes the cost drivers and cost savings expected in each component.

Operating Budget

The Operating Budget make up the largest portion of the budget and account for 77.84% of total spending. This is further broken down among the Town, Concord Public Schools (CPS), the Concord/Carlisle Regional School District (CCRSD) and Minuteman Tech:

	<i>FY20 Budget</i>	<i>FY21 Budget</i>	<i>Proposed</i>	<i>% Change</i>
Town	\$ 28,706,648	\$ 28,031,663		-2.35%
CPS	\$ 39,390,163	\$ 40,777,203		3.52%
CCRSD	\$ 19,996,874	\$ 20,436,322		2.20%
Minuteman Tech	\$768,846	\$866,644		12.72%

The Town budget decreased by 2.35% because of reductions in salary reserves, the elimination of funding for certain vacant positions and saving from more efficient lighting fixtures around town. These savings were partially offset by an increase in budgeted legal expenses and the addition of four new full-time positions: Dispatcher, land manager and two in-house custodians. It should be noted that the custodial positions will eliminate the need to outsource these services and provide more responsive and flexible services across town-owned bldgs.

The CPS budget increased by 3.52% driven primarily by salary expenses. Expected increases in teachers' salaries because of promotions and collective bargaining agreements, together with an increase in the need for tutors to help with remote learning, are offset somewhat by a temporary reduction in the number of substitute teachers. This net increase in salaries is offset somewhat by a reduction in external professional development and reductions in field trips because of Covid-19 concerns. Spending for Covid-19 related items such as PPE, health screening, emotional support and intervention, are included in the FY21 budget and may be eligible for up to \$468,000 of reimbursement by the Cares Act. This reimbursement is not factored into the budget.

The CCRSD budget increased by 2.2% because of a small increase of the proportional assessment to Concord due to higher enrollment of Concord students relative to Carlisle students and increased salaries for teachers and tutors. Savings from reductions in spending from March, 2020 through June, 2020 enable the district to replenish reserves and prepay some FY21 expenses. Other savings include reduced SPED costs as the school continues to insource the delivery of SPED programs. Contributions to Other Post Employee Benefits (OPEB) remained stable and the school is on-track in its 30-year timetable. Spending for Covid-19 related items such as PPE, health screening, emotional support and intervention, are included in the FY21 budget and may be eligible for up to \$297,000 of reimbursement by the Cares Act of which \$185,000 is already factored into the FY21 budget.

Minuteman Tech proposed FY21 operating budget represents a 12.72% increase over FY20. This is caused by a growth in Concord's average four-year enrollment together with an overall 6.25% increase in Minuteman's operating costs.

Fixed Costs

In general, fixed costs include costs that are non-discretionary, i.e., costs for which the town is contractually bound and make up 12.63% of the total budget. These costs include: Group health insurance, OPEB, Retirement, Social Security/Medicare, Property & Liability Ins., etc. Taken together, these costs increased 2.9% with the biggest change in group health insurance (up 7%) offset by a decrease in the town's contribution to OPEB (down 11.65%). The town is still on-track on its 30-year timetable to fund its OPEB liability.

Debt

Total debt service (interest and principal payments on outstanding debt) represent 9.53% of the total budget. In total, debt service decreased by a scant .27%. Debt service funded within the levy limit decreased by 4.7% while debt service for debt authorized by a Prop 2 ½ override (excluded debt) increased by 2.44%:

	<i>FY20 Budget</i>	<i>FY21 Proposed Budget</i>	<i>% Change</i>
Within levy limit	\$4,196,145	\$ 3,999,012	-4.70%
Excluded debt			
CCRS	\$3,348,113	\$3,311,646	-1.09%
Minuteman Tech	\$297,995	\$347,229	16.52%
Town	<u>\$3,221,181</u>	<u>\$3,375,867</u>	<u>4.80%</u>
Total excluded	\$6,867,289	\$7,034,742	2.44%

Debt within the levy limit includes debt raised to fund the replacement of municipal assets and infrastructure improvements. The year-over-year decrease reflects timing of projects, not a decrease in demand. Excluded debt reflects an increase due to Concord's portion of the new Minuteman Tech building and financing of the Middle School Feasibility Study. These are offset somewhat by the continued payoff of the debt for Concord's portion of the high school.

Sustainable Growth Rate

In 2011, Town Meeting voted to require the Finance Committee to provide 5 year, forward looking, projections of tax bills. These five year estimates have been a feature of the annual FinCom Report ever since. With this year's report, the Finance Committee is introducing a fresh approach to its 5 year projection of future taxes. Citizens look to the FinCom to help them understand approximately where their taxes are headed. We still set guideline levels for the annual operating budgets of the Town and the Schools. We still review all warrant articles with financial implications. We still publish our recommendations in this report as advice to Town meeting. But this new initiative, which the Finance Committee calls its Sustainable Growth Rate (SGR) for taxation, has been gestating for three years,

and is now an important piece of our advisory process and a natural outgrowth of the 5 year tax projections we are tasked with publishing.

In 2017, the Comprehensive Long Range Plan (CLRP) recognized “the ubiquitous concern of rising property taxes and the consequent demands on social services”, which set in motion a set of fiscal goals included in the Plan. The Finance Committee has been carefully working to understand how the community can embrace sustainability in relationship to its financial affairs, in a way which permits the Town, to the maximum degree possible, to achieve its non-financial aspirations. Through this work, the FinCom has arrived at a more expansive understanding of its 5 year tax estimating practices. The new approach includes five year planning *guidance* in addition to tax estimates, offering a preferred rate of tax growth, which the Finance Committee believes to be sustainable over the horizon of 5 years. Sustainability in this context is defined as:

Maintaining 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 or undermining the diversity of our population, a level of taxation which, over time, would allow the Town to maintain its character, including the economic diversity of its residents

The SGR is intended to help shape budgetary decisions which have a multi-year future impact, such as collective bargaining agreements, service contracts, and equipment leases. The Finance Committee intends to annually review and adjust the 5 year forward sustainable rate. An annual review cycle will allow the Town to be responsive to changes in inflation and the cost of living. Each year presents a fresh opportunity to revisit the Finance Committee’s outlook on the coming 5 years as it sets this benchmark for sustainability in our financial affairs.

In the fall of 2019, for the first time, the Committee published the Sustainable Growth Rate in its annual budget dialog with both the Town and Schools. In the July 2019 environment of low borrowing rates and low inflation the FinCom recommended a five year horizon of 2.16% annual growth in taxes. In its review of town and schools budgets, the Finance Committee used this rate to inform its FY21 annual guideline recommendations

Conclusion

The Finance Committee believes the FY21 budget is a sound estimate of spending required to maintain excellent services and navigate through our current situation. In addition, this budget maintains some reserves and prepayments to help meet expected FY22 fiscal challenges.

The Town and School finances are well managed, as evidenced by the long-standing Aaa bond ratings of the Town and the Concord-Carlisle Regional School District, and the ability to meet and exceed the growing demand from citizens for high quality public services. Meeting these needs is a challenge and we commend the Town Manager, Stephen Crane, and the Superintendent of Schools, Laurie Hunter for their leadership and creativity in balancing resources and priorities to meet these needs. We also express our deepest thanks to the Town’s Chief Financial Officer, Kerry Lafleur, and the School’s Director of Finance and Operations, Jared Stanton, and their respective staffs, for their dedicated and careful management of the Town finances and for their patience and expertise on advising the Finance Committee throughout the year.

Notes

The Concord Finance Committee was established by Town bylaw in 1921 and is comprised 15 members appointed by the Moderator for staggered three-year terms. By tradition, members serve no more than two terms. By this arrangement, there is always a mix of new and experienced members and a mix of new points of view and institutional memory. The appointment process is designed so that the Finance Committee remains independent of the Town's administrative structure and elected boards.

The Finance Committee has the following responsibilities:

- Establishing fiscal guidelines for the Town Manager, the Concord Public School Committee, and the Concord-Carlisle Regional School Committee in preparing their budgets. Under Town by-law, these guidelines must be published by the end of November each year.
- Conducting public hearings on the budgets and other financial matters expected to come before annual and special Town Meetings.
- Preparing this report for distribution to all residents, including recommendations on warrant articles before the Annual Town Meeting and a summary of the Town's financial status.
- Managing a Reserve Fund account to meet extraordinary and unforeseen expenditures (proposed at \$225,000 for FY21).

Individual committee members are assigned as observers to attend public meetings of other Town boards and committees. Reports from these observers are included in the Observer Reports section of this document. It is important to emphasize that the role of the Finance Committee is limited to making recommendations. The Finance Committee regularly makes recommendations to Town Meeting, the Town Manager, the Board of Selectmen, the school committees, the Superintendent of Schools, other boards and committees, and the citizens of the Town. Responsibility for making decisions is reserved to the citizens through Town Meeting and Town elections and to staff members, boards, and committees to whom specific responsibilities have been delegated by Town by-law and/or State Law.

That being said, The Finance Committee's recommendation for the allocation of the limited resources within the Levy Limit has the de facto force of a formal decision. This is because the three major budgetary entities—the Town Manager, Concord Public Schools, and the Concord-Carlisle Regional School District—have constituencies of roughly equal weight. As a practical matter, therefore, any one entity is rarely able to increase its share at the expense of the others without the Finance Committee's support.

Finance Committee Policies

For many years, the Finance Committee has had a set of long-range financial policies for prudent financial management of the Town. Starting in FY06, the Town began to document its financial policies in the Town Manager's annual budget in a comprehensive way, following the recommended practices of the Government Finance Officers Association of the United States and Canada (GFOA). The following is a summary of some of these policies, from the perspective of the Finance Committee.

- Maintain a minimum fixed percentage of the annual budget in Free Cash. This forms the core of the Town's reserves and its working capital.
- Spend about 7% to 8% of the annual budget on routine recurring capital maintenance and renewal of the Town's facilities and infrastructure (including schools). Included in this, up to 5%

is reserved for debt service for large items and projects funded by borrowing with debt service to be supported within the property tax levy limit and therefore, for this component of the capital program, without resort to debt exclusion ballots.

- Preparing an estimate of the likely increases in taxes to be expected for the coming 5 year interval
- Avoid earmarking of revenues, except as established by statute or local bylaw enacted by Town Meeting. All other revenues go into the General Fund, where they form part of the current year resources and/or contribute to Free Cash for future years.
- Maximize the efficiency of capital with an aggressive program of repayment of debt principal, thereby minimizing the proportion of debt service paid in interest and making tax dollars go farther.
- Adjust these policies only gradually and deliberately, not in response to the pressure of the moment.
- In general, the Finance Committee's position is that debt service within the Levy Limit should be focused on routine things over which the Town has little discretion, e.g. roofs, roads, equipment, workspaces for employees. Debt exclusion financing should be reserved for community amenities that are direct additions or improvements in basic services and that would otherwise push essential maintenance out of the capital budget.

Budget Process

The budget process begins each summer when the Finance Committee formulates a series of requests for information from the Town Manager and School Superintendent regarding overall trends and issues. In September, a joint coordination meeting is held, including the Finance Committee, the Board of Selectmen, the School Committees, the Carlisle Board of Selectmen and the Carlisle Finance Committee. During this meeting, the general parameters of revenues, state aid, and fixed costs are laid out, along with matters of coordination between the two towns regarding the Regional School District.

During the fall, the Town Manager and the School Superintendent begin their annual budget process with their own department managers. In October, the Guideline Subcommittee of the Finance Committee meets with each of them to begin to frame the allocation of resources within the Levy Limit and any overrides for the coming fiscal year. This is presented to the full Finance Committee, which publishes its Tentative Guideline by the end of October. During November, the Guideline Subcommittee again meets with the Town Manager and School Superintendent to finalize the recommended Guideline. This Guideline is published by the Finance Committee no later than the end of November.

School budgets are voted by the School Committees in early January, in time for summarizing in the Town Manager's proposed budget. By Town Charter, the Town Manager's budget proposal must be presented to the Board of Selectmen 90 days before the start of Town Meeting. About two months before Town Meeting, the Town and Education budgets are presented for public comment at the Finance Committee's public hearings. The period between these hearings and Town Meeting is for resolving issues, addressing comments and questions, and refining the budgets.

PROPERTY TAX DETAIL (FY16 - FY19 Actuals, FY20 Budgeted, and FY21 Projected)

	FY16 Actual	FY17 Actual	FY18 Actual	FY19 Actual	FY20 Budgeted	FY21 Projected
Property Tax:						
66. Base	74,224,261	76,347,645	80,101,736	83,612,620	86,978,397	90,367,385
67. New Growth	1,284,004	1,436,376	1,321,330	1,235,953	1,195,259	900,000
68. Within levy limit	\$75,508,265	\$77,784,021	\$81,423,066	\$84,848,573	\$88,173,656	\$91,267,385
Debt Exclusion:						
69. Concord-Carlisle High School	196,161	189,624	179,233	0	0	0
70. New CCHS building	3,318,268	3,508,314	3,472,251	3,404,344	3,348,113	3,311,646
Harvey Wheeler CC renovations	103,694	0	0	0	0	0
71. CPS Bus Depot			158,661	141,026	251,000	244,000
72. Alcott School - Bond, Sept. '04 (\$7m), refunded May	439,838	432,645	418,265	406,960	393,715	376,620
73. Alcott School - Ph 2 bond, Mar. '07 (\$2.35m)	198,829	191,724	176,240	166,320	159,500	153,700
74. Thoreau School - Bond, Sept. '06 (\$10m)	588,300	670,755	219,710	200,190	178,135	155,605
75. Thoreau School - Bond, Sept. '07 (\$6.8m)	541,037	525,570	500,537	445,440	427,560	413,760
76. Thoreau school - Bond, Mar. '09 (\$140k)	0	0	0	0	0	0
77. Willard School Design - Bond Spr. '08 (\$1.84m)	204,383	198,269	181,563	191,110	0	0
78. Willard School - Bond, Mar. '09 (\$11.9m)	937,245	918,750	898,438	580,262	796,110	771,910
79. Willard School - Bond, Jan. '10(\$12.9m)	986,463	972,475	954,300	935,680	916,375	821,689
80. Phase 1, WPAT State Loan	101,212	101,089	99,794	99,794	99,794	99,794
81. Willard constr. - Bond, June '11 (\$400k est)	0	0	0	0	0	0
82. Thoreau advance refunding, May '15	105,282	0	0	0	0	0
83. MMRHS, New building	0	0	0	146,887	297,995	347,229
84. Middle School Feasibility	0	0	0	0	0	338,789
85. subtotal, debt exclusion	\$7,720,712	\$7,709,215	\$7,258,992	\$6,718,013	\$6,868,297	\$7,034,742
less:						
86. Elementary School Debt Stabilization					0	0
86A. Bond Premium	0	(3,449)	0	0	-1,008	0
86B. CCRSY PY Debt Reserve	0	(29,719)	0	0	0	0
87. Thoreau School MSBA grant	(409,878)	(409,878)	0	0	0	0
88. High School Debt Stabilization	(1,500,000)	(1,000,000)	(875,000)	(275,000)	0	0
89. Net debt exclusion	\$5,810,834	\$6,266,168	\$6,383,992	\$6,443,013	\$6,867,289	\$7,034,742
90. TOTAL PROPERTY TAX	\$81,319,099	\$84,050,189	\$87,807,058	\$91,291,586	95,040,945	\$98,302,127

FY21 PROJECTED TAX LEVY INCREASE

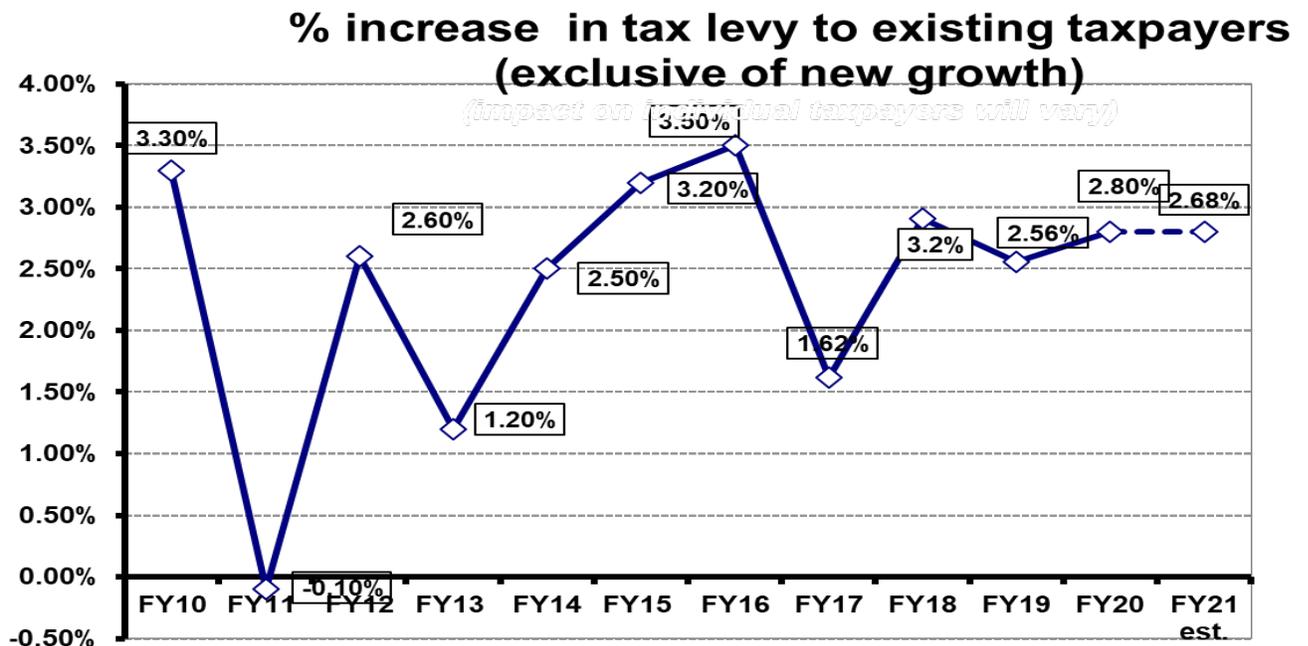
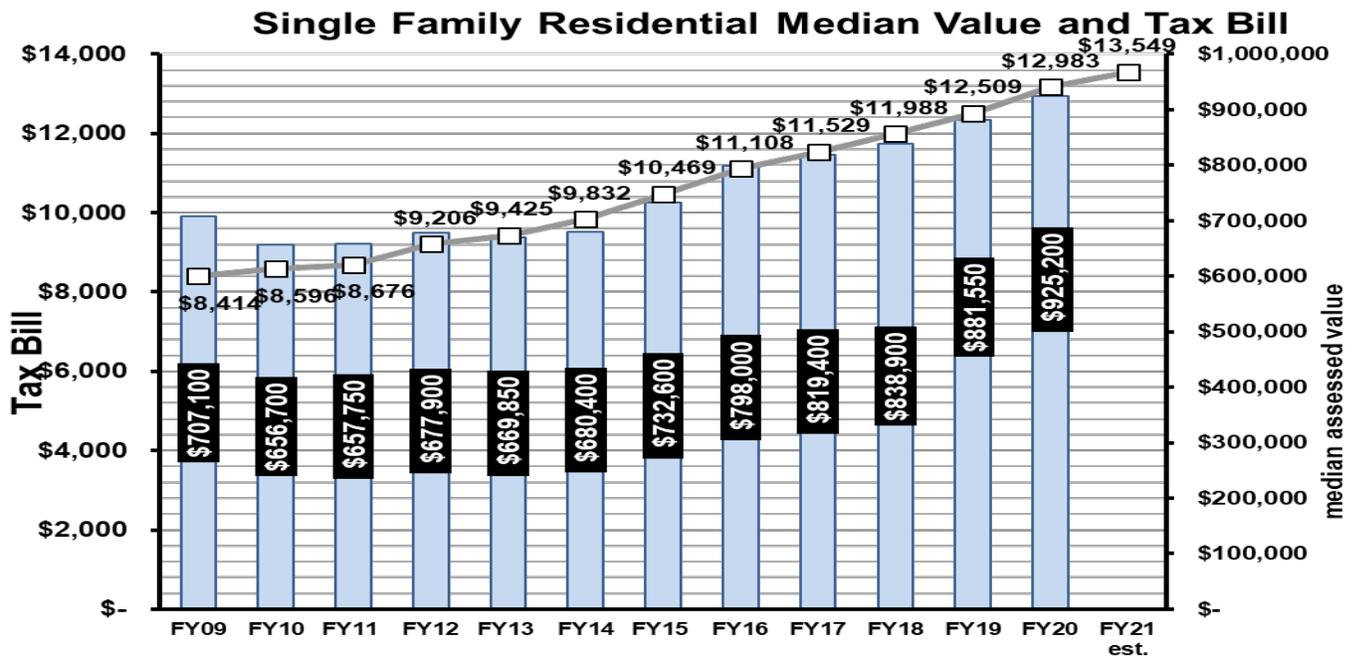
	FY21 Pandemic Revision + all adj.		Description
Base	\$ 2,193,729	2.49%	(FY21 Base - FY21 New Growth) - FY20 Base
Debt Exclusion	\$ 167,453	0.19%	FY21 Debt Exclusion - FY20 Debt Exclusion
sub-total:	\$ 2,361,182	2.68%	Change in Tax Levy coming from Existing Taxpayer
New Growth	\$ 900,000	1.02%	FY21 New Growth
	\$ 3,261,182	3.70%	Change in Total Tax Levy

ESTIMATED IMPACT OF TOWN MEETING SPENDING ON YOUR TAX BILL

	Median Average												
	350,000	450,000	500,000	600,000	700,000	800,000	925,200	1,105,783	1,200,000	1,350,000	1,500,000	1,600,000	1,750,000
Fiscal Values	4,981	6,404	7,115	8,538	9,961	11,384	13,166	15,676	17,076	19,211	21,345	22,768	24,903
Fiscal 2020 Base	4,621	5,941	6,601	7,922	9,242	10,562	12,215	14,540	15,843	17,824	19,804	21,124	23,105
FY2020 Debt Exemption	360	462	514	616	719	822	950	1,136	1,233	1,387	1,541	1,644	1,798

To calculate the dollar impact of any additional expenditures that may be considered by Town Meeting, use this chart below.

Article Amount	350,000	450,000	500,000	600,000	700,000	800,000	925,200	1,105,783	1,200,000	1,350,000	1,500,000	1,600,000	1,750,000
10,000	0.52	0.67	0.75	0.90	1.05	1.20	1.38	1.65	1.79	2.02	2.24	2.39	2.62
25,000	1.31	1.68	1.87	2.24	2.62	2.99	3.46	4.14	4.49	5.05	5.61	5.98	6.54
50,000	2.62	3.37	3.74	4.49	5.24	5.98	6.92	8.27	8.97	10.10	11.22	11.97	13.09
75,000	3.93	5.05	5.61	6.73	7.85	8.97	10.38	12.41	13.46	15.15	16.83	17.95	19.63
100,000	5.24	6.73	7.48	8.97	10.47	11.97	13.84	16.54	17.95	20.19	22.44	23.93	26.18
150,000	7.85	10.10	11.22	13.46	15.71	17.95	20.76	24.81	26.92	30.29	33.66	35.90	39.27
200,000	10.47	13.46	14.96	17.95	20.94	23.93	27.68	33.08	35.90	40.39	44.87	47.87	52.35
250,000	13.09	16.83	18.70	22.44	26.18	29.92	34.60	41.35	44.87	50.48	56.09	59.83	65.44
300,000	15.71	20.19	22.44	26.92	31.41	35.90	41.52	49.62	53.85	60.58	67.31	71.80	78.53
350,000	18.32	23.56	26.18	31.41	36.65	41.88	48.44	57.89	62.82	70.68	78.53	83.77	91.62
400,000	20.94	26.92	29.92	35.90	41.88	47.87	55.36	66.16	71.80	80.77	89.75	95.73	104.71
450,000	23.56	30.29	33.66	40.39	47.12	53.85	62.28	74.43	80.77	90.87	100.97	107.70	117.80
500,000	26.18	33.66	37.40	44.87	52.35	59.83	69.20	82.70	89.75	100.97	112.19	119.67	130.89
550,000	28.79	37.02	41.14	49.36	57.59	65.82	76.12	90.97	98.72	111.07	123.41	131.63	143.97
600,000	31.41	40.39	44.87	53.85	62.82	71.80	83.04	99.24	107.70	121.16	134.62	143.60	157.06
700,000	36.65	47.12	52.35	62.82	73.30	83.77	96.88	115.78	125.65	141.36	157.06	167.53	183.24
750,000	39.27	50.48	56.09	67.31	78.53	89.75	103.80	124.05	134.62	151.45	168.28	179.50	196.33
900,000	47.12	60.58	67.31	80.77	94.24	107.70	124.55	148.87	161.55	181.74	201.94	215.40	235.59
1,000,000	52.35	67.31	74.79	89.75	104.71	119.67	138.39	165.41	179.50	201.94	224.37	239.33	261.77
2,000,000	104.71	134.62	149.58	179.50	209.42	239.33	276.79	330.81	359.00	403.87	448.75	478.67	523.54



Assessed Valuation, Levy Limit, Tax Levy and Rates : FY1980 to FY2020

Fiscal Year	Total Assessed Value	Levy Ceiling	Levy Limit	Actual Levy		Uniform Tax Rate	Actual Tax Rates		"CIP" ratio	Unused Levy Limit	
				Within Limit	Debt Exclusion		Residential	Open Space		Commercial	\$
1980	\$371,034,400			\$13,060,411		\$35.20					
1981	\$383,133,677			\$15,248,720		\$39.80					
1982	\$644,119,237	\$16,102,981	\$15,629,937	\$15,093,532		\$23.43	23.60	20.06	23.43	\$536,405	3.43%
1983	\$651,122,529	\$16,278,063	\$16,214,000	\$15,342,973		\$23.56	23.66	19.99	23.78	\$871,027	5.37%
1984	\$784,563,443	\$19,614,086	\$17,006,633	\$15,465,780		\$19.71	19.25	16.36	22.63	\$1,540,853	9.06%
1985	\$801,293,191	\$20,032,330	\$17,780,870	\$15,648,020		\$19.53	19.13	16.26	22.00	\$2,132,850	12.00%
1986	\$822,949,238	\$20,573,731	\$18,605,674	\$16,125,650		\$19.59	19.25	16.36	21.71	\$2,480,024	13.33%
1987	\$1,464,903,743	\$36,622,594	\$19,600,366	\$17,296,129		\$11.81	11.47	9.75	13.95	\$2,304,237	11.76%
1988	\$1,510,487,280	\$37,762,182	\$20,651,135	\$18,392,726		\$12.18	11.89	10.11	14.04	\$2,258,409	10.94%
1989	\$1,547,164,362	\$38,679,109	\$21,574,623	\$19,908,672		\$12.87	12.61	10.72	14.60	\$1,665,951	7.72%
1990	\$2,188,108,438	\$54,702,711	\$22,609,017	\$21,603,000		\$9.87	9.72	8.27	10.82	\$1,006,017	4.45%
1991	\$2,185,289,176	\$54,632,229	\$23,486,987	\$23,083,329		\$10.56	10.21	8.68	12.87	\$403,658	1.72%
1992	\$1,863,767,794	\$46,594,195	\$24,325,878	\$24,324,345		\$13.05	12.62	10.73	15.91	\$1,533	0.01%
1993	\$1,831,121,461	\$45,778,037	\$25,229,582	\$24,770,829		\$13.53	13.27	11.28	15.57	\$458,753	1.82%
1994	\$1,842,884,146	\$46,072,104	\$26,148,398	\$25,639,506	\$435,498	\$14.15	13.98	11.89	15.57	\$508,892	1.95%
1995	\$1,853,888,132	\$46,347,203	\$27,110,678	\$26,562,285	\$504,753	\$14.60	14.49	12.32	15.62	\$548,393	2.02%
1996	\$2,246,615,332	\$56,165,383	\$28,513,798	\$27,531,054	\$279,059	\$12.40	12.42	10.56	12.40	\$982,744	3.45%
1997	\$2,273,535,628	\$56,838,391	\$29,574,375	\$28,652,539	\$544,685	\$12.84	12.86	10.93	12.84	\$921,836	3.12%
1998	\$2,288,809,124	\$57,220,228	\$30,582,585	\$29,804,080	\$545,529	\$13.26	13.26	11.89	15.57	\$778,505	2.55%
1999	\$2,704,003,171	\$67,600,079	\$32,061,277	\$31,406,074	\$772,688	\$11.90	11.90	12.32	15.62	\$655,203	2.04%
2000	\$2,742,122,055	\$68,553,051	\$33,421,403	\$32,453,928	\$725,749	\$12.10	12.10	10.56	12.40	\$967,475	2.89%
2001	\$2,783,643,972	\$69,591,099	\$34,827,754	\$34,225,525	\$681,370	\$12.54	12.54	10.93	12.84	\$602,229	1.73%
2002	\$3,974,434,046	\$99,360,851	\$38,958,156	\$38,226,458	\$842,228	\$9.83	9.83	11.89	15.57	\$731,698	1.88%
2003	\$4,408,301,807	\$110,207,545	\$42,171,555	\$41,782,825	\$713,204	\$9.64	9.64	12.32	15.62	\$388,730	0.92%
2004	\$4,411,852,520	\$110,296,313	\$45,336,664	\$45,161,214	\$1,560,304	\$10.59	10.59	10.56	12.40	\$175,450	0.39%
2005	\$5,117,100,515	\$127,927,513	\$48,886,984	\$48,293,261	\$1,854,324	\$9.80	9.80	10.93	12.84	\$593,723	1.21%
2006	\$5,207,535,371	\$130,188,384	\$51,679,906	\$50,786,544	\$2,486,543	\$10.23	10.23	11.89	15.57	\$893,362	1.73%
2007	\$5,309,253,831	\$132,731,346	\$54,523,353	\$53,363,359	\$2,702,361	\$10.56	10.56	12.32	15.62	\$1,159,994	2.13%
2008	\$5,498,736,316	\$137,468,408	\$57,254,951	\$55,919,464	\$3,026,989	\$10.72	10.72	10.56	12.40	\$1,335,487	2.33%
2009	\$5,264,591,702	\$131,614,793	\$59,634,076	\$58,717,305	\$3,931,336	\$11.90	11.90	10.93	12.84	\$916,771	1.54%
2010	\$5,026,552,229	\$125,663,806	\$62,197,127	\$61,284,932	\$4,512,636	\$13.09	13.09	11.89	15.57	\$912,195	1.47%
2011	\$5,045,140,030	\$126,128,501	\$64,569,355	\$62,529,967	\$4,015,430	\$13.19	13.19	12.32	15.62	\$2,039,388	3.16%
2012	\$5,090,058,629	\$127,251,466	\$67,047,174	\$65,053,133	\$4,069,863	\$13.58	13.58	12.32	15.62	\$1,994,041	2.97%
2013	\$5,054,970,094	\$126,374,252	\$69,911,104	\$67,034,708	\$4,088,721	\$14.07	14.07	10.56	12.40	\$2,876,396	4.11%
2014	\$5,130,493,662	\$128,262,342	\$72,879,506	\$69,334,221	\$4,801,422	\$14.45	14.45	10.93	12.84	\$3,545,285	4.86%
2015	\$5,412,298,562	\$135,307,464	\$75,539,516	\$71,897,151	\$5,444,595	\$14.29	14.29	11.89	15.57	\$3,642,365	4.82%
2016	\$5,841,889,295	\$146,047,232	\$78,712,008	\$75,508,265	\$5,810,834	\$13.92	13.92	12.32	15.62	\$3,203,743	4.07%
2017	\$5,973,716,402	\$149,342,910	\$82,116,773	\$77,784,021	\$6,266,168	\$14.07	14.07	10.56	12.40	\$4,332,752	5.28%
2018	\$6,144,650,600	\$153,616,265	\$85,491,022	\$81,423,066	\$6,383,992	\$14.29	14.29	11.89	15.57	\$4,067,956	4.76%
2019	\$6,447,033,517	\$161,175,838	\$88,864,251	\$84,848,573	\$6,443,013	\$14.19	14.19	12.32	15.62	\$4,015,678	4.52%
2020	\$6,685,251,125	\$167,131,278	\$99,148,405	\$88,172,646	\$6,868,298	\$14.23	14.23	12.32	15.62	\$4,107,460	4.14%

**FY21 Proposed
Expenditure Plan**

Change from FY20 Budget

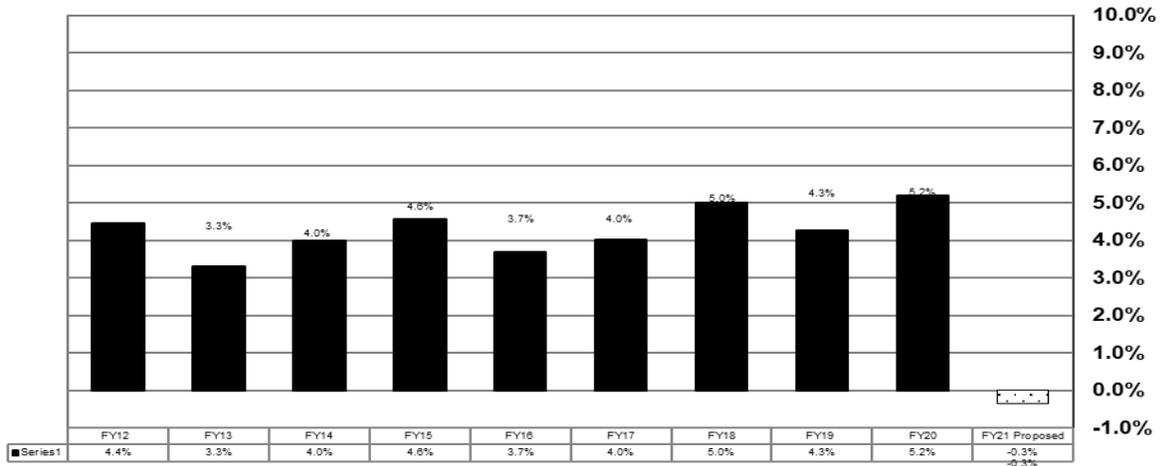
Line #		FY17 Budget	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Proposed	Dollar Change	Percent Change	Percent of Total
Town Government									
1	personal services	\$ 16,468,178	\$ 17,285,653	\$ 17,983,494	\$ 19,238,127	\$ 19,514,085	\$ 275,958	1.43%	16.86%
2	O & M	3,470,835	3,683,360	3,897,019	3,891,386	4,390,839	499,453	12.83%	3.79%
3	capital outlay	1,800,000	1,870,000	1,945,000	1,945,000	1,081,855	(863,145)	-44.38%	0.93%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.19%
5	Total General Fund	\$ 21,964,013	\$ 23,064,013	\$ 24,050,513	\$ 25,299,513	\$ 25,211,779	\$ (87,734)	-0.35%	21.78%
	Transfers	50,000	200,000	2,876,681	3,407,135	2,819,885	(587,250)	-17.24%	2.44%
	Total Town Government	\$ 22,014,013	\$ 23,264,013	\$ 26,927,194	\$ 28,706,648	\$ 28,031,664	\$ (674,984)	-2.35%	24.21%
6	Concord Public Schools	\$ 35,660,111	\$ 36,810,111	\$ 38,246,895	\$ 39,390,163	\$ 40,777,203	\$ 1,387,040	3.52%	35.22%
7	Concord-Carlisle RSD	\$ 17,035,005	\$ 17,935,005	\$ 19,146,874	\$ 19,996,874	\$ 20,436,322	\$ 439,448	2.20%	17.65%
8	Minuteman Voc Tech RSD	\$ 423,444	\$ 599,179	\$ 595,792	\$ 768,846	\$ 866,644	\$ 97,798	12.72%	0.75%
9	Total Operating Budgets	\$ 75,132,573	\$ 78,608,308	\$ 84,916,755	\$ 88,862,531	\$ 90,111,833	\$ 1,249,302	1.41%	77.84%
Joint Town - CPS Accounts									
10	Group Insurance	\$ 4,650,000	\$ 4,800,000	\$ 5,374,837	\$ 5,966,069	\$ 6,383,694	\$ 417,625	7.00%	5.51%
11	OPEB Trust	1,400,000	1,470,000	1,617,000	1,697,850	1,500,000	(197,850)	-11.65%	1.30%
12	Retirement	3,317,000	3,667,000	3,777,010	3,965,861	4,064,734	98,873	2.49%	3.51%
13	Social Security/Medicare	765,000	810,000	814,713	800,000	866,864	66,864	8.36%	0.75%
14	Other Fixed & Mandated	450,000	450,000	485,000	498,750	520,500	21,750	4.36%	0.45%
15	Town & CPS Debt Service	3,730,000	3,860,000	4,025,363	4,196,145	3,999,012	(197,133)	-4.70%	3.45%
16	Town & CPS Excluded Debt Service	4,007,828	3,607,507	3,354,151	3,221,181	3,375,867	154,686	4.80%	2.92%
18	subtotal	\$ 18,319,828	\$ 18,664,507	\$ 19,448,074	\$ 20,345,856	\$ 20,710,671	\$ 364,815	1.79%	17.89%
19	CCRSRD Debt Service	80,753	102,583	102,809	0	0	0	0.00%	0.00%
20	CCRSRD Excluded Debt Service	3,668,218	3,561,484	3,404,345	3,348,113	3,311,646	(36,467)	-1.09%	2.86%
21	Minuteman Excluded Debt Service			146,887	297,995	347,229	49,234	16.52%	0.30%
22	subtotal	\$ 3,748,971	\$ 3,664,067	\$ 3,654,041	\$ 3,646,108	\$ 3,658,875	\$ 12,767	0.35%	3.16%
23	Other Articles	0	1,000,000	73,210	0	0	0	100.00%	0.00%
24	TOWN MEETING VOTE	\$ 97,201,372	\$ 101,936,882	\$ 108,092,080	\$ 112,854,495	\$ 114,481,379	\$ 1,626,884	1.44%	98.89%
25	State assessments & offsets	\$ 495,310	\$ 529,002	\$ 528,077	\$ 562,989	\$ 579,051	\$ 16,062	2.85%	0.50%
26	Snow/Ice & other deficits	0	178,656	0	0	210,000	210,000	100.00%	0.18%
27	Overlay	552,900	565,018	527,017	599,937	500,000	(99,937)	-16.66%	0.43%
28	subtotal	\$ 1,048,210	\$ 1,272,676	\$ 1,055,094	\$ 1,162,926	\$ 1,289,051	\$ 126,125	10.85%	1.11%
29	TOTAL BUDGET PLAN	\$ 98,249,582	\$ 103,209,558	\$ 109,147,174	\$ 114,017,421	\$ 115,770,429	\$ 1,753,008	1.54%	100.00%

**FY21 Proposed
Financing Plan**

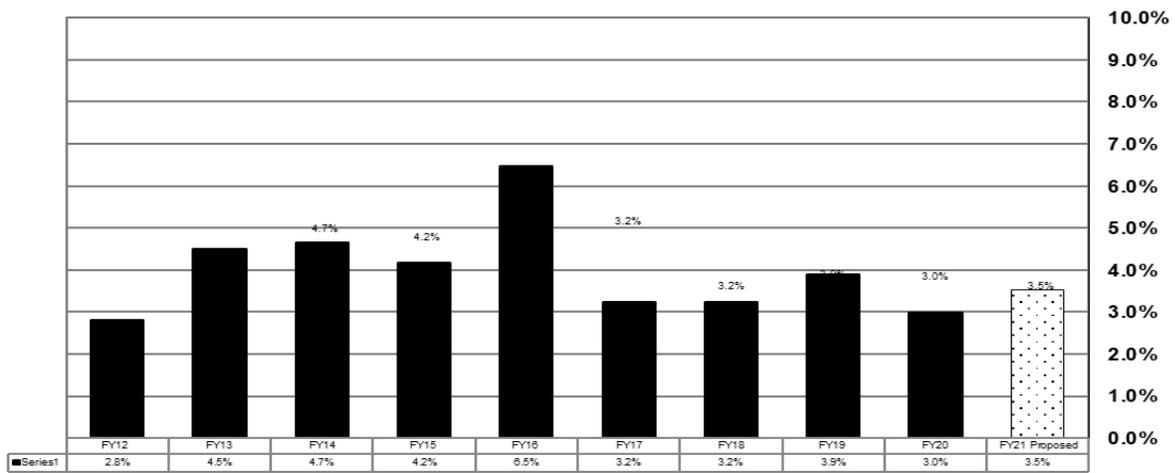
Change from FY20 Budget

	FY17 Budget	FY18 Budget	FY19 Budget	FY20 Budget	FY21 Proposed	Dollar Change	Percent Change	Percent of Total	
30	state aid	\$ 4,842,015	\$ 4,923,842	\$ 5,266,476	\$ 5,485,567	\$ 5,486,167	\$ 20,600	0.38%	4.74%
31	motor vehicle excise tax	2,875,000	3,033,586	3,095,601	3,316,531	2,700,000	(616,531)	-18.59%	2.33%
32	investment earnings	150,000	361,272	500,000	700,000	850,000	150,000	21.43%	0.73%
33	other local revenue	3,807,000	3,825,001	4,295,250	4,545,519	3,419,246	(1,126,273)	-24.78%	2.95%
Transfers to General Fund									
34	Enterprise and Other Funds	0	0	2,889,280	3,201,619	2,649,005	(552,614)	-17.26%	2.29%
35	Emergency Services Stab. Fund	50,000	0	48,000	295,240	170,880	(124,360)	-42.12%	0.15%
	subtotal	50,000	0	2,937,280	3,497,135	2,819,885			
Other Appropriations									
37	CCHS Debt Stabilization Fund	\$ 1,000,000	\$ 785,000	\$ 275,000	0	0	0	0.00%	0.00%
38	from CMLP (Light Fund)	\$ 465,500	\$ 474,000	\$ 461,000	\$ 452,000	\$ 474,500	\$ 22,500	4.98%	0.41%
39	Free Cash	1,000,000	2,000,000	1,025,000	1,000,000	1,715,000	715,000	71.50%	1.48%
40	Thoreau School MSBA grant	409,878	0	0	0	0	0	0.00%	0.00%
41	Transportation Network Surcharge	0	0	0	0	3,500	3,500	100.00%	0.00%
42	Septic Betterment	0	0	0	89,724	0	(89,724)	100.00%	0.00%
43	subtotal	\$ 14,199,393	\$ 15,402,501	\$ 17,855,587	\$ 18,976,476	\$ 17,468,301	\$ (1,508,175)	-7.95%	15.09%
Property Tax									
44	property tax base	\$ 76,371,162	\$ 80,101,736	\$ 83,612,620	\$ 86,978,397	\$ 90,367,385	\$ 3,388,988	3.90%	78.06%
45	new growth	1,412,859	1,321,330	1,235,953	1,195,259	900,000	(295,259)	-24.70%	0.28%
46	total within the Levy Limit	\$ 77,784,021	\$ 81,423,066	\$ 84,848,573	\$ 88,173,656	\$ 91,267,386	\$ 3,093,730	3.51%	78.83%
47	Excluded Debt Service	6,268,168	6,383,991	6,443,014	6,867,299	7,034,742	167,453	2.44%	6.08%
48	total property tax	\$ 84,052,189	\$ 87,807,057	\$ 91,291,587	\$ 95,040,945	\$ 98,302,128	\$ 3,261,183	3.43%	84.91%
49	TOTAL RESOURCE\$	\$ 98,249,582	\$ 103,209,558	\$ 109,147,174	\$ 114,017,421	\$ 115,770,429	\$ 1,753,008	1.54%	100.00%

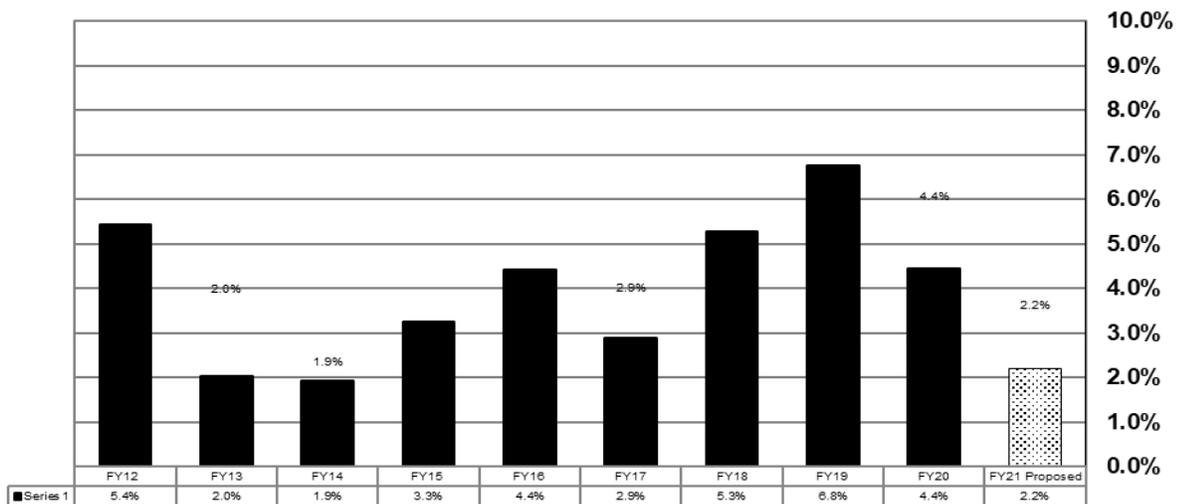
**Town Government General Fund operations
percent change in budget**



**Concord Schools (K-8)
percent change in budget**



**CCHS Operating assessment
percent change**



Five Year Projection of Real Estate Taxes

This report represents the ninth year that the Finance Committee has provided its 5 year projection of taxes, and covers the period FY22 through FY26 and includes a 5 year historical perspective. We have refined this process over the course of those 9 years, but the fundamental methodology has been followed from the inception of the 5 year projections.

Create a pro-forma Town budget

The projection relies on a simplified overall total budget for the Town – Expenses of all types, which must balance against all forms of revenue. Operating budgets of the Town government and the schools are the dominant expenses in the total Town Budget with an aggregate of 77% of overall expenses. Because of their importance, the Finance Committee annually reviews each operating budget and makes ‘guideline’ recommendations for their overall growth. The largest source of revenue is property taxes, making up approximately 84% of needed funding to cover expenses.

Estimate growth of individual expense and revenue items

With a pro forma budget framework in place, the Committee creates consensus estimates for how each budget element will trend in the future. How much will the Town’s health care expense for employees rise per year? How much will new growth contribute to the tax base in annual revenues? Will State aid, typically about 4.5% of all resources, remain level funded, or grow at a modest rate along with Town spending? While the Finance Committee is not privy to an accurate crystal ball regarding the future, the consensus estimates are complemented by a range of high and low possible growth for each budget line. The Committee takes into account macro economic factors as well as the expressed priorities of citizens, which it reviews via the annual Town survey.

For the first time, this year the Finance Committee is making two significant changes in its estimating process. We hope these changes will lead to better estimates.

- We are including this year for the first time, anticipated excluded debt to fund the construction of a new Middle School. All prior 5 year estimates never included an assumption about the creation of new excluded debt in the future. This led to inaccurate low projections when the Town built a new CCHS building. Keeping abreast of capital needs more programmatically should allow the Committee to include prudent assumptions regarding new debt exclusions in the future.
- Prior estimates created wide differences between high and low estimates of future tax increases. This was due to applying best case or worst case scenarios to all budget categories simultaneously to arrive at a best or worst case tax projection. That was an unreasonable approach. While health care expense may approach our ‘worst case’ rate of growth, it is unlikely and not related to how state aid numbers will behave. This year we ran thousands of combinations, allowing each budget line estimate to vary among the values within its expected range, a technique known as Monte Carlo analysis.

The following tables show the consensus Finance Committee estimates for annual growth of each line of the pro-forma budget.

Expense Categories

Operating Budgets (the sum of these three amounts to 75%-78% of the total budget plan). Estimates in these categories make the largest impact on the 5 year projection:

Entity	Notes and History	FinCom Consensus	Expected Range
Town	5 year annual growth FY14-18 = 4.55% Budgets have been restated to now include transfers, making comparisons challenging. FY20-FY21 budget = 1.47% growth.	2.7%	2.04% to 4.33%
CPS	5 year annual growth FY16-20 = 3.34%. Contract negotiations with teachers underway for new agreement, typically 3 years.	3.47%	2.84% to 4.53%
CCRS	Budget growth estimate. The model applies Concord % share estimates as provided by NESDEC. These can produce big swings in annual assessments. Population shifts anticipate a growing Concord burden, with a small dip in FY23. 5 year annual growth rate of the overall budget has been 4.1%	3.17%	2.14% to 4.39%

Non-Operating Budget categories (22%-25% of the total budget plan):

Category	Notes and History	FinCom Consensus	Expected Range
Group Insurance	5 year average FY16-FY20 is 6.43%. FY20 to FY21 proposed increase is 11%.	8.83%	6.57% to 12.07%
OPEB	5 year average growth has been 10+%, but this year, a reduction in OPEB is recommended, an 11% drop from FY20 budget	9.33%	6.29% to 11.14%
Retirement	Current funding policy is a 3% annual increase	3.0%	2.83% to 3.00%
Debt Service	The model will assume debt service within the levy limit will be 4.95% of total of operating budgets, conforming to past policy practice	4.95%	4.95%
Minuteman	Taking on debt for new building, popularity of the program increasing. 5 yr annual growth in Concord assessment has been 17%	14.6%	11% to 17.25%
Debt	Use existing debt schedules. Excluded debt	Middle School	

Exclusion	service has been slowly declining since the bonding of the High School building. This year, we include the anticipated Middle School project.	Bonding \$95M to \$110M Interest rates 1.25% to 3.5%
All Other Expense	The 10 year average is 1.91%, but this catch all estimate bucket has high variance. The 5 year average of -6.75% is heavily influenced by an outlier value in FY16.	Modeled at 11% of overall Town Operating Expense

Revenue Categories

Projections of Revenue are generally conservative. The tax levy represents the lion's share of available funds for the total budget plan. These categories of revenue sources total between 15%-18% of overall funding of the budget plan, so even big shifts in these revenues have a limited impact on the amount which must be raised via the tax levy. COVID-19 is having significant impacts on revenue sources generated locally to Concord.

Category	Notes and History	FinCom Consensus	Expected Range
State Aid	Typically the largest revenue source (~4.5% of total budget) and has grown irregularly but averaging 4.5% (10 yr avg) to 5.17% (latest 5 yr average). COVID-19 places stress on State budgets which may impact this category in the future. FY21 indications are level funding.	2.52%	-2.83% to 3.14%
Excise Tax	This is the 2 nd largest category (~4% of budget plan) of non-tax revenues and is most sensitive to economic conditions. 5 yr annual growth rate: 4.25%, 10yr, 5%	2.86%	-1.57% to 3.86%
License & permits	These revenues are highly variable over time and sensitive to large development projects. The 5 yr annual growth has been negative (5+%), but the 10 yr average annual rate has been positive: 2.85%	1.4%	0.88% to 3.05%
Free Cash	Since 2012, annual practice is to allocate approximately 1% of Total Budget from Free Cash to reduce the tax burden. The model follows past practice.	Use 1% of Total Budget	
CMLP Pilot	Less than 1% of total budget, but has been declining with increased efficiency and residential solar contribution. Forces to increase consumption are electric vehicle and all electric house uptake annually. 5 yr	.55%	-0.2% to 1.29%

	trend is -1%/yr		
New Growth	Revenues are sensitive to economic conditions and are difficult to predict. 5 yr average is negative: -1.1% while the 10 yr average is positive: 1.95%	.88%	-.17% to 1.78%
All Other	Recent changes in reporting transfers between Enterprise funds and Town operations make this difficult to estimate. This year we are using a straight % of the Town Operating Budget	11% of Town Op Budget	

Tax Impacts

In the FinCom Consensus Scenario, the consensus estimates are applied consistently each year in the five year window, and this produces moderate (early years) to lowest (later years) tax increases when compared to the Monte Carlo range estimates. The prospect of a new Middle School, and the associated debt service will produce larger than usual increases of 6.3% and 4.8% in FY22 and then FY23, before moderating in FY24-26 below 3% each year.

In the future spending trajectories, the Finance Committee consensus, with its most restrained increases in the later years, leads to the best conservation of the Town's levy limit capacity, a critical benchmark for the avoidance of override votes. Both of the Monte Carlo spending tracks lead to the need for Prop 2 ½ override votes within the 5 year projection timeframe. Figure 2 indicates that under the higher consumption scenario, the Town of Concord levy limit is exhausted in FY23, with overrides required in FY24 and beyond. If the limit is exceeded, two sets of approvals will be required, a Town Meeting vote and a ballot vote. In the lower consumption track, an override is required by FY26. It is worth noting that the 5 year projection prepared last year showed the high expenditure scenario requiring an override in FY23 and the Most Likely Scenario (now referred to as the FinCom consensus) requiring an override in FY24. FY23 remains the critical cusp to watch for as the town moves through the continuing financial impacts of COVID-19. The Finance Committee is very watchful to try and maintain sustainable budgets going forward. The Town has approved operating budget overrides of its levy limit in prior years, most recently in FY07.

A tax bill calculator is included in Table 1 to allow individual taxpayers to calculate the impact of the projected tax increase scenarios on their property tax bills, based on present assessed values. Lastly, the Finance Committee reminds citizens that this model represents our best projection of operating needs and resources. COVID-19 presents an unprecedented challenge to making meaningful estimates of future taxes. Sustained impacts to future economic conditions along with unanticipated Town Meeting warrant article approvals, will impact future real estate tax increases. The Finance Committee will continue its efforts to improve the usefulness of its five-year projection for taxpayers, town and school administrators, boards, and committees. The publication of tax projections dovetails with our study and publication of estimates for sustainable rates of tax growth. We welcome your comments and suggestions to improve the five-year projection and its presentation to citizens. For further on the Finance Committee and its work, please visit the Finance Committee page at www.concordma.gov.

Table 1: Tax Impact Calculator

Scenario	Home Value	(B) 2021	Est 2022	Est 2023	Est 2024	Est 2025	Est 2026
FinCom Estimate	FY20 Median (\$925,200)	13,480	14,464	15,288	15,862	16,420	16,999
	- per 100K	1,457	1,563	1,652	1,714	1,775	1,837
Monte Carlo Estimated Range							
Lower Band	FY20 Median (\$925,200)	13,480	14,379	15,167	15,837	16,498	17,183
	- per 100K	1,457	1,554	1,639	1,712	1,783	1,857
Upper Band	FY20 Median (\$925,200)	13,480	14,666	15,662	16,376	17,085	17,825
	- per 100K	1,457	1,585	1,693	1,770	1,847	1,927

Note: The median single family residential assessed value for FY20 is \$925,200. Estimates assume FY21 budget is adopted as presented, and no change in Median Home Value over current year (FY20).

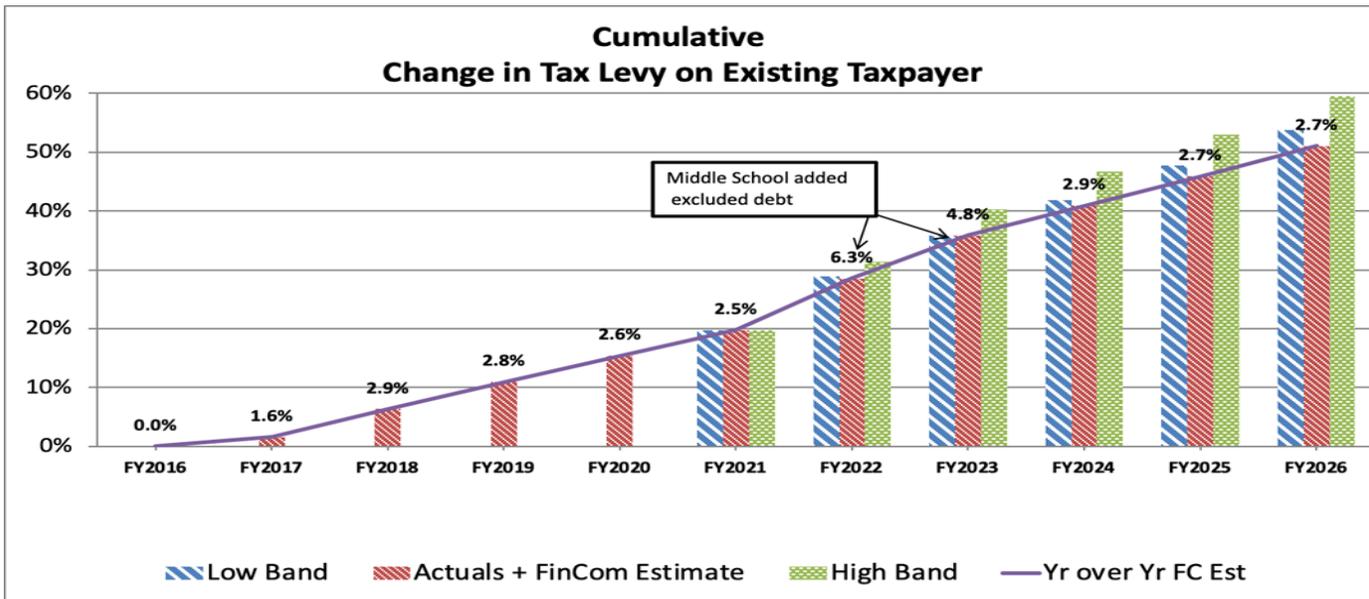
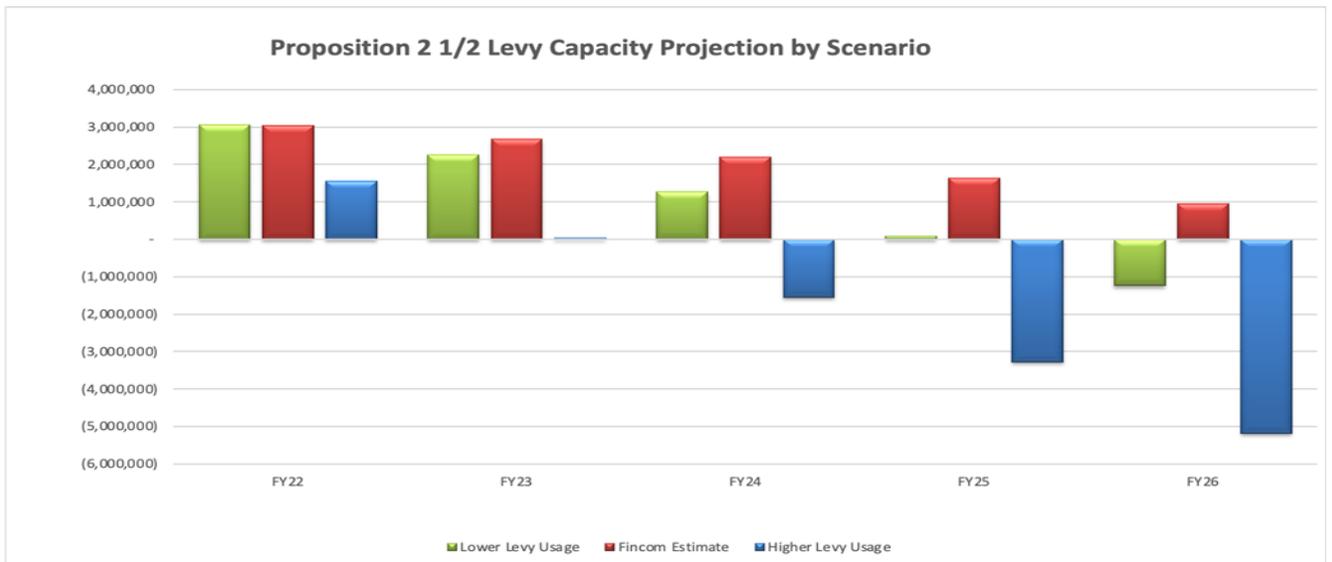


Figure 1 (above); Figure 2 (below)



Budget Summary: Article 10 – General Fund Appropriation

Town Government Departments and Joint Town-Concord Public Schools (CPS) Accounts

Article 10 consists of sixteen separate appropriation accounts. Once voted, funds cannot be transferred between these accounts except by Town Meeting action, or at fiscal year-end in accordance with MGL Chapter 44, Section 33B. You will note, that in prior years, the Town's budget was voted in 39 separate appropriations, now consolidated to 16 for administrative efficiency and oversight.

For Guideline purposes, these accounts are grouped into two categories:

- The Town Operating Budget, Items 1-11 is recommended at \$26,949,809 for FY2021, which is an increase of \$188,160 or 0.70% from the current year General Fund budget, inclusive of transfers from Enterprise Funds; and
- The Joint Town-CPS accounts, Items 12 - 16, are recommended at \$20,710,671. This is 1.79% above the current budget, reflecting an increase in funding for Group Insurance, OPEB, Retirement and Debt Service.

Note that Capital Outlay, proposed at \$1,081,855, is included in Article 11. This amount, in addition to the \$26,949,809 above totals \$28,031,664, which meets the Finance Committee's guideline.

The Joint Town-CPS group of accounts includes Employee Group Insurance, the Other Post-Employment Benefits (OPEB) Trust Fund (which is proposed to decrease by \$197,850 in accordance with the most recent OPEB valuation and in line with the Town's long-term funding plan for retiree health insurance benefits), the Town's annual required payment to the employee (non-teacher) pension fund, property and liability insurance covering the Town and CPS, and the debt service account covering debt issued for both the Town and CPS capital projects, both debt service within the levy limit and debt service on bonds voted by the town electorate to be paid from tax levies above the levy limit. Effective management of these accounts is strengthened by consolidating the Town government and Concord Public Schools components rather than dividing these accounts between Town and School appropriations.

Item 16, Debt Service, includes \$3,375,867 for principal and interest expense excluded from the levy limit by past votes of the electorate (refer to the section in this Report on excluded debt). There is no corresponding offset from the High School Debt Stabilization Fund as we've seen in past years, as all of the funding in that account has been exhausted.

Town Government: Items 1-11

The proposed General Fund operating budget for the departments organized under the Town Manager is \$26,949,809, or 0.70% over the current fiscal year, which is in conformance with the Guideline, inclusive of an appropriations totaling \$2,819,885 being made from Enterprise and other funds to cover the cost of services provided to these operations by General Fund departments.

Article 10 Overview

The Town Manager's Proposed Budget document, originally published on February 4, 2020 (available on the Town website at concordma.gov), and updated in August 2020, provides detailed discussion of each account. The Finance Committee reviewed this document with the Town Manager and conducted

a Public Hearing on March 9, 2020 on the submitted plan. A second public hearing was then conducted on August 17, 2020 to review the revised plan which reflects the impact of the Covid-19 pandemic. The Finance Committee recommends the adoption of the Town Government budget as proposed by the Town Manager.

Article 10 – Town Budget

		Appropriation FY2020	Proposed FY2021	Percent Change
Operations (Accounts 1 - 11)				
1	General Government	\$ 3,143,321	\$ 3,682,063	17.14%
2	Legal Services	\$ 250,000	\$ 344,585	37.83%
3	Finance	\$ 2,416,632	\$ 2,373,592	-1.78%
4	Planning & Land Management	\$ 1,805,231	\$ 1,858,940	2.98%
5	Human Services, including Library	\$ 3,517,139	\$ 3,445,273	-2.04%
6	Public Safety	\$ 10,493,472	\$ 10,212,263	-2.68%
7	Public Works	\$ 4,493,591	\$ 4,473,093	-0.46%
8	Employee Wellness	\$ 100,000	\$ 75,000	-25.00%
9	Reserve Fund	\$ 225,000	\$ 225,000	0.00%
10	Salary Reserve	\$ 307,262	\$ 250,000	-18.64%
11	Land Fund	\$ 10,000	\$ 10,000	0.00%
	total: subject to Guideline	\$ 26,761,648	\$ 26,949,809	0.70%
Town and School Debt Service				
16A	Repayment within the Levy Limit	\$ 4,196,145	\$ 3,999,012	-4.70%
16B	Repayment excluded from the Levy Limit	\$ 3,221,181	\$ 3,375,867	4.80%
	sub-total: Debt Service	\$ 7,417,326	\$ 7,374,879	-0.57%
Employee Benefits (Town and CPS)				
12A	Group Insurance	\$ 5,966,069	\$ 6,383,694	7.00%
12B	Other Post Employment Benefits/ OPEB	\$ 1,697,850	\$ 1,500,000	-11.65%
14	Retirement	\$ 3,965,861	\$ 4,064,734	2.49%
15	Medicare/ Social Security	\$ 800,000	\$ 866,864	8.36%
	sub-total: Employee Benefits	\$ 12,429,780	\$ 12,815,292	3.10%
Other Expenses (Joint Accounts)				
13	Workers Comp, Unemployment Comp	\$ 210,000	\$ 220,500	5.00%
12C	Property & Liability Insurance	\$ 288,750	\$ 300,000	3.90%
	sub-total: Other Expenses	\$ 498,750	\$ 520,500	4.36%
	total: Non-Guideline	\$ 20,345,856	\$ 20,710,671	1.79%
	Total: Article 10	\$ 47,107,504	\$ 47,660,480	1.17%

Budget Changes

Staffing changes in the Town Manager's Proposed Budget: For FY21, the main tax-supported proposed staffing changes are as follows. Total FTE is 247.20, a decrease of 1.04 FTE's.

Town Government Full-Time Equivalents (FTEs) 10-Year Budget History

Budget Unit	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21 Proposed	FY20-FY21 Change
1A Town Manager's Office	5.48	5.48	5.48	6.01	5.53	5.53	5.00	5.50	5.50	5.88	0.38
1B Human Resources	3.40	3.40	4.00	4.00	4.00	4.07	4.00	4.00	4.00	4.01	0.01
1C Information Systems	2.00	2.00	3.23	3.25	3.34	3.75	3.75	4.99	5.75	5.75	0.00
1D Town Meeting and Reports	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
1E Economic Vitality & Tourism	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.72	1.52	-0.20
1F1 Facilities Administration	1.35	1.35	1.00	1.00	2.00	2.02	3.02	4.00	6.00	8.00	2.00
1F2 Parks & Playgrounds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.29	1.00	-0.29
1F3 Resource Sustainability	0.00	0.00	0.00	0.00	0.20	0.50	0.50	1.50	1.50	1.00	-0.50
1F4 Town House	1.00	1.00	1.02	1.02	1.02	1.01	1.00	1.00	1.00	1.00	0.00
1F5 Visitors' Center	0.00	0.00	0.13	0.13	0.13	0.04	0.15	0.00	0.00	0.00	0.00
1F6 55 Church Street	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	1.50	1.50	0.00
1F7 37 Knox Trail	0.00	0.00	0.00	0.00	0.00	0.02	0.02	0.00	0.00	0.00	0.00
2A Legal Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3A Finance Administration	5.00	5.00	5.00	5.00	5.00	5.00	5.00	6.00	7.50	6.00	-1.50
3B Treasurer-Collector	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00
3C Town Accountant	5.00	5.00	5.25	5.25	5.50	5.50	5.50	5.50	3.50	3.50	0.00
3D Assessors	4.00	4.00	4.14	4.14	4.40	4.44	4.44	4.44	4.40	4.40	0.00
3E Town Clerk	3.43	3.43	3.45	3.45	3.45	3.45	3.45	3.45	3.60	4.60	1.00
3F Elections	0.58	0.58	0.31	0.82	0.32	0.81	0.23	0.98	0.79	1.19	0.39
3G Registrars	0.10	0.10	0.10	0.10	0.10	0.10	0.12	0.09	0.00	0.00	0.00
4A Planning	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00
Board of Appeals	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
4B Natural Resources	3.91	3.91	3.86	3.86	3.86	3.86	3.91	3.91	3.91	4.67	0.76
4C Inspections	4.94	4.94	4.92	4.94	5.39	5.66	5.66	5.66	5.66	5.50	-0.16
4D Health	4.11	4.11	4.04	4.04	4.16	4.16	4.30	4.30	4.30	4.00	-0.30
4E 141 Keyes Road	0.50	0.50	0.50	0.50	0.00	0.50	0.50	0.50	0.00	0.00	0.00
5A Library	25.32	25.32	25.71	27.13	27.12	27.86	28.16	27.81	29.67	27.85	-1.82
5B Senior Services	6.22	6.22	7.89	8.50	8.93	9.06	9.31	9.86	10.72	10.59	-0.13
5B1 Harvey Wheeler Community Ctr	1.38	1.38	1.41	1.02	1.02	1.02	1.02	1.00	1.00	1.00	0.00
5C Recreation Services	1.00	1.00	1.00	1.00	0.50	0.75	1.00	1.00	1.00	1.00	0.00
5C1 Hunt Recreation Center	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
5D Human Services	0.00	0.00	0.00	0.00	1.48	1.48	1.48	1.49	1.00	1.00	0.00
5E Veterans' Services	0.38	0.38	0.38	0.38	0.45	0.45	0.49	0.50	0.49	0.49	-0.01
5F Ceremonies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6A Police Department	45.30	45.30	45.30	45.30	46.30	46.30	46.30	46.30	47.30	48.30	1.00
6B Animal Control Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
6C Police and Fire Station	0.50	0.50	0.50	0.50	0.03	0.03	0.03	0.03	0.03	0.00	-0.03
6D Fire Department	39.00	39.00	39.90	43.90	43.90	43.90	44.90	44.69	48.53	48.53	0.00
6E Emergency Management	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
5F West Concord Fire Station	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7A CPW Administration	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00
7B Engineering	7.10	7.10	7.10	7.10	7.00	7.00	7.00	7.00	7.00	7.23	0.23
7C Highway Maintenance	12.80	12.80	13.19	13.19	13.28	13.78	13.78	13.36	13.36	12.80	-0.55
7D Winter Maintenance	1.82	3.66	1.77	1.77	1.77	1.77	1.77	1.77	1.77	1.72	-0.05
7E Parks and Trees	9.52	9.52	9.43	9.43	9.43	8.75	8.75	8.25	8.25	6.92	-1.33
7F Cemetery	2.81	2.81	1.47	1.47	1.47	1.19	1.19	1.19	1.19	1.24	0.05
7G 133 and 135 Keyes Road	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
7H1 Road Improvements	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7H2 Heavy Equipment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7H3 Drainage Program	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7H4 Sidewalk Maintenance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
7I Street Lighting	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Totals	213.95	215.79	217.48	224.20	227.08	229.76	230.73	237.07	248.24	247.20	-1.05
Δ to Previous Fiscal Year	3.59	1.84	1.69	6.72	2.88	2.68	0.97	6.34	11.17	-1.04	

The principal actions recommended in this budget for each appropriation account are as follows:

Acct # - Account Title (Refer to Article 10 on the 2020 Town Meeting Warrant)

Proposed Budget Changes, revised August 2020

The principal actions recommended in this budget for each appropriation account are as follows:

1A Town Manager's Office: The Town Manager's Office's total operating appropriation is proposed to decrease 0.1% compared to FY20. The budget includes proposed funding for Sister Cities (\$1,500), Concord Cultural Council (\$2,000), and an increase in Department Clerk hours (\$14,222). The management of White Pond (\$20,000) has been transferred to the Parks & Playgrounds Division.

1B Human Resources: The Human Resources' total operating appropriation is proposed to decrease by 1.2% compared to FY20 due to primarily \$6,086 in personnel savings resulting from the reduction of planned overtime expenses while non-personnel expenses are proposed to be essentially level funded.

1C Information Systems: The Information Systems' total operating appropriation is proposed to increase by 3.8% compared to FY20. This is primarily due to a \$25,000 increase in proposed Purchased Services expenditures related to computer software maintenance and \$5,000 in computer equipment maintenance. Proposed expenditures include \$215,000 in technical support services.

1D Town Meeting and Reports: The Town Meeting and Reports' total operating appropriation is proposed to increase by 1.0% compared to FY20. The proposed budget allows for a four-session Annual Town Meeting in April 2021. It has been common in the past several years for a Special Town Meeting to take place, but funds are not budgeted for this purpose.

1E Economic Vitality & Tourism: The Economic Vitality & Tourism's total operating appropriation is proposed to increase by 26.0% compared to FY20. This proposed new division reorganizes and centralizes resources focused on the Town's economic development and tourism industry. The proposed FY21 budget includes funding for an Economic Development & Tourism Coordinator (\$78,000) as well as \$10,000 for anticipated advertising and services related to Concord's unique place in American history. In addition, \$10,000 has been proposed in miscellaneous purchased services for the upcoming 250th Patriots Day Celebration.

1F1 Facilities Administration: The Facilities Administration's total operating appropriation is proposed to increase by 170.7% compared to FY20 due to a transition of funding from capital outlay to planned operating expenditures. FY21's budget proposes a reorganization and realignment of Town resources into a Facilities Administration Division responsible for overseeing the health and maintenance of Town buildings. The Division is proposed to maintain its six personnel as well as incorporate facilities and building related supply line items. Two additional personnel are proposed to augment contracted cleaning services, in higher demand due to the Covid-19 pandemic. Over time, contracted services will be eliminated in favor of in-house staff which is anticipated to be a more efficient and cost-effective option.

1F2 Parks & Playgrounds: The Parks & Playgrounds' total operating appropriation is proposed to increase by 1.8% compared to FY20. The proposed FY21 budget includes \$20,000 for White Pond management transferred from the Town Manager's Office as well as other increases in Purchased Services (\$11,965) and Supplies (\$1,850) for park maintenance and improvements.

1F3 Resource Sustainability: The Resource Sustainability's total operating appropriation is proposed to increase by 76.8% compared to FY20 due to the transition of funding from capital outlay to planned operating expenditures. This is primarily the result of a \$15,900 increase in funding matches for specific grants and projects, which results in a total of \$50,000.

1F4 Town House: The Town House's total operating appropriation is proposed to decrease by 1.0% compared to FY20 due to savings resulting from a decrease in overtime expenditures.

1F5 Visitors' Center: The Visitors' Center's total operating appropriation is proposed to increase by 64.3% compared to FY20. This increase is primarily the result of a proposed \$10,000 increase in available Custodial Services funding for an anticipated need of a year round cleaning contract.

1F6 55 Church Street: The 55 Church Street's total operating appropriation for is proposed to increase by 4.3% compared to FY20. The FY21 proposed budget includes additional funding for the expected wage increases for the Building Maintenance Custodian and smaller increases in Purchased Services (\$1,418) and Supplies (\$1,700).

1F7 37 Knox Trail: The 37 Knox Trail's total operating appropriation is proposed to increase by 2.1% compared to FY20. The building is currently being utilized by the School Transportation Department and the Regional Housing Service Office (RHSO).

2A Legal Services: The Legal Services' total operating appropriation is proposed to increase by 37.8% compared to FY20. Proposed legal expenditures are estimated to total \$344,585.

3A Finance Administration: The Finance Administration's total operating appropriation is proposed to decrease by 15.9% compared to FY20 primarily due to the separation of the Concord Retirement Board from the Town. In addition, the FY21 budget is proposed to include \$3,410 of Finance Committee related expenses.

3B Treasurer-Collector: The Treasurer-Collector's total operating appropriation is proposed to decrease by 1.3% compared to FY20. This proposed decrease is the result of planned Personnel Services savings (\$6,619) due to the hiring of new employees last fiscal year below the budgeted position's funding.

3C Town Accountant: The Town Accountant's total operating appropriation is proposed to increase by 2.5% compared to FY20. The proposed budget includes \$72,100 for audit related expenses.

3D Assessors: The Assessor's total operating appropriation is proposed to increase by 0.3% compared to FY20. The proposed increase is the result of anticipated wage and salary increases as Purchased Services, Supplies, and Other Charges are level funded.

3E Town Clerk: The Town Clerk's total operating appropriation is proposed to increase by 10.4% compared to FY20. The proposed budget includes an additional \$27,396 to fund the Municipal Archivist's position that was hired during FY20. The proposed budget also includes an additional \$5,264 for three archives related conferences.

3F Elections: The Elections' total operating appropriation is proposed to increase by 78.6% compared to FY20. The amount required to fund the Elections account is dependent on the number of federal, state, and local elections held in a given year. In FY21, the expected elections include a Town election, State Primary election, and a State/Presidential Final election.

3G Registrars: The Registrars' total operating appropriation is proposed to increase by 8.1% compared to FY20. This account provides resources to register voters, conduct the Annual Town Census, and certify nomination papers and petitions.

4A Planning Administration: The Planning Administration's total operating appropriation is proposed to increase by 6.9% compared to FY20. Since the FY14 budget presentation, the Zoning Board of Appeals budget has been incorporated into the Planning Administration Division's budget. The Planning Administration budget contains funding for the Historic Districts Commission and the Historical Commission. Proposed funding also includes resources for Transportation Services (\$56,000) and RHSO support (\$20,000).

4B Natural Resources: The Natural Resources' total operating appropriation is proposed to increase by 17.6% compared to FY20. The majority of this increase is the result of a newly proposed Land Manager position (\$62,640), which was recommended by Envision Concord Plan.

4C Inspections: The Inspections' total operating appropriation is proposed to decrease by 6.4%. Proposed savings are due to a result in a reduction of Assistant Local Inspector hours as a result of the creation of a new Land Manager position in Natural Resources.

4D Health: The Health's total operating appropriation is proposed to decrease by 1.2% compared to FY20. The proposed budget includes Personnel Services savings resulting from the contracting of public health nurse responsibilities to Emerson Hospital Home Care (\$16,225). The budget also includes \$3,200 for the software maintenance related to the division's use of an electronic food code software system.

4E 141 Keyes Road: The 141 Keyes Road's total operating appropriation is proposed to decrease by 14.8% compared to FY20. This budget includes funding for Purchased Services such as custodial services, utilities, telephone, and other needs to operate the building on an annual basis.

5A Library: The Library's total operating appropriation is proposed to decrease by 4.6% compared to FY20. This is primarily the result of salary savings of \$31,949 due to retirements and hiring of replacement personnel below the previous position's budgeted wage or salary. In addition, the budget also includes \$89,846 in vacant salary savings due to the ongoing impact of the pandemic and the resulting town wide hiring freeze. As set forth in a long-standing agreement, the Trustees of the Concord Free Public Library Corporation, which owns the Main library and the Fowler Branch, are responsible for maintenance and capital improvements of the buildings and grounds; the Town covers the operating costs.

5B1 Senior Services: The Senior Services' total operating appropriation is proposed to increase by 6.2% compared to FY20. The increase is primarily a result of proposed wage increases totaling \$25,000 to bring certain wage rates more in-line with current market rates.

5B2 Harvey Wheeler Community Center: The Harvey Wheeler Community Center's total operating appropriation is proposed to increase by 4.2% compared to FY20. The proposed budget includes an additional \$2,000 for the maintenance of various pieces of building equipment.

5C1 Recreation Services: The Recreation Services' total operating appropriation is proposed to decrease by 2.0% compared to FY20 due to the ending of temporary duties assigned to the Recreation Director. The General Fund is proposed to assume all costs of the position's salary.

5C2 Hunt Recreation Center: The Hunt Recreation Center's total operating appropriation is proposed to increase by 2.8% compared to FY20. This increase is mainly due to a proposed increase in Rideout Fieldhouse expenses totaling \$2,250.

5D Human Services: The Human Services' total operating appropriation is proposed to decrease 0.6% compared to FY20. The budget includes the Community Services Coordinator position as well as a proposed minor reduction in Supplies (\$150) and Other Charges (\$500) expenditures.

5E Veterans Services: The Veterans Services' total operating appropriation is proposed to decrease by 15.9%. This is primarily the result of the predicted decrease in veterans' benefits costs by \$15,724 to \$38,000 due to the need to serve fewer eligible beneficiaries.

5F Ceremonies and Celebrations: The Ceremonies and Celebrations' total operating appropriation is proposed to increase by 55.7% compared to FY20. The proposed budget includes an additional \$2,750 for general marketing and other miscellaneous supplies as well as \$9,000 for planned police detail overtime.

6A Police Department: The Police Department's total operating appropriation is proposed to decrease by 5.1% compared to FY20 primarily due to Personnel Services savings. The savings total \$258,310 and are mainly the result of new hires due to vacancies from retirements. In addition, the proposed budget includes a request of \$51,073 for an additional Dispatcher to increase coverage during overnight hours.

6B Animal Control: The Animal Control's total operating appropriation is proposed to increase by 1.0% compared to FY20 due to the contracted service's increase in cost. With the enactment of State legislation in 2012, each municipality was required as of October 31, 2012 to appoint an animal control officer. Concord has contracted with a private vendor to provide all animal control services for compliance with the regulations.

6C Police Fire Station: The Police Fire Station's total operating appropriation is proposed to increase by 2.2% compared to FY20. This budget funds the operations of the Police and Fire Department headquarters at 209 Walden Street.

6D Fire Department: The Fire Department's total operating appropriation is proposed to decrease by 0.6% compared to FY20. The proposed budget includes \$145,880 in stabilization funding to lessen the impact of hiring four additional firefighters and their equipment during FY20 to staff the West Concord facility around the clock. In addition, the budget also includes the promotion of four firefighters to lieutenant.

6E Emergency Management: The Emergency Management total operating appropriation is proposed to decrease by 0.4% compared to FY20 due to a minor decrease in Purchased Services.

6F West Concord Fire Station: The West Concord Fire Station's total operating appropriation is proposed to decrease by 16.7% compared to FY20 due to a decrease in Purchased Services. This budget funds the operations of the West Concord Fire Station located at 1201 Main Street.

7A Public Works Administration: The Public Works Administration's total operating appropriation is proposed to increase by 0.2% compared to FY20.

7B Engineering: The Engineering's total operating appropriation is proposed to decrease by 1.7% compared to FY20 due to salary savings resulting from new hires.

7C Highway Maintenance: The Highway Maintenance's total operating appropriation is proposed to decrease by 0.2% compared to FY20 due to increases in Purchased Services (\$10,068), Supplies, (\$6,632), Other Charges (\$1,760) and a resulting decrease in Personnel Services (\$18,480). The funding for temporary seasonal workers is proposed to be removed due to the ongoing pandemic and resulting hiring freeze.

7D Winter Maintenance: The Winter Maintenance's total operating appropriation is proposed to increase by 2.4% compared to FY20. If the actual FY21 expenditures exceeds the budgeted amount, the Town is allowed by State statute to add the difference to the following year's tax levy. The FY21 budget plan provides room for a \$210,000 overrun of the \$625,000 FY20 appropriation.

7E Parks & Trees: The Parks & Trees' total operating appropriation is proposed to decrease by 0.4% compared to FY20. This is primarily due to an increase in Purchased Services (\$58,719) and a \$9,840 decrease in Supplies for the support and maintenance of several Town parks and fields. In addition, the revised budget includes a proposed decrease in Personnel Services (\$16,880) for temporary seasonal workers due to the ongoing pandemic and resulting hiring freeze.

7F Cemetery: The Cemetery's total operating appropriation is proposed to increase by 3.0% compared to FY20. The Cemetery Fund supports the Cemetery Division by providing resources for 65% of all operating expenditures and 100% of all capital improvements.

7G 133 & 135 Keyes Road: The 133 & 135 Keyes Road's total operating appropriation is proposed to increase by 3.7% due to an increase in Custodial Services expenses and other minor Purchased Services.

7H1 Road Improvements: The Road Improvements' total appropriation is proposed to be level funded at \$100,000 compared to FY20. However, with the addition of \$678,000 expected from the State (Chapter 90 Funds) and \$1,730,000 in borrowing, the total FY21 planned expenditure is recommended to be \$2,508,000.

7H2 Drainage Program: The Drainage Program's total appropriation is proposed to be level funded at \$205,000 compared to FY20. The funding plan includes \$105,000 for drainage improvements and \$100,000 for culvert improvements.

7H3 Sidewalk Management: The Sidewalk Management's total appropriation is proposed to be level funded at \$125,000 compared to FY20 for the maintenance of the Town's sidewalks.

7H4 Heavy Equipment: The Heavy Equipment total appropriation is proposed to increase by 3.1% compared to FY20. The funding plan includes \$335,000 for the Town's schedule replacement of heavy equipment utilized by Concord Public Works.

7I Street Lights: The Street Lights' total operating appropriation is proposed to decrease by 52.1% compared to FY20 due to use of more energy efficient streetlights that result in electric utility savings.

8 Town Employee Benefits: The proposed Town Employee Benefit's budget provides a total of \$75,000, with \$65,000 to cover unused sick leave buyback for some employees at retirement. This payment is restricted to non-union employees hired prior to July 1, 1992 and to uniformed Police and Fire personnel subject to the collective bargaining agreements. In all eligible cases, the benefit is capped at 62 days (65 for firefighters). This account also funds the Employee Assistance Program and certain medical costs for police and fire retirees for accidental disability expenses.

9 Reserve Fund: As budgets remain tight due to the economic situation with fewer resources available to cover unexpected events, the Reserve Fund appropriation becomes a crucial part of the budgeting process. By statute, this fund is to be used to meet “extraordinary or unforeseen expenditures” as approved by the Finance Committee. A funding level of \$225,000 is proposed for this purpose, which remains unchanged from FY20.

10 Salary Reserve: The allocation in this account makes resources available for the funding of collective bargaining agreements. In addition, the account provides for a market adjustment to the pay scales and a step and merit adjustment to the salary schedules applicable to non-union employees effective July 1, 2020. Transfers from this account to the individual departmental operating accounts are reported to the Finance Committee and Select Board in accordance with the vote of Town Meeting adopting the budget article. This account is proposed to be revised at \$250,000 instead of the \$500,000 due to the ongoing pandemic to provide resources for such compensation adjustments for union and non-union staff and to provide funds for collective bargaining agreements that are not settled.

11 Land Fund: The budget is level funded at \$10,000 for FY21 and is used to facilitate the acquisition of land.

12A Group Insurance: The revised budget anticipates a \$417,625 increase in the General Fund appropriation required for FY21 group insurance costs supported by the General Fund. As part of the 17-member Minuteman Nashoba Health Group, the Town is self-insured for employee health coverage and the cost directly reflects actual claims experienced.

12B Other Post-Employment Benefits (OPEB): With the FY13 budget, Other Post-Employment Benefits (OPEB) has been separated into its own line item due to the increasing importance of recognizing and funding this liability. The OPEB liability primarily consists of the present value of the Town’s portion of future retiree health care cost. That is, in addition to the amount allocated to pay for the current health care cost of retirees, there is also a liability for the future health care cost for Town Government and Concord Public School retirees. This liability is referred to as the Town Government’s Annual Net OPEB Liability (NOL). To adequately fully fund this liability by 2039, the Town is proposing that the FY21 Town budget allocates \$1,500,000.

12C Property & Liability Insurance: This account funds property insurance coverage for all Town-owned buildings and contents, vehicles, boilers and machinery; liability coverage for Town officials; and special risk coverage for police and fire personnel. Insurance policies cover the Concord Public Schools, the Concord-Carlisle Regional High School, 51 Walden Street (Friends of the Performing Arts in Concord - "FOPAC"), the Emerson Building ("Emerson Umbrella"), and all properties of Town departments including assets of Town enterprises (Light, Water, Sewer, Beede Swim & Fitness Center Pool). For FY21, General Fund support is proposed to increase by \$11,250 to \$300,000.

13 Unemployment & Workers Compensation: An amount of \$110,000 is proposed for the Unemployment Compensation account. The Town pays only for actual claimants, not as a percent of payroll (since the minimum available “experience rating” percentage would be in excess of our actual historical costs). In addition, an amount of \$110,500 is proposed for Worker’s Compensation costs; this amount funds a stop-loss reinsurance policy covering wage and other claims and the payment of miscellaneous medical expenses resulting from employee injuries on the job. Coverage of unemployment and workers compensation applies to both Town and Concord Public School employees.

14 Retirement: Since the sharp economic downturn in the financial markets during the fall of 2008, assets of the Concord Retirement System have recovered from their previous peak reached in October 2007. At the most recent biennial actuarial valuation as of January 1, 2019, Concord has a funded ratio of 86.1% and expects to reach full funding status by the year 2030.

In FY21, the General Fund appropriation is projected at 4,064,734, an increase of 2.5% from FY20 and consistent with the funding schedule. The retirement system is a “Defined Benefit” plan that provides a pension benefit based upon the highest three-year average annual covered pay and years of service (highest five years for members on and after April 2, 2012).

15 Social Security & Medicare: The General Fund cost for the Town’s share of Social Security and Medicare is projected to increase by 8.4%, to \$866,864. The Town pays 6.2% of the lower of an employee’s total wages or \$127,200 toward Social Security for those employees not covered by the Concord Retirement Board and 1.45% of the regular earnings of covered employees for Medicare.

16 Debt Service: This item includes the appropriation for Town and CPS debt service within the levy limit and outside the levy limit (excluded debt). Most of the excluded debt is to cover the cost of construction of the three new elementary schools. For debt service, the FY21 budget proposes allocating \$7,374,879, which includes \$3,999,012 for debt service within the levy limit and \$3,375,867 for excluded debt. The excluded debt to pay for the construction of the new high school is budgeted as part of the assessment from the Concord-Carlisle Regional School District.

Budget Summary: Education

Budgets for the Concord Public Schools (CPS, grades K-8) and the Concord-Carlisle Regional School District (CCRS) for FY21 are presented on the following pages. The FY21 budgets published in the April 27, 2020 Town Meeting Warrant have been revised to reflect new circumstances related to the Covid-19 pandemic. Both revised budgets are in conformance with the Finance Committee’s Operating Budget Guidelines established on December 5, 2019 and updated in a letter dated August 5, 2020. The Finance Committee voted to recommend affirmative action on Articles 25, 26 and 27 on August 18, 2020.

In considering its revised budget guidelines, the Finance Committee sought to balance the community’s desire for continued educational excellence in a safe school environment with a desire to limit property tax growth in a difficult economy. In our view, the FY21 proposed Education budgets achieve that goal, reflecting the School Administration’s thoughtful and prudent approach to an unprecedented set of medium and short-term operational and budgetary challenges.

The Covid-19 pandemic has had a significant impact on the FY21 Education Budgets:

- Budgets reflect the benefit of carrying forward significant unspent budget balances from FY20. This underspending resulted from reduced purchasing and spending activity from mid-March through June 2020 while schools were closed for the pandemic.
- Budgets reflect the estimated impact of Covid-19 on remote and in-person education delivery in FY21 including redeployed but level staffing, increased software needs, robust cleaning protocols, revised transportation schedules and increased student support.
- Federally sponsored Covid-19 expense reimbursement is reflected in the CCRSD budget; both school budgets reflect the State’s intention to level fund education aid.

- Budgets required more estimates, assumptions and contingency allowances than in prior years given the many unknowns posed by the pandemic.

For the second year, the school administration has undertaken a full top-to-bottom review and reconstruction of all budgets, using a zero-based budgeting (ZBB) approach. This approach is well suited to periods with changing circumstances, such as FY21, as each line item is rebuilt for the coming year. The ZBB approach identified budget changes, both increases and savings, across many budget categories.

Concord Public Schools (CPS)

The revised FY21 CPS budget (Article 25) adopted by the School Committee on August 11, 2020 requests \$40,777,203 for net operating expenses representing an increase of 3.52% or \$1,387,040 above the FY20 budget.

The majority (80%) of expenses in the CPS budget are salary expenses tied to collective bargaining agreements. FY21 teaching and administrative salaries increase by \$725,278 including contractual increases and three new elementary school assistant principal roles filled by promoting existing staff. The budget also includes an increase of \$573,979 or 29% for tutors' salaries reflecting an increased need for these services, partly driven by remote learning. The budget for substitute teachers was reduced \$173,287 or 48% reflecting the need to limit the introduction of short-term personnel to the school environment post-pandemic.

Special Education (SPED) related costs are projected to increase by approximately \$300,000. The district continues to insource SPED programs versus contracting for out of district placements. The budget increase reflects the addition of an administrative lead for \$124,845, increased transportation costs of \$65,861, a reduction in State Circuit Breaker tuition aid of \$299,094 and a \$208,391 reduction in externally contracted services.

CPS is able to retain unused amounts of State SPED aid, known as Circuit Breaker funds. These amounts, which can be carried forward to offset future SPED tuition costs, total approximately \$600,000 at June 30, 2020.

The federally sponsored CARES Act provides for the reimbursement of Covid-19 related expenses incurred from March through December 2020. The amount available to CPS is estimated to be \$468,000. The FY21 budget does not reflect the benefit of this available reimbursement.

Due to reduced spending from mid-March through June 30, 2020, CPS was able to replenish the Food Services revolving fund, typically funded by student fees, bringing the balance to approximately \$189,000 as of June 30, 2020

In the case of the CPS budget, costs for debt service, OPEB (Other Post-Employment Benefits), pensions, group insurance, and Medicare premiums are part of the Town budget and are outside of the operating budget considered by the Finance Committee's Guideline process.

The capital budget for Concord Public School Renovations (Article 26) requests \$830,000 funded by debt within the levy limit as part of the Town Manager's Five-Year Capital Plan. This year's plan includes the replacement of Energy Recovery Units at Thoreau and Willard for \$690,000, a \$100,000 repairs reserve for the Middle School and the replacement of an air conditioner chiller at Willard for \$40,000.

Proposed FY21 Education Budgets					
				<i>FY20 to FY21 at School Committee proposed</i>	
	Adopted	Proposed FY21 Budget			
Concord Public Schools	FY20 Budget	School Committee	Finance Committee	\$ Change	% Change
Program Area					
Regular Education	\$ 22,372,083	\$ 22,871,572		\$ 499,489	2.23%
Special Education	9,952,560	10,715,627	Difference: \$0	763,067	7.67%
Administrative Support	1,785,243	1,808,622		23,379	1.31%
Operations	5,201,535	5,288,870		87,335	1.68%
Fixed Costs	78,742	92,512		13,770	17.49%
Total	\$ 39,390,163	\$ 40,777,203	\$ 40,777,203	\$ 1,387,040	3.52%
	Adopted	Proposed FY21 Budget			
Concord-Carlisle High School	FY20 Budget	School Committee	Finance Committee	\$ Change	% Change
Program Area					
Regular Education	\$ 15,995,039	\$ 16,438,935		\$ 443,896	2.78%
Special Education	5,892,036	6,037,438	Difference: \$0	145,402	2.47%
Administrative Support	1,606,776	1,006,227		(600,549)	-37.38%
Operations	3,036,535	3,568,711		532,176	17.53%
Fixed Costs	3,144,583	3,191,024		46,441	1.48%
OPEB ARC	563,444	550,000		(13,444)	-2.39%
Operations	\$ 30,238,413	\$ 30,792,335		\$ 553,922	1.83%
Debt Service:					
debt reimbursed by state aid	\$ -				
debt paid from prior reserves	\$ -				
debt exclusion assessed	4,449,320	4,351,703			
	\$ 4,449,320	\$ 4,351,703	\$ -	\$ (97,617)	-2.2%
Total	\$ 34,687,733	\$ 35,144,038	\$ 35,144,038	\$ 456,305	1.32%
Financing Sources					
State aid	\$ 3,104,494	\$ 3,297,217	\$ 3,297,217	\$ 192,723	6.21%
District funds	560,000	300,000	300,000	(260,000)	
Debt Service Reserve	-	-	-		
Assessments	31,023,239	27,192,134	27,192,134	(3,831,105)	-12.35%
Concord assessment ratio	75.25%	76.10%			
Operating Assessment	\$ 19,996,873	\$ 20,436,322	\$ 20,436,322	\$ 439,450	2.20%
Debt Service, Non-Exempt	\$ -	\$ -	\$ -		
Debt Service, Exempt	3,348,113	3,311,646	3,311,646	(36,468)	
TOTAL	\$ 23,344,986	\$ 23,747,968	\$ 23,747,968	\$ 402,982	1.73%
Carlisle assessment ratio	24.75%	23.90%			
Operating Assessment	\$ 6,355,879	\$ 6,418,240		\$ 62,361	0.98%
Debt Service, Exempt	1,140,546	1,040,057		(100,489)	
TOTAL	\$ 7,496,425	\$ 7,458,297		\$ (38,128)	-0.51%

Concord Carlisle Regional School District (CCRSB)

The revised Concord assessment for the FY21 CCRSD total budget request (Article 27), is \$23,747,968, including \$20,436,322 for the operating budget, and \$3,311,646 for debt, primarily related to the high school building. The net operating budget assessment of \$20,436,322 represents an increase of 2.20% from FY20. The total assessment to Concord of \$23,747,968 represents an overall increase of 1.73%.

For both towns combined, the revised total budget request is \$35,144,038 including a fixed amount of \$4,351,703 in debt service (all of the debt is excluded from the Proposition 2 ½ limits on the property tax levy as a result of prior ballot votes in both Concord and Carlisle), representing a total budget increase of \$456,305 from FY20 (1.31%,) with a net operating general fund budget of \$30,792,335, representing an increase of \$553,922 (1.83%). Based on its student enrollment, Concord will be assessed at the rate of 76.10% of the total approved at Town Meeting. In FY20, Concord's assessment rate was 75.25%.

As was done with the Concord Public School budget, the budget was prepared using a zero -based budgeting process.

There were several cost drivers that resulted in an overall increase to the budget. The primary budget driver was increased salaries for teachers and support staff. Teachers' salaries, which are mainly negotiated under collective bargaining agreements, increased by \$602,739 or 4.97%. The budget also includes an increase for tutors' salaries of \$125,822 or 13.17% correcting a prior year budget understatement.

The next largest budget change was a reduction in SPED costs of \$320,926 including a decline in out-of-district tuition of \$514,071 offset by a new administrative role costing \$128,125 and increased transportation costs of \$65,020. These changes reflect the School's continued efforts to insource SPED programming.

Other budget changes include increased insurance, pension and utility costs totaling \$152,044 offset by reduced building debt service of \$97,617. Unlike the town, OPEB, pension, and medical insurance costs for CCRSD are included in the net operating budget as they are assessed to the towns as part of the budget appropriation. The FY21 budgeted OPEB contribution of \$550,000 (FY20 contribution - \$563,444) meets the Annual Required Contribution (ARC) intended to fund the outstanding liability on a 30-year timetable. The OPEB fund balance as of June 30, 2020 was \$5,668,402.

Due to reduced spending from mid-March through June 30, 2020, the district was able to replenish a number of its reserves and prepay certain FY21 expenses.

As a standalone budget entity, CCRSD can retain for future use, prior year excess budgeted balances (E&D) up to 5% of its General Fund budget. As of June 30, 2020, the amount of E&D was \$1.7 million, (net of \$300,000 for support of the FY21 budget) or 4.9% of the General Fund budget versus 2.7% as of June 30, 2019. As in prior years, E&D has been used to defray ongoing operations. For FY21, the amount to be sourced from E&D is \$300,000, about half the amount used in FY18 and FY19. This positive trend, as well as an overall stronger financial position was a factor in Moody's recent upgrade of CCRSD's credit rating to "stable" (AAA) from "negative outlook".

CCRSB is also able to retain unused amounts of State SPED aid, known as Circuit Breaker funds. These amounts which can be carried forward to offset future SPED tuition costs, total approximately \$1.1 million at June 30, 2020.

The Athletic and Food Services revolving funds, typically funded by student fees, were replenished internally leaving balances, totaling approximately \$270,000 as of June 30, 2020.

As of June 30, 2020, computer hardware costing \$351,000 has been purchased in advance and FY21 SPED tuitions of \$260,806 have been prepaid.

Under the CARES Act, CCRSD is able to offset an estimated \$297,000 in Covid-19 related expenses incurred from March through December 2020. The FY21 budget reflects a portion of this available expense offset (\$185,000).

These balances provide prudent reserves given the difficulty in predicting future cost increases and/or funding reductions arising in FY21 or FY22.

Minuteman Career and Technical High School

Concord's FY21 assessment for the regional Minuteman Career and Technical High School (Article 24) is \$1,213,873, including \$866,644 for Operations and \$347,229 for Debt Service. These amounts may vary slightly from the amounts published in the April 27, 2020 Town Meeting Warrant as the final assessment amount was not available at the time of printing.

The FY21 assessment represents an increase of \$140,505 over Concord's FY20 assessment, of \$1,073,368. The increase reflects: 13% growth in Concord's average four-year enrollment; Concord's share of increased debt service costs associated with the new \$145 million school building and its share of a 6.25% increase in Minuteman's operating costs.

Since its formation in 1970, Concord has been a member of the Minuteman Career and Technical High School District. As a member, the Town has benefitted by being able to offer Concord students an alternative to the Concord-Carlisle Regional High School that broadens the students' educational experience to include the development of vocational and technical skills along with academics. State law requires that vocational-technical education be made available to all students, either directly through the municipality's high school or through a regional district such as Minuteman. Vocational-technical education is defined in the law (MGL Chapter 74, §1) as an education program offering courses "designed to educate and prepare students for both employment and continuing academic and occupational preparation."

The district includes 9 member towns whose assessments are a function of proportional enrollment, State mandated funding formulas and overall Minuteman costs, including debt service. Non-member communities may send students to Minuteman if there is space available and are required to pay tuition (as determined by the State) and a capital fee which defrays member town's assessments. Based primarily on Concord's latest four-year average enrollment of 21.5 students, it bears approximately 7% of Minuteman's assessed costs.

Community Preservation Act

The Commonwealth of Massachusetts adopted the Community Preservation Act (CPA) in 2000. This act allows towns within the Commonwealth to collect a surcharge on property tax bills which are then supplemented by a state match. In 2004, the Town of Concord approved a 1.5% surcharge via passage of Article 34 at Town Meeting and 59% of voters who cast affirmative ballots at the November 2004 election. The town vote exempts the first \$100,000 of assessed value before calculating the surcharge and has a low income (earning <80% of area median income) and a low/ moderate income, senior exemption (earning <100% of AMI, 60 years of age or older and 10 years residency).

The law restricts the use of these funds (surcharge + matching funds) to:

- open space;
- community housing;
- historic preservation; and
- recreational use

Furthermore, the law specifies that a minimum of 10% of total funds must be appropriated or reserved each year for each of these three categories: open space; community housing and historic preservation.

The Commonwealth's matching funds come from a surcharge on Registry of Deeds fees resulting from real property transactions and mortgage refinancing activity. These matching funds have been declining in recent years' partly because more towns are participating in the program. For example, the Town of Concord accrued a 52% match for FY14 yet a 19% match for FY19. In FY20, the match is expected to increase to 23.9% due to a one-time budget surplus at the state level.

The Town's Community Preservation Committee (CPC) is charged with the task of "studying the needs, possibilities and resources of the Town regarding community preservation." The committee consists of 9 members, 4 of which are appointed by the Select Board and 5 represent other boards and committees within town. This group does a thorough job of vetting applications for funds via a series of open meetings with applicants and site visits. These deliberations result in their annual recommendations to Town Meeting.

Through the 2019 Town Meeting, \$21,907,749 has been appropriated for CPA projects in the following categories:

- Historic Preservation 35%
- Open Space 17%
- Recreation 24%
- Community Housing 22%
- Administration 2%

Recommendations for 2019 Town Meeting, Article 44

The CPC is proposing funding for 8 specific projects, \$40,000 to cover direct administrative costs and \$20,000 for Concord's share of the Regional Housing Services Program (RHSO), for a total of \$1,960,000. Of this amount, \$1,715,777 will be appropriated from projected FY21 fund revenues; and \$244,223 will be appropriated from the prior year available fund balance. The 8 projects include 6 new projects and 2 projects that have been accumulating funds for several years. The 2 ongoing projects also represent the largest portion of the total with \$500,000 proposed for dredging at Warner's Pond and \$500,000 for improvements at Gerow Park.

The proposed allocation of FY21 projected fund revenues meets the minimum requirements:

Recreation	\$ 730,777.00	37.28%
Open Space	\$ 619,223.00	31.59%
Historic Preservation	\$ 250,000.00	12.76%
Community Housing	\$ 320,000.00	16.33%
Administration	\$ 40,000.00	2.04%
	\$ 1,960,000.00	100.00%

In accordance with state law, Town Meeting may affirm, reject or reduce the allocation for any project recommended by the CPC, but may not increase an allocation and may not add a project not already put forward by the CPC.

The Finance Committee recommends Affirmative Action on Article 44 as proposed by the Community Preservation Committee.

Appropriations (by Fund Year):	FY17	FY18	FY19	FY20	Proposed FY21
Housing	\$ 220,000	\$ 134,000	\$ 491,838	\$ 319,000	\$ 320,000
Historic Preservation	\$ 320,823	\$ 686,000	\$ 390,000	\$ 520,800	\$ 250,000
Open Space	\$ 160,683	\$ 135,670	\$ 374,600	\$ 341,619	\$ 619,223
Recreation	\$ 328,494	\$ 160,670	\$ 574,600	\$ 600,000	\$ 730,777
Undesignated Land Acquisition	\$ 250,000	\$ 180,000	\$ -	\$ -	\$ -
Administration	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 40,000
total:	\$ 1,310,000	\$ 1,326,340	\$ 1,861,038	\$ 1,811,419	\$ 1,960,000
10% of surcharge and state match:	\$ 131,000	\$ 132,634	\$ 186,104	\$ 181,142	\$ 196,000
(minimum amount that must be allocated to Housing, Historic Preservation, Open Space)					

PROPOSITION "2 & 1/2"- The "levy limit" explained

Proposition 2 1/2 refers to an initiative statute adopted by the voters of the Commonwealth in November 1980. Its purpose is to restrict the increase in the property tax levy. It limits the amount by which the taxing capacity of the Town is allowed to increase each year. The allowed growth is 2.5 percent of the prior year's levy limit. For FY21, this allowed increase in the limit will be \$2,307,028 (which is 2.5% of the FY20 levy limit of \$92,281,116).

Added to the levy limit computation is the levy increase attributable to New Growth. This represents additions to the base of taxable property, typically as a result of new construction, renovation and minor alterations, or change of use. Permitting the levy limit to be adjusted by new growth recognizes the fact that development creates pressures on Town services over the long term.

The assessment date for each tax year is January 1. The 2001 Annual Town Meeting adopted a state law allowing the physical improvements existing on property through each June 30 to be assessed with the taxable roll of the preceding January 1. Thus, new growth forecasted for FY21 is based on the activity of the current 12-month fiscal year ending June 30, 2020. The budget estimate is \$900,000, equivalent to about 0.98% of the FY21 total estimated property tax levy.

Total growth of the levy limit is therefore attributable to two factors, one which is fixed (+2.5% per year) and one which is variable and subject to economic conditions. The total projected increase in the FY21 levy limit is \$3,207,028.

In FY21, the amount to be raised for excluded debt service, for projects already approved by voters at the ballot box in prior years, will **increase** by \$167,453, which includes the permanent financing of the Middle School Feasibility study as well as the continued pay down on debt service on these projects- elementary schools, high school and Minuteman Vocational Technical School building.

The property tax levy required to fund the Budget as presented is projected to be under the FY21 levy limit by \$4,220,759, a 4.42% margin, based upon current projections of other revenues and available resources.

Levy Limit History											
	Adjustments, prior years new growth	Allowed 2.5% increase in LL	New growth	Operating Override voted	Total allowed change in LL	NEW GROWTH measures		Levy Limit	actual or projected levy	Unused Levy Limit	Unused as % of LL
						as % of total LL change	as % of prior limit				
FY07		\$1,291,989	\$894,270	\$657,538	\$2,843,797	31.45%	1.73%	\$54,523,353	\$53,363,359	\$1,159,994	2.13%
FY08		\$1,363,084	\$1,368,514		\$2,731,598	50.10%	2.51%	\$57,254,951	\$55,919,464	\$1,335,487	2.33%
FY09		\$1,431,374	\$947,751		\$2,379,125	39.84%	1.66%	\$59,634,077	\$58,717,305	\$916,772	1.54%
FY10	\$3,237	\$1,490,933	\$1,068,881		\$2,563,051	41.70%	1.79%	\$62,197,127	\$61,284,933 *	\$912,194	1.47%
FY11		\$1,554,928	\$817,300		\$2,372,228	34.45%	1.31%	\$64,569,356	\$62,529,967	\$2,039,389	3.16%
FY12		\$1,614,234	\$863,585		\$2,477,819	34.85%	1.34%	\$67,047,175	\$65,053,133	\$1,994,042	2.97%
FY13	\$4,307	\$1,676,287	\$1,183,336		\$2,863,930	41.32%	1.76%	\$69,911,105	\$67,034,708	\$2,876,397	4.11%
FY14		\$1,747,778	\$1,220,624		\$2,968,402	41.12%	1.75%	\$72,879,506	\$69,334,211	\$3,545,295	4.86%
FY15	\$2,462	\$1,822,049	\$835,499		\$2,660,010	31.41%	1.15%	\$75,539,516	\$71,897,151	\$3,642,365	4.82%
FY16		\$1,888,488	\$1,284,004		\$3,172,492	40.47%	1.70%	\$78,712,008	\$75,508,265	\$3,203,743	4.07%
FY17	\$23,518	\$1,968,388	\$1,412,859		\$3,381,247	41.79%	1.79%	\$82,116,773	\$77,784,021	\$4,332,752	5.28%
FY18	\$0	\$2,052,919	\$1,321,330		\$3,374,249	39.16%	1.61%	\$85,491,022	\$81,423,066	\$4,067,956	4.76%
FY19		\$2,137,276	\$1,235,953		\$3,373,229	36.64%	1.45%	\$88,864,251	\$84,830,838	\$4,033,413	4.54%
FY20	\$0	\$2,221,606	\$1,195,259		\$3,416,865	34.98%	1.35%	\$92,281,117	\$88,173,656	\$4,107,461	4.45%
FY21 est.		\$2,307,028	\$900,000		\$3,207,028	28.06%	0.98%	\$95,488,144	\$91,267,385	\$4,220,759	4.42%

Overriding the Levy Limit

Once at the annual levy limit, the Town may exceed this limit **only** with a majority vote at town-wide special or regularly scheduled election, though Town Meeting must still appropriate the associated expenditures. Voters have approved operating overrides for the Town government accounts and the schools for six consecutive years concluding with FY07 (ballot vote of June 6, 2006):

FY02 budget: \$2,249,022

FY04 budget: \$1,532,364

FY06 budget: \$752,480

FY03 budget: \$1,478,773

FY05 budget: \$1,858,160

FY07 budget: \$657,538

Sixteen- (16) debt exclusion questions have also been approved by the voters since 1980 (see the section EXCLUDED DEBT). The most recent approval was a ballot in 2016 for the construction of a new \$2 million School Bus Depot. The total debt exclusion tax levy for FY21, inclusive of both the CCRSD & Minuteman debt assessments, is budgeted at \$6,703,046 (about 6.79% of the total projected tax levy). Of this amount, \$3,311,646, about 3.36% of the projected tax bill, is for the Concord-Carlisle High School; \$2,693,284, about 2.73% of the projected tax bill, services the debt associated with the Alcott, Thoreau and Willard elementary school projects; and \$354,322, about 0.36% is for the Minuteman Regional High School project. Of the remaining balance, \$99,794, about 0.1%, is for water and sewer improvement projects and \$244,000, or about 0.25%, is for the School Bus Depot. Between September 2004 and May 2011, a total of \$53,330,000 was issued as long-term debt to finance the construction of the three elementary school buildings. As of June 30, 2019, \$35,698,000 of this debt has been repaid, 66.94% of the total.

FORMS OF OVERRIDES

The Town Meeting does not vote on overrides, or specify the ballot questions. By state law, overrides, capital outlay and debt exclusions are voted upon only at a town-wide election and require a simple majority vote for approval. State law gives the Select Board the sole authority to determine and specify the ballot questions. The Town Meeting's responsibility is to adopt budgets, and, when necessary, to specify whether and how much of an appropriation is to be contingent upon override or exclusion approval by the town-wide electorate.

Override votes may precede or follow Town Meeting action. A General Override or Capital Exclusion vote will show the amount of the override in the wording of the ballot question. A Debt Exclusion cannot, by state law, show the amount of the debt, but rather can only refer to the debt authorized or to be authorized by a vote of Town Meeting. Authorization of Town debt by the issuance of bonds requires a two-thirds vote in a specified amount at Town Meeting. There are several permitted forms of a vote to exceed the annual levy limit:

GENERAL OVERRIDE

A majority vote of the Select Board (3 of 5) is required to place this question on a ballot. The dollar amount of the levy limit increase must be specified and, if approved, the vote permanently increases the limit. The question can be posed with respect to the total budget or by identifying allocations to specific departments.

CAPITAL OUTLAY EXCLUSION

A two-thirds vote of the Select Board (4 of 5) is required to place this question on a ballot. If approved, the dollar amount of the override is effective for one year only. This form of vote can be used to authorize a capital purchase in lieu of a borrowing authorization. It can only be used for an expense that qualifies, under state law, for debt issuance authorization by the Town Meeting.

DEBT EXCLUSION

A two-thirds vote of the Select Board (4 of 5) is required to place this question on a ballot. If approved, the override is effective only for the duration of the specified loan. The annual debt service amount (principal and interest payment) is added to the otherwise permitted annual levy limit.

Debt Management

Prudent use of debt financing is an important part of the Town's overall fiscal planning. The central objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Pursuit of this objective requires clear strategies regarding the purposes of the borrowing, when to schedule debt-financed projects, and how long to stretch out the repayment. Borrowing is a means of distributing part of a current capital cost to future taxpayers, and therefore should be utilized only when such cost allocation is deemed equitable and the long-term interest costs do not outweigh other benefits.

All debt of the Town is issued as general obligation debt. This means that the full faith and credit of the Town - its promise to repay from any source - is pledged to the bondholder. Debt issued on behalf of the Town's enterprise operations (water, sewer, light) is, however, fully supported by the revenues of the respective enterprise when this is stipulated by the authorizing vote of Town Meeting. The basic rules of debt issuance are set forth in the General Laws of the Commonwealth. Municipalities have no independent authority to develop their own rules or innovations.

Capital financing and debt management policy for Town debt supported by taxation within the levy limit is subject to the following guidelines:

- the total budget allocation for capital needs should be in the range of 7% to 8% of the total budget (town and K-8 schools);
- approximately one-third of capital needs should be met from current resources; the repayment of principal and interest, together with related issuance costs and short-term financing costs (i.e. debt service) should be capped at approximately 5% of the total budget;
- a rapid debt repayment schedule should be maintained, with a goal of 60% principal repayment within five years and 90% repayment within ten years.

These guidelines are modified for major projects supported by debt exclusion votes. The guidelines for debt to be financed within the levy limit serve several important purposes:

- capital needs are not displaced by the fiscal demands of current operations;
- the Town's approach to borrowing decisions is disciplined;
- the amount of debt service dollars expended for interest cost is minimized; 27.36% of total FY21 debt service for long-term debt repayment will be expended for interest;
- the capacity to address ongoing capital needs is quickly and continuously restored.

Revenue-supported debt (water, sewer, light) is subject to different guidelines that consider the useful life of the project and the current interest rates in the marketplace (generally, debt issued for longer periods bears a higher interest rate).

On September 26, 2019, in connection with the Town's most recent long-term bond issue, Moody's Investors Service reaffirmed the Town's credit rating of Aaa, its highest rating category. The rating report may be viewed on the Town's website at concordma.gov. The Aaa rating had first been obtained in November 1987. The Town's credit rating is a measure of its overall fiscal health.

The benefit of a strong credit rating is realized in lower interest costs on the Town's long-term debt issues. Thus, to the extent that the Town plans to borrow in support of its future capital needs, a strong credit rating is a benefit to the taxpayers.

Excluded Debt

FY21 gross debt service on all excluded debt authorized is projected to be **\$7,034,742**, as follows:

\$3,375,867	Town Departments, including Concord Public Schools
\$3,311,646	Concord-Carlisle Regional Schools District, Concord's Share
\$ 347,229	Minuteman Career and Technical High School, Concord's Share

This amount represents 7.16% of the total tax levy.

The major portion of the Town debt is for the three elementary school projects. The FY21 tax levy will include \$2,693,284 for Alcott, Thoreau and Willard School projects.

The following is a summary of the debt exclusion authorizations for which debt service is included in the FY21 budget.

Tax Levy for Excluded Debt										
	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26		Final
<i>Debt Issued:</i>	BUDGET	BUDGET	BUDGET	PROJECTED						Fiscal Yr
Concord-Carlisle H.S.	3,404,345	3,348,113	\$3,211,646	\$3,140,990	\$3,067,752	\$2,995,311	\$2,926,248	\$2,853,570		2038
Alcott School	573,280	553,215	530,320	512,068	347,850	334,840	318,710	318,710		2025
Thoreau School	645,630	605,695	569,365	534,068	498,310	461,630	427,020	427,020		2026
Willard School	1,774,760	1,712,485	1,593,599	1,545,210	1,503,800	1,450,850	1,402,850	1,402,850		2029
Middle School Feasibility			338,789	323,750	310,250	296,750	278,250			2025
Minuteman Regional	146,887	300,603	347,229	350,000	350,000	350,000	350,000	350,000		
Bus Depot			244,000	235,250	226,500	217,750	204,000	204,000		2028
Wastewater Plan, Phase 1	99,794	99,794	99,794	99,794	99,794	99,794	99,794	99,794		2026
subtotal	\$6,644,696	\$6,619,905	\$6,934,742	\$6,741,129	\$6,404,256	\$6,206,925	\$6,006,872	\$5,655,944		
CCHS not yet issued:										
New CCHS	0	0	0							
Bus Depot	260,687	251,000	0							
Landfill remediation	0	0	100,000	116,007	114,516	111,731	108,975	106,177		
	\$6,905,383	\$6,870,905	\$7,034,742	\$6,857,136	\$6,518,772	\$6,318,656	\$6,115,847	\$5,762,121		
<i>less Exempt Debt Reserve</i>	(186,274)	0	0	0	0	0	0	0		
<i>less HS Stabilization Fund</i>	(275,000)	0	0	0	0	0	0	0		
<i>less: Premium</i>	(1,095)	(1,008)	0	0	0	0	0	0		
<i>less MSBA Thoreau grant</i>	0	0	0	0	0	0	0	0		
NET from property tax levy	\$6,443,014	\$6,869,897	\$7,034,742	\$6,857,136	\$6,518,772	\$6,318,656	\$6,115,847	\$5,762,121		

Concord-Carlisle High School (2010 and 2011)

On June 8, 2010, voters approved a debt exclusion for Concord's share of \$1,300,000 for a feasibility study and schematic design of a renovated or new CCHS building. The ballot vote was 1,809 to 450. On November 15, 2011, voters approved a debt exclusion for Concord's share of a \$92,578,000 new High School, following the MSBA approval of a maximum facilities grant on September 28, 2011, at 35.58% of eligible costs. The ballot vote was 3,571 to 659. This vote incorporated the earlier \$1.3 million debt authorization. The projected net local cost of the project is approximately \$64.5 million. A \$32.5 million serial maturity bond was issued by the Regional School District on June 4, 2013 at a 3.00% interest rate, with final maturity in FY38. Principal repayment commences in the FY14 budget period. A \$30 million serial maturity bond issue was issued on March 15, 2015 at a 2.87%

interest rate, with final maturity in FY38. Permanent financing was completed in 2016 after all site work and the MSBA audit is completed.

Alcott School (2002) – \$9,365,000 issued, final payment in FY25

On June 19, 2002, voters approved excluding the debt for construction of the new Alcott School, a \$16.7 million authorization approved at the 2002 Annual Town Meeting. The ballot vote was 2,208 to 1,477. The design and construction portion of this authorization, about \$14.2 million, was audited by the state in the summer of 2006 and received a lump-sum state grant of \$7.2 million in September 2006. A 20-year bond for \$7 million, representing the major portion of our anticipated local share for the construction phase, was issued in September 2004 at a favorable 3.7% interest rate. The second phase of work, demolition of the original building and site work, commenced in the summer of 2006 following the relocation of Thoreau students to their new school building after two years in temporary residence at the old Alcott School. No further state grant was earned for Phase 2 of the Alcott project. A 15-year bond for \$2.35 million was issued in February 2007 at a rate of 3.87%. A one-year bond for \$15,000 was issued in March 2009 at a rate of 1.17%. In May 2016, the Town called the remainder of the 2007 bonds (\$737,400) and reissued new debt at a rate of 0.8915%.

Thoreau School (2004) – \$16,940,000 issued, final payment in FY25

On June 8, 2004, voters approved excluding the debt for new construction and reconstruction (1994 wing) of the Thoreau School, a \$16.8 million authorization approved at the 2004 Annual Town Meeting. The ballot vote was 3,421 to 1,899. A further \$350,000 was authorized by Town Meeting vote in April 2006. An 18-year bond for \$10 million was issued in September 2006 at a favorable 3.85% interest rate. An 18-year bond for \$6.8 million was issued in September 2007 at a 3.99% rate. A 3-year bond for \$140,000 was issued in March 2009 at a 1.49% rate, completing the Thoreau School permanent financing. In May 2015, the Town called the remaining portion of the 2006 bonds (\$1,201,500) and reissued new debt at a rate of 1.449%. In May 2016, the Town called the remaining portion of the 2007 bonds (\$2,804,400) and reissued new debt at a rate of 1.177%.

Willard School construction (2007) – \$25,175,000 issued, final payment in FY28

On November 14, 2007, voters approved \$29.4 million for construction of a new Willard Elementary School, by a vote of 2,160 to 1,200. The project was scheduled for fall 2009 completion. A 19-year bond was issued for \$11.9 million in March 2009 at a 3.72% interest rate. A second 19-year bond was issued for \$12.9 million in January 2010 at a 3.18% interest rate. A 4-year bond was issued for \$375,000 in May 2011 at a 1.06% rate, completing the Willard permanent financing. In June 2017, the Town called the remaining portion of the 2007 bonds (\$5,389,000) and reissued the new debt at a rate of 1.635% and finally, in September 2019, the Town called the remaining portion of the 2010 bonds (\$5,470,000) and reissued the new debt at a rate of 1.269%.

Middle School Feasibility Study - \$1,500,000 issued, final payment in FY25

On June 4, 2019, voters approved \$1.5 million for a feasibility study to consider the construction of a new middle school, which may be located at 835 Old Marlboro Road, the present site of the Sanborn Middle School. A 5-year bond was issued in May 2020 at a True Interest Cost rate of 0.848%.

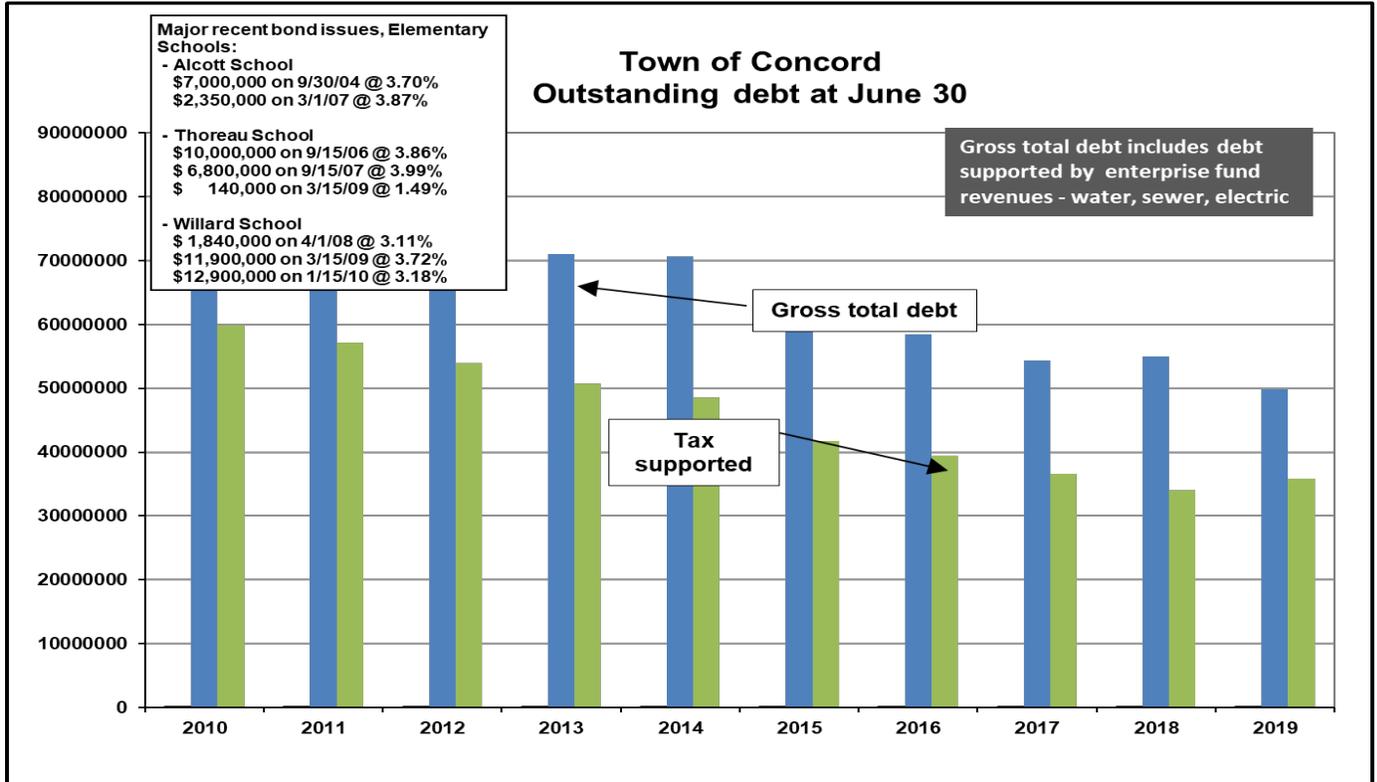
School Bus Depot (2018)

On April 4, 2014, voters approved a debt exclusion for a supplemental appropriation for the purpose of designing, constructing and originally equipping a transportation facility located at 214Y Main Street, including facilities for vehicle repair, fueling, storage and parking, and related activities, and including design, engineering, testing and other related work. On June 21, 2018, a total of \$1,735,625 was permanently financed (\$1,945,000 less premium) for 10 years with a net interest cost of 2.404%, with final maturity in FY28.

Wastewater Management Plan, Phase 1 (2004) – final payment in FY26

On June 8, 2004, voters approved excluding the debt for construction of sewer system extensions in the West Concord and Elm Brook neighborhoods. The ballot vote was 3,392 to 1,851. A debt authorization of \$4,190,000

was approved by the 2004 Annual Town Meeting, the debt to be issued through the state Water Pollution Abatement Trust at a subsidized interest rate of 2%. The Town meeting voted to allocate this debt among the General Fund, the Sewer Fund and betterments. The property tax share of the debt is approximately \$1,640,000. The debt was executed with the State in November 2005 and principal repayment commenced on a 20-year schedule beginning July 2006.



State Aid

State Aid is received for general Town purposes and is not restricted in use, although it is often discussed as if earmarked for “school aid” and “general or non-school aid”. Chapter 70 school aid and the distribution of the net Lottery proceeds (Unrestricted General Government Aid) are the major components of Concord’s aid. Concord receives a minimum statutory Chapter 70 allocation, due to its income and property wealth measures.

State Aid and the State’s fiscal position

State Aid (distribution of aid to municipalities) is a significant component of the State’s own Budget, equivalent to about 22% of own-source state revenues. Aid is distributed to the cities and towns through a variety of formulas, most of which provide aid to communities based upon relative need as measured by property and income characteristics. Anticipated funding to be received by Concord in FY21 represents about 4.74% of the Town’s total \$115.77 million General Fund budget (town departments and education combined) while property taxes supported 85.00% of the budget.

After peaking in fiscal year 2009, State Aid to municipalities and regional school districts weathered a cut of about 12% statewide over the next two years. Five years later, after gradual increases, Governor Baker’s FY16 proposal to increase state aid by 2.1% would finally regain the dollar level last seen in FY09. Concord’s recent State Aid history reflects a steeper drop, from \$4.5 million as the initial FY09 allocation (before a mid-year cutback) to \$3.64 million received in FY12 year, a drop of almost 20%.

The Governor’s January proposal for the FY21 state budget proposed a modest increase in State Aid for most communities for the coming year. Since that time, and as a result of the Covid-19 pandemic, there was a great deal of uncertainty regarding State Aid; however, at the end of July we were notified that State Aid would be level funded for FY21.

The financial plan being presented for Concord’s Town Meeting incorporates a FY21 State Aid estimate of \$5,486,167, an increase over the current fiscal year of \$20,600.

Free Cash Article 8– Free Cash Use to reduce Tax Levy

Free Cash

The accumulation and use of “Free Cash”, which is available undesignated fund balance of the General Fund, is an important component of the Town’s overall financial management policies. These policies maintain the Town’s ability to respond to emergencies, promote the stability of service levels and control the rate of tax levy change.

The undesignated fund balance may be appropriated in either of two forms: (1) for specific expenditures or (2) to reduce the tax levy that otherwise would be required. The available amount is calculated and certified each year by the Commonwealth’s Department of Revenue based upon the balance sheet submitted by the Town.

The General Fund Balance, sometimes referred to as “surplus” or “surplus revenue,” is the amount by which cash and receivables exceed current liabilities and commitments. In a business sense, this might be thought of as “liquidity.” In a personal sense, it can be thought of as “available savings” - at least the portion of savings that cannot be claimed by any other creditor and that is available without requiring the sale of property or other fixed assets.

It is customary for the Annual Town Meeting to allocate some portion of the General Fund Balance to the support of the ensuing year’s expenditure plan. In some years, these savings used are more than replenished from operations, while in other years the year-end return from unexpended appropriations and from revenues overestimates (if any) is insufficient to fully restore the Town’s accumulated reserves. The sums voted by each

annual Town Meeting for use in the ensuing fiscal period are deducted and reserved prior to each June 30 certification.

Free Cash allocated to FY21 Budget support

The Finance Committee's Budget Guideline plan recommends an allocation of \$1,000,000 to support the FY21 operating budgets. The Committee annually reviews the Free Cash policy and has reaffirmed the commitment to keep the unused Free Cash Balance in a range of 5% to 10% of the total ensuing budget, a level deemed essential to enable the Town to cope with unexpected circumstances. The Town's actual Free Cash level has been above this range in recent years due to positive operating results and has been an important factor in the maintenance of the Town's Aaa credit rating through the recession and slow recovery period.

Any favorable budget variances from current year operations (actual revenues in excess of the FY20 budget estimate, and/or any FY20 appropriations that remain unspent at year end) will become part of the June 30, 2020 Free Cash balance. This balance will be available to the next Annual Town Meeting in 2021 for allocation in support of future budgets. The results of FY20 operations were originally expected to restore most or all of the Free Cash balance proposed for allocation to FY21 budget support at the 2020 Town Meeting, however, given the economic impact of the Covid-19 pandemic, this may not be the case. Nevertheless, the Committee is recommending an allocation of \$1,000,000 (Article 8).

In addition to the above, due to the Covid-19 pandemic, significant portions of the FY20 Budget remain unexpended. In recognition of this unusual event, the Legislature has granted cities and towns special authority to recapture this previously appropriated expenditure authority for which taxes have already been collected and re-appropriate it to offset FY21 expenses. The mechanism to re-appropriate is to transfer this amount from Free Cash. As such, the Finance Committee is recommending that an additional amount of \$715,000 be transferred from Free Cash, for a total transfer of \$1,715,000 to support the FY21 Budget Plan. This additional amount will be appropriated under Article 10, Town Budget.

Free Cash Appropriations

At June 30, 2019, the Town's certified Free Cash of \$11,839,956 is equal to 10.08% of the FY20 budget total. This is an increase of \$156,284 from the prior year and was the result of favorable financial developments in FY19. The Free Cash position gives us greater flexibility to address spending requirements on the Town Meeting warrant. Specifically, the Finance Committee recommends that the following items be funded from the Free Cash balance:

- \$1,000,000 be appropriated to reduce the Tax Levy under Article 8;
- \$500,000 be appropriated for Affordable Housing under Article 14;
- \$2,000,000 be appropriated to fund a Middle School Stabilization fund under Article 29; and
- \$200,000 be appropriated for Healthy School Buses under Article 30.

The proposed Free Cash uses recommended above will reduce the balance to \$8,139,956, or about 6.93% of budget before adjusting for FY20 budget results.

The re-appropriation of the unexpended portion of the FY20 Budget (\$715,000) will be an appropriation from Free Cash, but it will not further draw down on the certified amount noted above, as this amount would be added to that certification, then subtracted, essentially a "wash."

Below is a chart showing historical activity relative to Free Cash Appropriations through the 2019 Annual Town Meeting.

Availability of Free Cash for Appropriation			Use of Free Cash for Appropriation					
Certification Year (As of June 30th)	Free Cash Available for Appropriation	Percent of Next Year's Budget (from cert. date)	Fiscal Year	Appropriated to Reduce the Tax Levy	Appropriated for Debt Stabilization	Appropriation from Free Cash	Appropriated for Willard School Borrowing	Total Free Cash Use
2010	8,635,340	11.1%	2012	850,000		24,822 ⁽¹⁾		874,822
2011	9,567,656	11.9%	2013	850,000	2,000,000			2,850,000
2012	9,357,662	11.3%	2014	850,000	750,000			1,600,000
2013	9,664,489	11.2%	2015	850,000	750,000			1,600,000
2014	11,084,916	12.3%	2016	950,000	750,000	625,000 ⁽²⁾		2,325,000
2015	11,040,933	11.5%	2017	1,000,000				1,000,000
2016	12,605,955	12.8%	2018	1,000,000		1,000,000 ⁽³⁾		2,000,000
2017	10,798,936	10.4%	2019	1,000,000				1,000,000
2018	11,683,672	10.7%	2020	1,000,000		\$ 500,000 ⁽⁴⁾		1,500,000

Note: Free Cash is certified by the State as of each June 30th. Once this is done, certified free cash becomes available for Town Meeting appropriation.

- (1) FY12 Supplemental Assessment for MMRSD (\$24,822, 10ATM2011)
- (2) CPS Busses (\$600,000, 24ATM2015) and White Pond Management (\$25,000, 29ATM2015)
- (3) Junction Village (\$1,000,000, 30ATM2017)
- (4) Affordable Housing Support (\$500,000, 23ATM2019)

Reserve Fund Transfers

The Reserve Fund is an appropriated contingency account. It is part of the Town Government budget (item 9 of Article 10, proposed at \$225,000) and is counted within the Finance Committee's budget guideline for Town Government operations (Article 10, items 1-16). It is allocated during the budget year by vote of the Finance Committee pursuant to the request of the Town Manager. By state law, its use is restricted to "extraordinary or unforeseen expenditures." In FY19, \$225,000 was allocated to cover the cost of legal services in excess of the original appropriation.

The Town budget is adopted as a series of separate appropriations (Article 10, items 1-16). Funds are not transferred from one appropriation account to another except by Town Meeting action. Only the Reserve Fund appropriation may be used during the fiscal year to supplement other appropriation accounts, except that in the final three months of the budget year any appropriation balance may be transferred by joint approval of the Finance Committee and the Select Board. This latter provision was added by state law in 2003 as a safety valve for communities that exhaust their Reserve Fund account. Concord has never used this provision of state law.

The budget contingency process works differently for the Concord Public Schools budget (Article 25). State law gives the School Committee the "bottom line" power to authorize transfers within its appropriation total voted by Town Meeting. At the end of each fiscal year, funds in appropriation accounts that are not spent are returned to the General Fund balance.

The FY21 Reserve Fund appropriation recommendation of \$225,000 is about one-half of one percent (0.5%) of the total Article 10 recommendation. State law allows the Reserve Fund appropriation to be as much as 5% of the previous tax levy; this would permit a Reserve Fund appropriation of \$4.75 million. The Concord Finance Committee has not felt that such a large contingency account would be consistent with the objective of fostering tight expenditure control by Town and School administrations.

Reserve Fund Uses, FY2019

Town Account	Amount	Purpose
Legal Services	\$225,000	Extraordinary Legal Services
total:	\$225,000	

Observer Reports

Board of Assessors

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with State statutes and regulations. The five-member Board of Assessors, appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations. Assessments for the purposes of taxation are required to be at market value each year. All local boards of assessors in Massachusetts are overseen and subject to the rules and regulations set forth by the State’s Bureau of Local Assessment. The valuation process and statistical validation must be certified by that agency each year, with on-site review every five years. An on-site state review was conducted in FY18. The next state review will be in FY23.

Each year’s valuation is based upon market sales in the calendar year preceding the valuation date. Thus, the valuations used for the current year (FY20) tax billing, the year July 1, 2019 through June 30, 2020, is based upon a valuation date of Jan. 1, 2019 and the actual sales occurring in calendar year 2018. The FY20 assessment included shifts in market area factors, building style base rates and increases in out-building values.

Based on the most recent biennial survey of Concord residents conducted in the fall of 2018, 66% (up from 62% last survey) of Town residents felt that their properties were “fairly assessed” or “under assessed”, while 27% (down from 29%) felt their properties were “over assessed” and 8% expressed no opinion.

Following the Tax Classification Public Hearing November 18, 2019, the Select Board voted to support the Board of Assessor’s FY20 recommendations that all classes of property (residential, commercial, industrial, personal) be taxed at a uniform tax rate, and that no discounts for open-space, small commercial, or residential exemptions be adopted. This recommendation has been applied consistently since FY98.

For FY20 (valuation date January 1, 2019), the total assessed value of real estate in Concord is \$6.685 billion. This represents an increase of 3.69% over FY19; new growth—the taxable value attributable to new construction—accounted for approximately 31% of the increase, and existing properties accounted for the remaining increase in value.

The Board of Assessors calculates the uniform tax rate, which is the overall tax levy required to balance the Town budget divided by the total Town’s assessed value. For FY20, the tax rate increased to \$14.23 per \$1,000 of assessed value (from \$14.19 in FY19). The property tax levy is subject to an annual levy limit.

Exceeding the levy limit requires majority approval of the voters at a Town-wide election (not at Town Meeting). Concord's FY20 tax levy is below its current levy limit by \$4,107,460, or 4.45%.

Class	FY2019 Valuation	FY2020 Valuation	Change	Percent Change
Residential	\$ 5,923,488,031	\$ 6,141,398,117	\$ 217,910,086	3.68%
Commercial/ Industrial/ Personal Property	\$ 523,545,486	\$ 543,853,008	\$ 20,307,522	3.88%
Total:	\$ 6,447,033,517	\$ 6,685,251,125	\$ 238,217,608	3.69%

Retirement Board

The Retirement Board administers the town's Contributory Retirement System for public employees in accordance with State law MGL Chapter 32. State law establishes all procedural rules and benefit formulas. Concord Public School and Concord-Carlisle Regional School District teachers participate in a separate retirement system administered by the State Teachers' Board. The Town Retirement Board has five members: the Town accountant (who serves ex-officio), one member appointed by the Select Board, two members elected by the Town employees and retirees, and one member chosen by the other four. While the Town accountant serves continuously, the remaining members serve for a term of three years. The Town's retirement system is overseen by the Massachusetts Public Employee Retirement Commission (PERAC), which has oversight of all public retirement plans in the Commonwealth. Employees and the town each contribute 50% toward the estimated cost of an employee's pension benefits although the town is additionally responsible for any shortfall in plan assets.

The most recent actuarial valuation report for the Concord Retirement System was published in January of 2019. As of January 1, 2019, the actuarial value of plan assets grew \$7.2 million to \$167.1 million and the liability for future benefits increased \$9.4 million to \$194.1 million. The unfunded pension liability, which is the difference between plan assets and plan liabilities (think of the unfunded liability as the estimated difference between what we have saved and what we will owe), increased by \$2 million to \$27 million. The increase in the liability was primarily due to weak financial markets which led to poor investment returns for plan assets in 2018.

The town uses an assumed investment return of 7.0% for plan assets which, according to PERAC information (www.mass.gov/perac), is the 6th lowest assumed rate of return out of the 105 town retirement systems in the state. In addition, Concord's plan uses updated mortality tables which contributes to a more conservative estimate of the liability (newer tables use longer life spans). Despite the conservative methodology, Concord's funding ratio (assets divided by liabilities) was 86.5%, the 11th best ratio in the state. The plan is on track to eliminate the unfunded pension liability by 2030.

While actual investment returns for 2018 were low, pension funding has a very long time horizon and the town retirement plan's ten year return is close to the actuarial assumption mentioned above. For 2018, the plan's return was -3.49% compared to a gain of 15.2% in the prior year. For the ten years from 2008 to 2018, however, the plan's annual return averaged 8.92% (The average for all towns in the state was 9.13%). The plan's asset mix was approximately 47% equities, 31% fixed income, and 22% alternative investments such as real estate, private equity, and hedge funds.

For FY21, the expected annual appropriation from the General Fund for the Town's share of pension costs is \$4.1 million, or approximately 3.5% of the budget. Based upon annual system valuations, the finance director projects this amount to increase at an annual rate of 3 - 5%.

Concord Municipal Light Board

The Concord Municipal Light Plant (CMLP) is one of 41 municipal electric utilities in the Commonwealth. Since its inception in 1898, the goal of CMLP, as a community owned and operated utility, has been reliable and reasonably priced service, provided in a responsive and thoughtful manner, which meets the current and future needs of its customers. In addition, since 2014 the CMLP has provided broadband internet service to town customers.

CMLP is organized as a self-sustaining, non-profit, enterprise fund. It does not receive funds from property tax revenue. Its operating expenses are covered from revenue paid by light plant customers. It also contributes to the town operating budget through a payment-in-lieu-of taxes (PILOT) for its use of financial and administrative services, natural resources protection, and landscaping. In FY 2020, the budgeted CMLP PILOT payment was \$452,000. The anticipated PILOT payment for FY21 is \$474,500.

The Concord Municipal Light Board is a five-member, volunteer advisory committee appointed by the town manager. The Board meets monthly to address rates, power supply and renewable energy options. In 2017 the Board adopted an eight-year strategic plan for 2018-2025, with six specific goals: (1). maintain system reliability; (2). maintain or Increase customer satisfaction/perception of value; (3). provide energy related services to as many customers as possible; (4.) increase revenue; (5). increase net operating income; and (6) reduce greenhouse gas emissions.

CMLP service

CMLP serves over 8,200 customers, providing 190,000 Megawatt Hours (MWh). There are over 7500 residential, over 1200 commercial, and 76 municipal customers. The service territory that covers the municipal street grid of approximately 110 miles of streets.

CMLP maintains a town-owned distribution system with three electric distribution substations, power lines, light poles, and transformers. The primary substation is at Forest Ridge Road.

CMLP does not generate electricity itself. It purchases power from third party suppliers with whom it has "power purchase agreements. CMLP utilizes a portfolio approach to its power procurement, balancing a mix of short and long term contracts, and fixed and spot market pricing. As described below, one of CMLP's objectives in the area of power supply is to purchase as much energy from renewable sources as possible, provided the economics are in line with more conventional power supply options.

CMLP has also begun upgrading the Light Plant's Smart Grid Infrastructure. Up until now, CMLP has had a limited smart grid in place. Several years ago the CMLP was approved to borrow \$3 million to allow accelerated deployment of smart meters throughout town. There are now over 800 smart meters deployed through the town. Other planned enhancements include improved response to customer electricity demands, additional live meter data analysis, outage notifications, and streetlight control upgrades to include dimming capability and fixture health monitoring.

In the spring of 2019, the Light Plant, along with the town public works department, launched a new billing system. In the new system, customers of all four town utilities (electric, water, sewer and/or broadband) receive one invoice for all of these services. Each utility is broken out separately as an account on the invoice and will show usage and charges for that billing period.

Light Plant renewable energy

At the 2017 Town Meeting, the town adopted Article 51, which stated the town's energy goals. Among other provisions, Article 51 stated that it was a goal to reduce town-wide greenhouse gas emissions to align with the Massachusetts 2008 Global Warming Solutions Act. Specifically, Article 51 articulated a goal of a 25% town-wide reduction in greenhouse gas emissions by 2020 and an 80% reduction by 2050 from the baseline developed in 2008, with an interim target in 2030. The Light Plant's Strategic Plan includes steps for addressing these goals in reducing greenhouse gas emissions. It includes a plan for the purchase of renewable energy credits (RECs) that will allow CMLP to reach a 100% emissions-free supply by 2020. The Board has also been discussing adoption of rate plans to reduce greenhouse gas emissions. No specific rate plans have been adopted yet, but the Concord Energy Futures Task Force final report that led to the adoption of Article 51 did note that realizing the 2030 interim target of reducing greenhouse gas emissions of CMLP's electricity supply through the purchases of RECs may require electricity rate increases of approximately 20 to 30%.

Electricity from renewable energy sources currently equals approximately 25% of the kilowatt-hours of all purchased power (10% wind, 7% hydro, 6% solar, and 2% landfill). The Board's goal is to increase the percentage of renewable energy to 30% by the end of 2020.

The Light Plant has initiated programs and policies to encourage energy conservation, including implementing a variety of rebate programs, energy assessments, and other incentives for customers. A three-tier residential rate structure was adopted in May 2015 to provide an economic incentive as one such measure. The Board is currently considering changing or reducing the number of tiers in the rate structure.

Broadband Internet Service

Besides providing electric service, for over five years CMLP has offered high-speed Internet service over its 100% fiber optic system to the residents of the town. Internet service is delivered through a dedicated fiber line directly to homes or businesses. CMLP's broadband service is currently available to 95% of Concord residents and many businesses. There are over 1200 subscribers to the broadband internet service. With capacity to support up to 3000 customers. Concord Light Broadband fee receipts are sufficient to cover the operating expenses for the service.

CMLP and the Light Board maintain information pages at the Town website: www.concordma.gov where copies of their published strategies, CMLP product offerings, customer incentives and assistance, industry information, purchased power portfolio chart, and information on CMLP's telecommunications service may be found.

**Proposed Disposition of Warrant Articles at
Annual Town Meeting
September 13, 2020 at 1:00 pm
Doug White Field**

Proposed Consent Calendar (Taken up Under Article 2)

- Article 3 Meeting Procedure
- Article 4 Ratify Personnel Board Classification Actions
- Article 5 Classification & Compensation Plan for Regular-Status Positions
- Article 7 Accepting Provisions of Section 103(J) of M.G.L. Chapter 32, as Amended by Section 19 of Chapter 188, so as to Increase the COLA Base
- Article 8 Use of Free Cash
- Article 12 Authorize Expenditure of Revolving Funds Under M.G.L. Chapter 44, Section 53E1/2
- Article 13 Affordable Housing Trust Bylaw
- Article 14 Funds for Affordable Housing
- Article 17 Light Plant Expenditures & Payment in Lieu of Taxes
- Article 18 Solid Waste Disposal Fund Expenditures
- Article 19 Sewer System Expenditures
- Article 20 Sewer Improvement Fund Expenditures
- Article 21 Water System Expenditures
- Article 22 Authorize Expenditure from PEG Access & Cable-Related Fund
- Article 23 Beede Swim & Fitness Center Enterprise Fund Expenditures
- Article 24 Minuteman Regional Technical High School District Budget
- Article 29 Middle School Stabilization
- Article 35 Hammerhead Lot
- Article 36 Criteria for Parking Relief
- Article 38 Zoning Bylaw Amendment — Fairs, Bazaars, Antique Shows, Suppers and Dances
- Article 39 Zoning Bylaw Amendment — Prohibited Uses
- Article 44 Community Preservation Committee Appropriations
- Article 50 Additional Liquor Licenses

Article to be Moved for Referral to the Planning Board for Review and Report

- Article 43 1-YR Moratorium on PRDs

Articles to be Moved for Indefinite Postponement

- Article 6 Personnel Bylaw Amendment
- Article 40 Fossil Fuel Infrastructure
- Article 49 Neonicotinoids Prohibition of Town Land

Articles for Which No Motion Is Expected

- Article 9 FY20 Budget Adjustment
- Article 28 CCRHS Capital Budget

- Article 31 Municipal Fleet Electrification
- Article 33 Two-family Residence
- Article 48 HDC Nominating Organizations
- Article 51 Unpaid Bills
- Article 52 Debt Rescission

Articles to be Moved for Full Deliberation

- Article 10 Town Budget
- Article 11 Capital Improvements & Debt
- Article 15 Senior Means Tested Property Tax Exemption
- Article 16 Tax Increment Financing
- Article 25 Public School Budget
- Article 26 Public School Capital Budget
- Article 27 CCRHS Budget
- Article 30 Citizen Petition -- Healthy School Buses
- Article 32 Accessory Dwellings
- Article 34 Align PRD Bylaw
- Article 37 Thoreau Depot Boundary
- Article 41 Citizen Petition -- On-Site Notice of PRD App
- Article 42 Citizen Petition -- Amend Sign Bylaw for PRD
- Article 45 Citizen Petition -- Recording of Select Board Executive Sessions
- Article 46 Citizen Petition -- Public Posting of OML Complaints
- Article 47 Citizen Petition -- Investigate Town Counsel Bylaw

**ARTICLE 2
2020 CONSENT CALENDAR**

Mr. Banfield moves: that the 2020 Annual Town Meeting advance for consideration the Articles in the table below: and take action on such Articles without debate on any of such Articles, provided, that upon the request of ten (10) voters at this Meeting, made before the vote is taken on this motion, an Article, or, in the Moderator's discretion, a portion thereof, shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Note to Moderator: 2/3 Vote Required

Article 3	<p>MEETING PROCEDURE Affirmative Action Recommended By: Finance Committee, Select Board Motion: That in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C, the Meeting adopt the following Rule of the Meeting:</p> <p style="text-align: center;">RULE OF THE MEETING</p> <p>1. <u>Articles for appropriations supported from current taxation and/ or available funds.</u> Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the "allocation at Levy Limit," or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law; b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as: <ul style="list-style-type: none"> o a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or o a maximum amount that may be appropriated within the Levy Limit under a subsequent article in the warrant. <p>2. <u>Articles for appropriations supported from borrowing.</u> The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the Levy Limit.</p> <p>Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> a. The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law; <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> b. The original motion or motion to amend shall include a corresponding and offsetting reduction in
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	<p>another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the Levy Limit under a subsequent article in the warrant.</p> <p>3. <u>Articles making appropriations to be kept open.</u> Any Article making appropriations shall be kept open until the final adjournment of the Meeting.</p> <p>Reason: Routine and non-controversial at hearing; the motion is identical to Meeting Procedure motions passed annually and unanimously for more than fifteen years.</p>
Article 4	<p>RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS Affirmative Action Recommended By: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 4 as printed in the Warrant. Reason: Routine annual ratification action; non-controversial at hearing.</p>
Article 5	<p>CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS Affirmative Action Recommended By: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 5 as printed in the Warrant. Reason: Routine and non-controversial at hearing</p>
Article 7	<p>ACCEPTING PROVISIONS OF MASS. GEN. LAWS C. 32, § 103(J), AS AMENDED BY SECTION 19 OF CHAPTER 188, TO INCREASE THE COST OF LIVING ADJUSTMENT (COLA) BASE Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 7 as printed in the Warrant. Reason: Non-controversial. Adopts local option to increase the base upon which cost of living increases may be granted to Town retirees, last adjusted in 1997, bringing the Town into line with the over 74% of Massachusetts County, Regional and Municipal legislative authorities that have adopted the option to increase the COLA base.</p>
Article 8	<p>USE OF FREE CASH Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town authorize and direct the Assessors to transfer \$1,000,000 from the Certified Free Cash Balance as of June 30, 2019 to reduce the tax levy for the fiscal year ending June 30, 2021. Reason: Routine transfer of surplus funds to reduce tax levy; non-controversial at hearing. Surplus results from revenue collection exceeding estimates and/or actual expenditures being less than appropriations.</p>
Article 12	<p>AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER MASS. GEN. LAWS. C. 44, § 53E1/2 Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 12 as printed in the Warrant. Reason: Routine authorization of annual spending limits for Revolving Funds, expenditures made pursuant to the Town's Revolving Fund Bylaw with the approval of the Town Manager. Non-controversial.</p>
Article 13	<p>AFFORDABLE HOUSING TRUST BYLAW Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 13 as printed in the Warrant. Reason: Non-controversial. Carries out the vote of 2019 Annual Town Meeting to establish a Municipal Affordable Housing Trust Fund pursuant to Mass. Gen. Laws c. 44, § 55C by adopting a bylaw to establish the Trust.</p>
Article 14	<p>FUNDS FOR AFFORDABLE HOUSING Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town transfer from the Certified Free Cash Balance as of June 30, 2019 the sum of \$500,000 for the purpose of developing or supporting affordable housing within the Town, to be expended under the direction of the Town Manager on such terms and conditions as the Select Board may determine, including transferring the funds to the Municipal Affordable Housing Trust Fund. Reason: Non-controversial. The proposed transfer follows the 2018 recommendation of the Affordable Housing Funding Committee that the Town appropriate sums from free cash to support affordable housing when the free cash balance is higher than five percent of the annual operating budget, until such time as other means of generating funds to support affordable housing are in place.</p>
Article 17	<p>LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town authorize the income from sales of electricity and from servicing and jobbing during the fiscal year ending June 30, 2021, together with the balance of operating cash in the Light Plant Fund, to be</p>

	<p>expended under the direction and control of the Town Manager, without further appropriation, for the expenses of the Light Plant for the fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, and/or for other plant extension, enlargements, additions, renewals, and reconstruction.</p> <p>Reason: Routine annual action; non-controversial at hearing. Authorizes the Light Plant to expend its income for operations and provides for the transfer of \$474,500 from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2021.</p>
Article 18	<p>SOLID WASTE DISPOSAL FUND EXPENDITURES Affirmative Action Recommended by: Select Board, Finance Committee Motion: That the Town take affirmative action on Article 18 as printed in the Warrant. Reason: Routine annual authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue from the fiscal year ending June 30, 2021 and cash on hand in the Solid Waste Disposal Fund to operate the Town's curbside solid waste and recycling collection and disposal program.</p>
Article 19	<p>SEWER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 19 as printed in the Warrant. Reason: Routine annual enterprise fund authorization; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2021 and cash on hand in the Sewer Fund for the operation, maintenance, and improvement of the Town's sewer system.</p>
Article 20	<p>SEWER IMPROVEMENT FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 20 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system; the Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.</p>
Article 21	<p>WATER SYSTEM EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town take affirmative action on Article 21 as printed in the Warrant. Reason: Routine annual action; non-controversial at hearing. Authorizes the Town Manager to expend user fee revenue for the fiscal year ending June 30, 2021 and cash on hand in the Water Fund for the operation, maintenance, and improvement of the Town's water system.</p>
Article 22	<p>AUTHORIZE EXPENDITURE FROM PEG ACCESS AND CABLE-RELATED FUND Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town transfer from the PEG Access and Cable-Related Fund the amount of \$376,934 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement. Reason: Routine transfer; non-controversial at hearing.</p>
Article 23	<p>BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town appropriate from the Community Pool Enterprise Revenues the sum of \$1,575,000 and appropriate from Retained Earnings the sum of \$772,043 for a total appropriation of \$2,347,043, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2021, in accordance Mass. Gen. Laws c. 44, § 53F½, to be expended under the direction of the Town Manager. Reason: Routine annual enterprise fund authorization; non-controversial at hearing.</p>
Article 24	<p>MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET Affirmative Action Recommended by: Finance Committee, Select Board Motion: That the Town raise and appropriate the sum of \$1,258,898 for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2021. Reason: Non-controversial. Routine ratification of assessment of Concord's share of the annual operating budget for the Minuteman Regional Technical High School District, pursuant to formula set forth in governing regional agreement.</p>
Article 29	<p>MIDDLE SCHOOL STABILIZATION FUND Affirmative Action Recommended by: Finance Committee, Select Board</p>

	<p>Motion: That the Town establish a Middle School Building Stabilization Fund as authorized by Mass. Gen. Laws c. 40, § 5B, and transfer from the Certified Free Cash Balance of June 30, 2019 the sum of \$2,000,000 to the fund so established.</p> <p>Reason: Non-controversial. Concord Middle School buildings will require substantial renovation or replacement in the near future at a significant cost. The stabilization fund created and funded under this article will be used to reduce the annual property tax impact of borrowing necessary for the project.</p>
Article 35	<p>ZONING BYLAW AMENDMENT - HAMMERHEAD LOT</p> <p>Affirmative Action Recommended by: Planning Board, Zoning Board of Appeals, Select Board</p> <p>Motion: That the Town take affirmative action on Article 36 as printed in the Warrant.</p> <p>Reason: Non-controversial. Transfers permit granting authority for Hammerhead Lot Special Permit applications from Zoning Board of Appeals to Planning Board, consistent with the views of both boards that the Planning Board is better suited to review and decide upon such applications.</p>

Article 36	<p>ZONING BYLAW AMENDMENT- RELIEF FROM PARKING REQUIREMENTS</p> <p>Affirmative Action Recommended by: Planning Board, Zoning Board of Appeals, Select Board</p> <p>Motion: That the Town take affirmative action on Article 36 as printed in the Warrant, with the inclusion of the words “,if applicable” at the end of Item (a).</p> <p>Reason: Non-controversial. Amends the zoning bylaw to add the six criteria that the Planning Board, in its current practice, considers when evaluating requests for relief from parking requirements.</p>
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Article 38	<p>ZONING BYLAW AMENDMENT – FAIRS, BAZAARS, ANTIQUE SHOWS, SUPPERS AND DANCES</p> <p>Affirmative Action Recommended by: Planning Board, Select Board</p> <p>Motion: That the Town take affirmative action on Article 38 as printed in the Warrant.</p> <p>Reason: Non-controversial. Amends the zoning bylaw to allow philanthropic organizations seeking to hold fairs, bazaars, suppers, dances and similar events to follow the same review process through which other organizations seeking to hold such events are reviewed.</p>
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Article 39	<p>ZONING BYLAW AMENDMENT – PROHIBITED USES</p> <p>Affirmative Action Recommended by: Planning Board, Select Board</p> <p>Motion: That the Town take affirmative action on Article 39 as printed in the Warrant.</p> <p>Reason: Non-controversial. Amends the zoning bylaw to clarify that the Bylaw is not intended to preclude the keeping of a registered, non-residential trailer on the property.</p>
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Article 44	<p>COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS</p> <p>Affirmative Action Recommended by: Community Preservation Committee, Finance Committee, Select Board</p> <p>Motion: That the Town appropriate the sum of \$1,960,000 from the Concord Community Preservation Fund, of which \$244,233 shall be appropriated from the Undesignated Fund Balance as of June 30, 2019 and up to \$1,715,777 shall be appropriated from the projected Fiscal Year 2021 Fund Revenues, in accordance with Mass. Gen. Laws c. 44B, to be expended under the direction of the Town Manager on projects A through J, as printed in Article 44 of the Warrant.</p> <p>Reason: History of community support; numerous prior public hearings. Appropriates Community Preservation Fund funds to projects recommended by the Community Preservation Committee following a series of public hearings on funding applications by the projects, allocating \$320,000 for Community Housing, \$250,000 for Historic Preservation, \$619,223 for Open Space, \$730,000 for Recreation, and \$40,000 for Administration.</p>
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Item	Project/Description	Category	Sources		Total Amount Recommended
			Prior Year Undesignated Fund Balance	FY21 CPA Fund Revenues	
A	Concord Housing Authority – Commonwealth Avenue Project	Community Housing		\$300,000	\$300,000

	B	Town of Concord Regional Housing Services Program	Community Housing		\$20,000	\$20,000
	C	First Parish in Concord – Restoration and Repaint and Gild Belfry	Historic Preservation		\$75,000	\$75,000
	D	Holy Family Parish – Holy Family Parish Rectory Renovation	Historic Preservation		\$75,000	\$75,000
	E	Friends of Minute Man National Park – Buttrick House Gardens Hardscape Rehabilitation	Historic Preservation		\$100,000	\$100,000
	F	Town of Concord – Gerow park Improvements Phase I	Open Space	\$244,223		\$500,000
			Recreation		\$255,777	
	G	Town of Concord – Warner’s Pond Dredging Project	Open Space		\$250,000	\$500,000
			Recreation		\$250,000	
	H	Town of Concord – Assabet River Pedestrian Bridge Construction Drawings and Permitting	Open Space		\$125,000	\$250,000
			Recreation		\$125,000	
	I	Minute Man Arc for Human Services, Inc. – Accessible Outdoor Oasis Recreation Park for People with Disabilities	Recreation		\$100,000	\$100,000
	J	Staff and Technical Support	Administration		\$40,000	\$40,000
		Total All Projects		\$244,223	\$1,715,777	\$1,960,000
Article 50	<p>AUTHORIZE SPECIAL LEGISLATION - ADDITIONAL LIQUOR LICENSES Affirmative Action Recommended by: Select Board Motion: That the Town take affirmative action on Article 50 as printed in the Warrant. Reason: Non-controversial. Authorizes Select Board to request special legislation to ease the Board's administrative burden in processing the over 100 requests for one-day liquor licenses received annually by authorizing the issuance of "general licenses" to be used by locations that regularly host special events, but do not hold an on-premises liquor license.</p>					

**THE COMMONWEALTH OF MASSACHUSETTS
WARRANT FOR THE ANNUAL TOWN MEETING 2020**

Middlesex, ss.

To any of the Constables of the Town of Concord, in said County, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify the legal voters of said Town of Concord, qualified to vote at Town Meeting for the transaction of Town affairs, to meet at the Concord-Carlisle Regional High School at 500 Walden Street, in said town, on Monday, the twenty-seventh day of April, 2020, at 7:00 o'clock in the evening, by posting a printed copy of this Warrant by you attested, at the Town House and in at least one public location in each precinct in Concord. Further a copy thereof shall be mailed to every household at least fourteen days before the Town Meeting, then and there to act upon the following Articles:

CHOOSE TOWN OFFICERS

ARTICLE 1. To choose all necessary Town Officers and Committees.

HEAR REPORTS

ARTICLE 2. To hear and act upon the reports of Town Officers and Committees.

MEETING PROCEDURE

ARTICLE 3. To determine whether the Town will adopt a rule of the meeting governing requirements on Motions and amendments to Motions made at this meeting under Articles concerned with expenditures, in order to assure compliance with the requirements of Massachusetts General Laws c. 59, § 21C (generally referred to as "Proposition 2½"), or take any other action relative thereto.

The motion to be made by the Finance Committee will specify that every motion to appropriate funds will be required to identify the source of funding. Town Meeting has adopted this meeting procedure for a number of years.

RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS

ARTICLE 4. To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Change the title "Facilities Maintainer" in Grade TCL-3 to "Facilities/Landscape Maintainer" effective April 1, 2019.
2. Add the title "Assistant to the Town Clerk" to Grade AC-4 effective May 15, 2019.
3. Change the title "Finance Director" in Grade MP-9 to "Chief Financial Officer" effective January 9, 2020.
4. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 10, 2020, and April 27, 2020.

The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town's established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting.

CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

ARTICLE 5. To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2020, or take any other action relative thereto:

CLASSIFICATION AND COMPENSATION PLAN Effective July 1, 2020

ADMINISTRATIVE-CLERICAL

Grade Number & Class Title		Minimum	Mid-Point	Maximum
AC-1	Hourly	17.81	21.43	25.04
Receptionist/Clerk Recreation Clerk				
AC-2	Hourly	19.90	23.93	27.96
Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk				
AC-3	Hourly	22.57	27.14	31.70
Customer Services Representative Senior Account Clerk Senior Department Clerk				
AC-4	Hourly	24.38	29.32	34.26
Administrative Assistant Assistant to the Town Clerk Collections Assistant Retirement Assistant Treasury Assistant				
AC-5	Hourly	26.07	31.33	36.59
Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant				
AC-6	Hourly	26.96	32.42	37.87
Finance Assistant Senior Human Resources Assistant				

TRADES-CRAFTS-LABOR

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TCL-1 Building Custodian	Hourly	17.59	21.26	24.93
TCL-2 Building Maintenance Custodian	Hourly	19.86	24.01	28.16
TCL-3 Facilities/Landscape Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	21.86	26.43	31.00
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	24.46	29.60	34.73
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	27.08	32.75	38.41
TCL-6 Senior Treatment Systems Operator	Hourly	30.42	36.79	43.16
TCL-7 HVAC Technician Public Works Supervisor	Hourly	33.74	40.82	47.89

MANAGERIAL-PROFESSIONAL

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MP-1 Associate Engineer Engineering Technician Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager	Annual	48,419	60,729	73,038
MP-2 Administrative & Special Projects Coordinator Administrative Manager Administrative Systems Analyst	Annual	54,642	68,531	82,420

Assistant Local Inspector
 Assistant Natural Resources Director
 Budget Analyst
 Energy Specialist
 Environmental Health Inspector
 Environmental & Regulatory Coordinator
 Facilities Operations Coordinator
 Field Lister
 GIS Technician/Analyst
 Information Systems Technician
 Office Accountant
 Public Health Inspector
 Public Information & Communications Manager
 Water Conservation Coordinator

MP-3	Annual	64,474	80,866	97,257
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Assistant Assessor
 Assistant Human Resources Director
 Assistant Public Health Director
 Assistant Public Works Engineer
 Assistant Senior Services Director
 Assistant Town Accountant
 Assistant Town Clerk
 Assistant Treasurer
 Associate Financial Manager
 Childcare Services Manager
 Customer Service Supervisor
 Energy Conservation Coordinator
 Local Inspector
 Management Analyst
 Municipal Archivist/Records Manager
 Operations Manager
 Recreation Programs & Events Manager
 Retirement System Administrator
 Senior Budget & Operations Analyst
 Senior Environmental & Regulatory Coordinator
 Senior Information Systems Technician
 Senior Planner

MP-4	Annual	68,928	86,452	103,976
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Assistant Highway & Ground Superintendent
 Assistant Recreation Director
 Customer Service Administrator
 Environmental Services Program Administrator
 GIS & Application Integration Program Manager
 Operations Engineer
 Public Works Engineer

MP-5	Annual	74,142	92,990	111,838
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Assistant Library Director
 Assistant Town Engineer
 Budget & Purchasing Director
 Deputy Treasurer/Collector
 Director of Sustainability

IT Services Manager
 Financial Manager/Accountant
 Natural Resources Director
 Police Lieutenant
 Public Health Director
 Senior Services Director
 Town Clerk
 Town Planner

MP-6	Annual	86,092	107,977	129,861
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Assistant Fire Chief
 Building Commissioner
 Facilities Director
 Highway & Grounds Superintendent
 Police Captain
 Recreation Director
 Town Accountant
 Town Assessor
 Town Engineer
 Water/Sewer Superintendent

MP-7	Annual	93,559	117,343	141,127
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Director of Planning & Land Management
 Human Resources Director
 Library Director

MP-8	Annual	104,234	130,733	157,231
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Assistant Town Manager
 Chief Information Officer
 Fire Chief
 Police Chief
 Public Works Director

MP-9	Annual	114,235	143,278	172,321
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Deputy Town Manager
 Chief Financial Officer
 Public Works & Engineering Director

ELECTRICAL LABOR

Grade Number & Class Title	Minimum	Mid-Point	Maximum
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EL-1	Hourly	19.38	23.44	27.50
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(Reserved for future use)

EL-2	Hourly	25.20	30.48	35.75
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Lineworker, Grade 3
 Meter Technician

EL-3	Hourly	31.98	36.15	40.31
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Lineworker, Grade 2
 Utility Electrician

EL-4	Hourly	39.70	44.90	50.09
Lineworker, Grade 1				
EL-5	Hourly	41.57	47.01	52.44
Lead Lineworker				
EL-6	Hourly	44.77	50.62	56.47
Line Supervisor				

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1	Annual	66,189	79,441	92,693
Meter Supervisor Senior Engineering Technician				
EM-2	Annual	84,593	101,491	118,388
Electrical Engineer				
EM-3	Annual	90,885	109,095	127,305
Lead Electrical Engineer				
EM-4	Annual	106,190	127,408	148,625
Power Supply & Rates Administrator				
EM-5	Annual	111,500	133,778	156,056
Assistant CMLP Director				
EM-6	Annual	128,593	154,356	180,118
CMLP Director				

MEDIA SPECIALISTS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
MS-1	Hourly	18.45	24.60	30.75
Education Coordinator Lead Producer				

SWIM & FITNESS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
SF-1	Hourly	12.75	36.38	60.00
Swim/Fitness Specialist				

HUMAN SERVICES

Grade Number & Class Title		Minimum	Mid-Point	Maximum
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HS-A Human Services Assistant	Hourly	12.75	21.38	30.00
HS-1 Human Services Specialist	Hourly	15.63	30.32	45.00
HS-2 Child Care/Education Specialist	Hourly	15.63	28.82	42.00

TELECOMMUNICATIONS TECHNICIANS

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TT-1 Telecommunications Technician	Hourly	30.10	35.36	40.62
TT-2 Senior Telecommunications Technician	Hourly	34.40	40.44	46.47
TT-3 Lead Telecommunications Technician	Hourly	36.12	42.46	48.80

TELECOMMUNICATIONS MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum
TM-1 Network Administrator	Annual	75,540	88,726	101,911
TM-2 Network Engineer Telecommunications Coordinator	Annual	86,047	101,123	116,199
TM-3 Telecommunications Director	Annual	99,439	116,850	134,261
TM-4 Chief Information & Technology Officer	Annual	151,816	178,397	204,977

With annual adjustments and periodic comprehensive reviews, the Classification & Compensation Plan keeps Town salaries competitive in the employment market, maintains internal equity of salary ranges, maintains comparability with salaries of unionized employees, and keeps pace with changes in the cost of living. This article does not control the amount of the actual salary increases to be received by employees in FY21. Actual salary increases are made after Town Meeting, based upon the approved budget.

PERSONNEL BYLAW AMENDMENT

ARTICLE 6. To determine whether the Town will vote to strike the text of the Personnel Bylaw in its entirety and replace it with the following, or take any other action relative thereto:

The Town of Concord Personnel Bylaw

1. The Town Manager shall be entrusted with the administration of the Town's personnel system.
2. The Town Manager shall adopt and may amend rules and regulations establishing a lawful, equitable, and efficient system of personnel administration for Town employees. The personnel system shall make use of modern concepts of personnel management and shall include, but not be limited to, the following elements: (i) personnel policies indicating the rights, obligations and benefits of employees; (ii) a classification plan; (iii) a compensation plan; (iv) a method for appointing employees based on merit principles; (v) a record keeping system; and (vi) other elements that are deemed necessary. All Town agencies and positions shall be subject to the rules and regulations adopted under this section, except elected officers, employees of the school department, and as otherwise provided under chapter 150E of the General Laws. Furthermore, all compensation and benefit programs shall not exceed the limits established by appropriation.
3. The Personnel Board shall be composed of three members appointed by the Select Board for three (3) year terms.
4. The Personnel Board shall, at the request of the Town Manager, advise the Town Manager regarding his obligations under this Bylaw.

This proposed comprehensive amendment to the Personnel Bylaw would give the Town Manager authority for establishment of the Town's personnel administration system, including the classification and compensation plan. Currently, the Personnel Board oversees and Town Meeting approves the system for non-union employees, and the Town Manager has authority for union and personal contracts. Given the constantly shifting landscape of employment law and trends, the Personnel Board recommends that the Town Manager be given full authority for the Town's personnel systems. The classification and compensation plan has been addressed via the Consent Calendar for many years now, and amendments to the Bylaw have consistently been approved by Town Meeting as proposed. The proposed reassignment of authority will support a personnel system that is: (1) efficient, (2) responsive to changing operational needs, employment laws and workforce trends, (3) effective for recruitment and retention of employees, and (4) consistent with a Strong Town Manager form of government.

ACCEPTING PROVISIONS OF MASSACHUSETTS GENERAL LAWS C. 32, § 103(J), AS AMENDED BY SECTION 19 OF CHAPTER 188, TO INCREASE THE COST OF LIVING ADJUSTMENT (COLA) BASE

ARTICLE 7. To see if the Town will accept the provisions of Section 103(j) of Massachusetts General Laws Chapter 32, as amended by Section 19 of Chapter 188 of the Acts of 2010, so as to increase the Cost of Living Adjustment (COLA) base for retired members and beneficiaries of the Concord Contributory Retirement System from \$12,000 to \$14,000, or take any other action relative thereto.

By taking favorable action on this Article, the Town will accept a local option, which increases the base upon which cost of living increases may be granted to Town retirees from the first \$12,000, in effect since 1997, to the first \$14,000 of the retirement allowance. Currently, the retirement COLA, which has been factored into the systems' funding schedule, is 3% of the first \$12,000.00. The funding schedule will be revised to anticipate the possibility of a 3% COLA each year on the first \$14,000.00. The Retirement Board's actuary estimates that the amortization of this new COLA provision would add approximately \$350,000.00 per year to that schedule. The Legislature has made changes to the definition of pensionable compensation and to the retirement formula for employees hired after April 2, 2012, which will help offset any increase to the funding schedule. Over 74% of County, Regional and Municipal legislative authorities have increased the COLA base anywhere from \$13,000 to \$18,000.

USE OF FREE CASH

ARTICLE 8. To determine whether the Town will vote to transfer from free cash the sum of \$1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2021, or take any other action relative thereto.

This article seeks Town Meeting approval to allocate a portion of the available General Fund balance to support the FY21 budget. The proposed amount is consistent with the Finance Committee's FY21 Guideline Budget Plan.

FY20 BUDGET ADJUSTMENT

ARTICLE 9. To determine whether the Town will vote to amend the appropriation made under Article 6 of the 2019 Annual Town Meeting to transfer \$225,000 appropriated under line item 32, Reserve Fund, to line item 2, Legal Services, or take any other action relative thereto.

The purpose of this article would be to seek approval to transfer \$225,000 appropriated under line item 32, Reserve Fund, to line item #2, Legal Services, to cover the cost of additional legal expenses incurred by the Town in FY20. This action is sought rather than to request a supplemental appropriation as the necessary funds remain available in the Reserve Fund and there are no other known claims against the Reserve Fund.

TOWN BUDGET

ARTICLE 10. To determine whether the Town will vote to raise and appropriate or transfer from available funds, the sum of \$48,111,400, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2021:

<u>Town Government Operating Budget</u>				
Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
General Government				
\$4,026,648 is 8.4% of Total				
1	A. Town Manager's Office	\$ 663,080	\$ 707,891	\$ 707,457
	B. Human Resources	443,069	480,780	474,854
	C. Information Systems	872,727	1,047,888	1,088,066
	D. Town Meeting and Reports	85,247	100,250	101,225
	E. Economic Vitality & Tourism	4,519	89,238	112,400
	F. Facilities Management			
	F1. Facilities Administration	544,483	230,424	623,700
	F2. Parks and Playgrounds	-	125,294	127,560
	F3. Resource Sustainability	112,024	91,085	160,995
	F3. Town House	119,489	127,919	126,675
	F4. Visitor's Center and Restroom	7,245	18,114	29,765
	F5. 55 Church Street	56,128	104,859	109,376
	F6. 37 Knox Trail	16,261	19,581	19,991
2	A. Legal Services	629,462	250,000	344,585
	Subtotal	3,553,736	3,393,321	4,026,648
Finance				
\$2,373,592 is 4.9% of Total				

3	A. Finance Administration	\$ 579,739	\$ 725,917	\$ 610,697
	B. Treasurer-Collector	469,238	513,859	507,240
	C. Town Accountant	351,927	338,596	347,020
	D. Assessors	431,296	451,355	452,553
	E. Town Clerk	252,698	336,878	371,934
	F. Elections	56,017	42,653	76,176
	G. Registrars	7,421	7,374	7,971
	Subtotal	2,148,336	2,416,632	2,373,592
Planning and Land Management \$1,858,940 is 3.9% of Total				
4	A. Planning Administration	\$ 467,446	\$ 525,818	\$ 562,302
	B. Natural Resources	285,527	293,518	345,173
	C. Inspections	456,122	490,298	459,084
	D. Health	419,877	439,014	444,182
	E. 141 Keyes Road	38,699	56,583	48,199
	Subtotal	1,667,671	1,805,231	1,858,940

Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
Human Services \$3,535,119 is 7.3% of Total				
5	A. Library	\$ 2,181,874	\$ 2,401,494	\$ 2,380,484
	B. Senior Services			
	B1. Senior Services	410,989	624,470	663,216
	B2. Harvey Wheeler Community Ctr.	82,935	89,787	93,548
	C. Recreation Services			
	C1. Recreation Services	108,376	121,260	118,882
	C2. Hunt Recreation Center	104,683	100,805	103,628
	D. Human Services	44,526	71,535	71,084
	E. Veterans Services	96,778	88,758	74,646
	F. Ceremonies and Celebrations	22,426	19,030	29,631
Subtotal	3,052,588	3,517,139	3,535,119	
Public Safety \$10,212,263 is 21.2% of Total				
6	A. Police Department	\$ 4,453,500	\$ 4,875,035	\$ 4,624,613
	B. Animal Control	25,734	27,236	27,500
	C. Police-Fire Station	224,990	226,773	231,869
	D. Fire Department	4,692,276	5,323,470	5,291,544
	E. Emergency Management	1,884	16,060	16,000
	F. West Concord Fire Station	16,949	24,898	20,738
	Subtotal	9,415,333	10,493,472	10,212,263
Public Works \$4,525,953 is 9.4% of Total				
7	A. Public Works Administration	\$ 423,951	\$ 446,181	\$ 446,983
	B. Engineering	572,668	696,029	684,215
	C. Highway Maintenance	1,181,219	1,521,160	1,536,162
	D. Winter Maintenance	610,001	625,000	640,000

E. Parks and Trees	599,668	777,045	790,881
F. Cemetery	198,268	250,286	257,789
G. 133/135 Keyes Road	108,824	120,490	124,923
H. Capital Assets			
H1. Road Improvements	-	-	-
H2. Drainage Program	-	-	-
H3. Sidewalk Management	-	-	-
H4. Heavy Equipment	-	-	-
I. Street Lighting	41,250	57,400	45,000
Subtotal	3,735,849	4,493,591	4,525,953

Item No.	Department	Fiscal 2019 Expenses	Fiscal 2020 Appropriation	Fiscal 2021 Proposal
Unclassified				
\$810,000 is 1.7% of Total				
8	Employee Wellness			
	A. Unused Sick Leave	\$ 90,000	\$ 90,000	\$ 65,000
	B. Public Safety Disability	-	2,500	2,500
	C. Employee Assistance Program	7,477	7,500	7,500
	Subtotal	97,477	100,000	75,000
9	Reserve Fund*	-	225,000	225,000
* Transfers totaling \$225,000.00 were made to other accounts in Fiscal Year 2019.				
10	Salary Reserve**	262,500	307,262	500,000
** Transfers totaling \$1,145,395 in FY2019 and \$861,726 in FY2020 were made to other accounts.				
11	Land Fund	10,000	10,000	10,000
	Subtotal	369,977	642,262	810,000
TOWN GOVERNMENT SUBTOTAL				
Account 1-10		\$ 23,943,489	\$ 26,761,648	\$ 27,342,515
Joint (Town - CPS)				
\$20,768,885 is 43.2% of Total				
12	A. Group Insurance	\$ 5,374,837	\$ 5,966,069	\$ 6,622,337
	B. OPEB	1,617,000	1,697,850	1,500,000
	C. Property/Liability	275,000	288,750	300,000
	Subtotal	7,266,837	7,952,669	8,422,337
13	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	83,185	110,000	110,000
	B. Workers' Comp.	126,711	100,000	110,500
	Subtotal	209,896	210,000	220,500
14	Retirement	3,777,010	3,965,861	4,084,836
15	Social Security and Medicare	816,675	800,000	866,864
16	Debt Service			
	A. Debt Within Levy Limit			
	Town Principal and Interest	3,069,031	3,450,625	
	CPS Principal and Interest	660,594	715,520	
	Subtotal	3,729,625	4,166,145	
	Interest on Notes		25,000	
	Other Debt Expense	3,915	5,000	
	Subtotal Within Levy Limit	3,733,540	4,196,145	4,137,270

B. Excluded Debt				
Town Principal and Interest	99,794	350,794		
CPS Principal and Interest	3,254,356	2,870,387		
Less: Use of Stabilization Funds	(275,000)			
Subtotal Excluded Debt	3,079,150	3,221,181		3,037,078
Total Debt Service	6,812,690	7,417,326		7,174,348
Total Joint (Town - CPS)	\$ 18,883,108	\$ 20,345,856		\$ 20,768,885
Total Appropriation	\$ 42,826,597	\$ 47,107,504		\$ 48,111,400

That the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health’s Rabies Clinic;

That the appropriation for Salary Reserve under Line Item 9 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2020 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2021:

<u>Amount</u>	<u>Loan Number</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$ 11,049.72	T5-97-1070	\$ 200,000	12/22/99	FY21	Art. 46 (1997)
\$ 29,794.00	T5-05-1243-A	\$ 296,830	06/13/12	FY23	Art. 50 (2004)
\$ 32,471.00	T5-05-1243-B	\$ 324,715	05/22/13	FY23	Art. 42 (2009)
\$ 19,745.70	T5-05-1243-C	\$ 197,457	01/07/15	FY25	Art. 42 (2009)
\$ 33,275.00	T5-05-1243-D	\$ 665,490	10/24/19	FY40	Art. 42 (2009)

or take any other action relative thereto.

The Town Budget Article provides for all General Fund (Tax-Supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation presented here for consideration for Town Meeting approval meets the Finance Committee’s guideline set on December 5, 2019. The text above also makes certain other appropriations from Stabilization and Enterprise Funds, as well as authorizes certain other transfers. In prior years, funds to cover the cost of services provided by the General Fund to individual Enterprise Funds were made through inter-fund transfers; however, best practices are to request specific Town Meeting authorization through appropriation of these funds. As such, the table above has been updated for FY19 and FY20 to show individual line items, including both appropriation and inter-fund transfer so that a true comparison may be made.

APPROPRIATE FUNDS – CAPITAL IMPROVEMENT AND DEBT PLAN

ARTICLE 11. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Massachusetts General Laws c. 44, § 7, the sums of

money specified in the FY21 Capital Improvement Plan, or any other sum, to be expended under the direction of the Town Manager, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

FY21 Capital Improvement and Debt Plan

Capital Outlay (cash)

General Government			
1C	Information Systems	Technology Upgrades	\$195,000
1G1	Facilities Administration	Building Improvements	\$79,832
1G3	Resource Sustainability	Conservation Improvements	\$155,000
Human Services			
4A	Library	Technology Upgrades	\$10,000
Public Safety			
5A	Police Department	Vehicles and Equipment	\$165,000
5D	Fire Department	Vehicles and Equipment	\$202,363
Public Works			
6B	Engineering	System Improvements	\$85,000
6C	Highway Maintenance	Highway Improvements	\$40,000
6E	Park and Trees	Park Improvements	\$90,000
6H1	Road Improvements	Road Improvements	\$100,000
6H2	Drainage Program	Drainage Improvements	\$205,000
6H3	Sidewalk Management	Sidewalk Improvements	\$125,000
6H4	Heavy Equipment	Vehicles and Equipment	\$335,000
Capital Outlay (Cash) Total			\$1,787,195

Borrowed Funds

General Government			
1G2	Parks & Playgrounds	Emerson Playground Improvements	\$200,000
1G2	Parks & Playgrounds	Gerow Improvements	\$600,000
1G2	Parks & Playgrounds	Rideout Park Improvements	\$195,000
1G2	Parks & Playgrounds	Warner's Pond Dredging	\$500,000
1G2	Parks & Playgrounds	White Pond Improvements	\$600,000
Public Safety			
5D	Fire Department	Ambulance #2 Replacement (2011)	\$275,000
5D	Fire Department	Ladder #1 Refurbishment (2012)	\$250,000
Public Works			

6A	Public Works Admin.	Road and Parking Lot Reconstruction	\$1,730,000
Borrowed Funds Total			\$4,350,000

This article authorizes the FY21 Capital Improvement and Debt Plan, all of which will be funded within the existing Levy Limit. The FY21 Capital Improvement and Debt Plan includes cash capital and capital funded through the issuance of debt.

**AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER
MASSACHUSETTS GENERAL LAWS C. 44, § 53E ½**

ARTICLE 12. To determine whether the Town will vote to authorize the total expenditures for the following revolving funds pursuant to Massachusetts General Laws c. 44, §53E ½ for the fiscal year ending June 30, 2021, to be expended in accordance with the bylaw previously approved, or take any other action relative thereto.

Revolving Fund	Annual Spending Limit
Regional Housing Services	\$ 275,000
Road Repair	\$ 120,000
Senior Services	\$ 50,000
Tree Preservation	\$ 100,000

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

**GENERAL BYLAW AMENDMENT -- VOTE TO ADOPT MUNICIPAL AFFORDABLE HOUSING TRUST
BYLAWS**

ARTICLE 13. To determine whether the Town will vote to adopt the Town of Concord Municipal Affordable Housing Trust Bylaw as follows, or take any other action relative thereto.

Town of Concord
Municipal Affordable Housing Trust Bylaw

Pursuant to a vote on Article 24 of the 2019 Annual Town Meeting, the Town accepted the provisions of Massachusetts General Laws c. 44, § 55C and authorized the creation of a Municipal Affordable Housing Trust Fund to support the development of affordable housing in Concord.

SECTION 1. MUNICIPAL AFFORDABLE HOUSING TRUST

There shall be in the Town of Concord an Affordable Housing Trust created pursuant to the authority set forth in Massachusetts General Laws c. 44, § 55C.

SECTION 2. NAME of the TRUST

The Trust shall be called the "Concord Municipal Affordable Housing Trust" (the "Trust").

SECTION 3. PURPOSE

The purpose of the Trust shall be to provide for the preservation and creation of affordable housing in the Town of Concord for the benefit of low and moderate income households and for the funding of community housing, as defined in Massachusetts General Laws c. 44B (the "Community Preservation Act").

SECTION 4. TRUSTEES

There shall be a Board of Trustees (the "Board"), which shall include no less than 5 and no more than 7 Trustees, including one member of the Select Board, each of whom, to the extent possible, shall have a background or interest in affordable housing, and in finance, law, real estate or real estate development.

All Trustees shall be appointed by majority vote of the Select Board.

Trustees shall serve for a term of two (2) years, except that one less than a majority of the initial Trustee appointments shall be for a term of one (1) year. Trustees may be reappointed for up to two (2) additional terms.

Nothing in this subsection shall prevent the Select Board from appointing the Town Manager as a Trustee.

Only persons who are residents of Concord shall be appointed as a Trustee. Any Trustee who ceases to be a resident of the Concord shall cease to be a Trustee hereunder and shall promptly provide a written notification of change in residence to the Board and to the Town Clerk. The Town Manager, if appointed as a Trustee, need not be a resident of Concord.

A Trustee may be removed by the Select Board for cause. Any Trustee may resign by written instrument signed and acknowledged by such Trustee and duly filed with the Town Clerk. Vacancies shall be filled by the Select Board for the remainder of the unexpired term.

If any Trustee is absent from five (5) consecutive, regularly-scheduled meetings of the Trust, except in the case of illness, such Trustee's position shall be deemed vacant and shall be filled with a new appointment as set forth above.

The Trustees shall elect officers annually consisting of a Chair, Vice Chair and Clerk. The Trustees may establish subcommittees or ad hoc related committees to carry out the purpose of the Trust.

A majority of Trustees then serving may exercise any or all of the powers of the Trustees hereunder and may execute on behalf of the Trustees any and all instruments with the same effect as though executed by all the Trustees. No Trustee shall be required to give bond. No license of court shall be required to confirm the validity of any transaction entered into by the Trustees with respect to the Trust Estate.

No Trustee shall be liable for the acts, negligence, or defaults of any other Trustee or any employee, agent, or representative of the Trustees selected with reasonable care, not for errors in judgment, nor mistakes of law or facts made in good faith, nor in reliance in good faith on advice of counsel, nor any other acts or omissions in good faith.

Neither the Trustees nor any agent or officer of the Trust shall have the authority to bind the Town of Concord.

SECTION 5. MEETINGS OF THE TRUST

The Trust shall meet at least quarterly at such time and at such place as the Trustees shall determine.

The Trust is a governmental body for purposes of Massachusetts General Laws c. 30A, §§ 18-25 (the "Open Meeting Law"). Notice of all meetings of the Trust shall be given in accordance with the provisions of the Open Meeting Law, as may be amended from time to time, including provisions regarding remote participation.

The Clerk shall prepare minutes of meetings of the Trust and shall maintain records thereof.

A quorum at any meeting shall be a simple majority of the Trustees then serving.

SECTION 6. POWERS OF THE TRUSTEES

The powers of the Board, all of which shall be carried out in furtherance of the purposes set forth herein, shall include the following powers, except that the Board shall require prior approval of the Select Board: to borrow money; to mortgage or pledge trust assets; or to purchase, accept, sell, lease, exchange, transfer, abandon, or convey any interest in real, personal, or mixed property.

1. to accept and receive real property, personal property or money, by gift, grant, contribution, devise or transfer from any person, firm, corporation or other public or private entity, including but not limited to money, grants of funds or other property tendered to the Trust in connection with any bylaw or any general or special law or any other source, including money from Massachusetts General Laws c. 44B;
2. to purchase and retain real or personal property, including without restriction investments that yield a high rate of income or no income;
3. to sell, lease, exchange, transfer or convey any personal, mixed, or real property at public auction or by private contract for such consideration and on such terms as to credit or otherwise, and to make such contracts and enter into such undertaking relative to Trust property as the Board deems advisable notwithstanding the length of any such lease or contract;
4. to execute, acknowledge and deliver deeds, assignments, transfers, pledges, leases, covenants, contracts, promissory notes, releases, grant agreements and other instruments sealed or unsealed, necessary, proper or incident to any transaction in which the Board engages for the accomplishment of the purposes of the Trust;
5. to employ advisors and agents, such as accountants, appraisers and lawyers as the Board deems necessary;
6. to pay reasonable compensation and expenses to all advisors and agents and to apportion such compensation between income and principal as the Board deems advisable;
7. to apportion receipts and charges between income and principal as the Board deems advisable, to amortize premiums and establish sinking funds for such purpose, and to create reserves for depreciation depletion or otherwise;
8. to participate in any reorganization, recapitalization, merger or similar transaction; and to give proxies or powers of attorney with or without power of substitution to vote any securities or certificates of interest; and to consent to any contract, lease, mortgage, purchase or sale of property, by or between any corporation and any other corporation or person;
9. to deposit any security with any protective reorganization committee, and to delegate to such committee such powers and authority with relation thereto as the Board may deem proper and to pay, out of Trust property, such portion of expenses and compensation of such committee as the Board may deem necessary and appropriate;
10. to carry property for accounting purposes other than acquisition date values;
11. to borrow money on such terms and conditions and from such sources as the Board deems advisable, to mortgage and pledge Trust assets as collateral, but any mortgage or pledge of assets as collateral greater than the extent of the Trust's assets requires approval by a two-thirds vote of an Annual or Special Town Meeting;
12. to make distributions or divisions of principal in kind;
13. to compromise, attribute, defend, enforce, release, settle or otherwise adjust claims in favor or against the Trust, including claims for taxes, and to accept any property, either in total or partial satisfaction of any indebtedness or other obligation, and subject to the provisions of this Trust, to continue to hold the same for such period of time as the Board may deem appropriate;
14. to manage or improve real property; and to abandon any property which the Board determined not to be worth retaining;
15. to hold all or part of the Trust property uninvested for such purposes and for such time as the Board

may deem appropriate;

16. to extend the time for payment of any obligation to the Trust;
17. to make recommendations on proposals to Town Meeting when such proposals create or support affordable housing for low- and moderate-income households.
18. to develop policy goals and statements, consistent with the Town's adopted housing goals, and subject to approval by the Select Board, to serve as guidelines for the Trust; and
19. to exercise such additional powers consistent with the provisions of this bylaw and Massachusetts General Laws c. 44, § 55C, as may be amended from time to time.
20. to compensate Town employees for services provided to the Trust in connection with the Trust's activities, including but not limited to dedicated staff to Trustees, engineering support for project-specific activities, and other Town services, as requested by the Trustees to the Town Manager and authorized by the Town Manager;
21. to establish criteria and qualifications for recipients and expenditures in accordance with Trust's stated purposes;
22. to serve as a lottery and monitoring agent for affordable housing, and to accept compensation for providing such services into the Trust.

Notwithstanding any general or special law to the contrary, all moneys paid to the Trust in accordance with any Town bylaw or regulation, or private contribution shall be paid directly into the Trust and need not be appropriated or accepted and approved into the Trust. General revenues appropriated into the Trust become Trust property and to be expended these funds need not be further appropriated. All moneys remaining in the Trust at the end of any fiscal year, whether or not expended by the Board within 1 year of the date they were appropriated into the trust, remain Trust property.

SECTION 7. TREASURER AS CUSTODIAN OF FUNDS

The Town of Concord Treasurer shall be the custodian of the Trust's funds and shall maintain separate accounts and records for the Trust's funds.

The Treasurer shall invest the funds in the manner authorized by Massachusetts General Laws c. 44, § 55 (Public Funds on Deposit; Limitations; Investments,) § 55A, (Liability of Depositor for Losses Due to Bankruptcy), and § 55B (Investment of Public Funds).

Any income or proceeds received from the investment of funds shall be credited to and become part of the Trust.

Expenditures by the Trust shall be processed through the Town's payment warrant but shall be subject to the provisions of Massachusetts General Laws c. 44, § 55C. The Trust's approved annual budget, and any approved budget revisions, shall be submitted to the Select Board.

As custodian, the Treasurer shall issue checks as directed by the Trustees. In accordance with Massachusetts General Laws c. 44, § 55C, the books and records of the Trust shall be audited annually by an independent auditor in accordance with accepted accounting practices for municipalities. Upon receipt of the audit by the Board, a copy shall be provided forthwith to the Select Board.

The Trustees shall keep a record of its activities and at the close of every fiscal year, shall make a report thereof to the Select Board. The report shall include a description and source of funds received and expended and the type of affordable housing programs or properties assisted with the funding.

SECTION 8. MISCELLANEOUS

The Trust is a public employer and the members of the Board are public employees for purposes of Massachusetts General Laws c. 258.

Trustees are designated as public agents for purposes of the constitution of the Commonwealth.

The Trust shall be considered a municipal agency and the Trustees shall be considered special municipal employees and shall be subject to the provisions of Massachusetts General Laws c. 268A. The Trustees shall serve without compensation.

The Trust is exempt from Massachusetts General Laws c. 59 and c. 62, and from any other provisions concerning payment of taxes based upon or measured by property or income imposed by the Commonwealth or any political subdivision thereof.

The Trust is a Board of the Town for purposes of procurement under Massachusetts General Laws c. 30B and c. 40 § 15A; but agreements and conveyances between the Trust and agencies, Boards, commissions, authorities, departments and public instrumentalities of the Town of Concord shall be exempt from Massachusetts General Laws c. 30B.

Trustees shall not receive a salary, stipend, bonus or other means of compensation for their service as a Trustee, nor shall they be eligible for any benefits from the Town of Concord. Trustees may be compensated for reasonable out-of-pocket expenses for travel and other Trust-related expenses. All such out-of-pocket expenses shall be fully documented with receipts for expenses prior to payment by the Trust.

SECTION 9. RECORDINGS; AMENDMENTS

The Trustees are hereby authorized to record a Declaration of Trust and a Certificate of Trustees for the Trust with the Middlesex South District Registry of Deeds and the Registered Land Division of the Land Court Registration Office. The Declaration of Trust may be amended from time to time except as to those provisions specifically required under Massachusetts General Laws c. 44, § 55C, by an instrument in writing signed by all of the Trustees then serving and approved at a meeting called for that purpose, and approved by the Select Board provided that in each case, a certificate of amendment shall be recorded with the Middlesex South District Registry of Deeds and, if necessary, the Registered Land Division of the Land Court.

SECTION 10. DURATION OF THE TRUST

The Trust shall continue so long as authorized under the Laws of the Commonwealth of Massachusetts. Notwithstanding the foregoing, The Trust may be terminated by a majority vote of the Town Meeting in accordance with Massachusetts General Laws c. 44, § 55C, provided that an instrument of termination together with a certified copy of the Town Meeting vote are duly recorded with the Middlesex South District Registry of Deeds and, if necessary, the Registered Land Division of the Land Court.

Upon termination of the Trust, subject to the payment of or making provisions for the payment of all obligations and liabilities of the Trust and the Trustees, the net assets of the Trust shall be transferred to the Town and held by the Select Board for affordable housing purposes. In making any such distribution, the Trustees may, subject to the approval of the Select Board, sell all or any portion of the Trust property and distribute the net proceeds thereof or they may distribute any of the Trust's assets in kind. The powers of the Trustees shall continue until the affairs of the Trust are concluded.

SECTION 11. RECORD TO BE CONCLUSIVE, CERTIFICATE AS TO FACTS

Every contract, deed, mortgage, lease and other instrument executed by a majority of the Trustees then serving as appears from instruments or certificates recorded with the Registry of Deeds and Registered Land Division of the Land Court to be Trustees hereunder shall be conclusive evidence in favor of any person relying thereon or claiming thereunder, that at the time of the delivery thereof this Trust was in full force and effect and that the execution and delivery of such instrument was duly authorized by the Trustees except that instruments of amendment pursuant to Section 9 and an instrument of termination pursuant to Section 10 hereof shall be conclusive only if it appears that the delegations, amendments or termination have been executed by all of the Trustees then serving. Any person dealing with the Trust property or the Trustees may rely on a certificate signed by any person appearing from instruments or certificates so recorded to be a

Trustee hereunder as to the identity of the then current serving Trustees or as to the existence or non-existence of any fact or facts which constitute conditions precedent to acts by the Trustees or in any other manner germane to the affairs of the Trust.

The goal of this article is to establish an Affordable Housing Trust to promote the preservation and creation of affordable housing in Concord for the benefit of low and moderate income households and for the funding of community housing. The Affordable Housing Trust would have the ability to exercise a variety of powers with the goal of preserving and increasing the affordable housing stock of the community.

APPROPRIATE FUNDS FOR AFFORDABLE HOUSING DEVELOPMENT

ARTICLE 14. To determine whether the Town will vote to raise and appropriate, or transfer from free cash, the sum of \$500,000, for the purpose of developing or supporting affordable housing within the Town, to be expended under the direction of the Town Manager on such terms and conditions as the Select Board may determine, including transferring the funds to the Municipal Affordable Housing Trust Fund, or take any other action relative thereto.

The Affordable Housing Funding Committee has recommended in its 2018 report to the Select Board that the Town appropriate Free Cash to support affordable housing within Concord when the Town's Free Cash balance is higher than five percent of the annual operating budget. The Town's financial policies have long considered five percent to be a floor below which the Free Cash balance should not fall. The Select Board anticipates annually requesting an appropriation of Free Cash to support affordable housing until such time as other housing revenues are generated. The Affordable Housing Funding Committee's final report dated April 30, 2019 can be retrieved on the Town's website by searching for "Affordable Housing Funding Committee – Final Report."

AUTHORIZE SPECIAL LEGISLATION – SENIOR MEANS-TESTED PROPERTY TAX EXEMPTION

ARTICLE 15. To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below, and further to authorize the Select Board to approve amendments to the bill before enactment by the General Court that are within the scope of the general objectives of the petition, or take any other action relative thereto:

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same as follows:

SECTION 1. Chapter 374 of the Acts of 2016 is hereby amended by striking out Section 8 thereof.

The Town voted during Annual Town Meeting 2017 to approve Article 48 which established a Senior Means-Tested Property Tax Exemption in connection with a Special Act passed by the General Court, Chapter 374 of the Acts of 2016. The article above removes Section 8, the "sunset provision," included in the originally approved article.

APPROVAL OF TAX INCREMENT FINANCING AGREEMENT

ARTICLE 16. To see if the Town will vote, pursuant to Massachusetts General Laws, c. 40, § 59 and c. 23A, and the applicable regulations thereunder, as follows, or take any other action relative thereto:

1. Approve a Tax Increment Financing Agreement between the Town and Concord Heights ALF, Limited Partnership, substantially in the form as will be placed on file with the Town Clerk prior to the public hearing on this Article (entitled "The Junction Village Affordable Housing TIF Agreement" or as used herein the "TIF Agreement"), for property located at 6X Winthrop Street, (Assessor Parcel ID#

102672), which TIF Agreement provides for real estate tax exemptions and personal property tax exemptions at the exemption rate schedule set forth therein;

2. Approve an Economic Development Incentive Program (“EDIP”) Local Incentive-Only Application submission to the Massachusetts Economic Assistancess Coordinating Council (the “EACC”), substantially in the form as is on file with the Town Clerk, for the same property as described in The Junction Village Affordable Housing TIF Agreement;
3. Authorize the Select Board to execute the TIF Agreement, and any documents related thereto, and to approve submission of the TIF Agreement and the EDIP Local Incentive-Only Application, and any associated documents, to the EACC, all relating to the project as described in the TIF Agreement, and to take such other actions as are necessary or appropriate to obtain approval of the TIF Agreement and the EDIP Local Incentive-Only Application, implement those documents, and carry out the purposes of this Article.

This Article authorizes the Select Board to create an Economic Opportunity Area at 6X Winthrop Street and to offer and execute a Tax Increment Financing Plan/Agreement with Concord Heights ALF, Limited Partnership and The Grantham Group, LLC, the developer and operator of affordable assisted living facilities in Massachusetts.

The company is planning to build and operate an 83-unit affordable assisted living facility on the Concord Housing Development Corporation owned Junction Village Parcel to be known as Christopher Heights of Concord at Junction Village. The Project will entail the Company constructing an approximately 55,000 square foot building for a total investment of close to \$20 million. The company anticipates that the Christopher Heights of Concord project will create 30 full time positions and will result in creation of 83 new units of housing, 100% of which will count toward the Town of Concord’s Subsidized Housing Inventory for purposes of Massachusetts General Laws C. 40B.

The Town currently does not receive any tax revenue from the Junction Village Parcel as it is owned by the non-profit Concord Housing Development Corporation. The Tax Increment Financing arrangement would provide a temporary reduction in property taxes for the amount of the increase in the value of the property resulting from its development.

This motion would require a simple majority vote.

LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES

ARTICLE 17. To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year, together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for that fiscal year, as defined in Massachusetts General Laws c. 164, § 57; and/ or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$474,500 or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2022, or take any other action relative thereto.

This article authorizes the Town Manager, as manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity along with other departmental income to be used for the purposes of operating the department for the fiscal year ending June 30, 2022. This is a routine annual action. Further, this article authorizes the transfer of \$474,500 from the operating fund of the Light Plant to the General Fund, an amount consistent with past years and designed to represent what a private utility would pay in property taxes. The amount is based on the Light Plant’s sales revenue.

SOLID WASTE DISPOSAL FUND EXPENDITURES

ARTICLE 18. To determine whether the Town will vote that the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, be expended without further

appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue from fiscal year ending June 30, 2021 to be used to operate the Town's "pay-as-you-throw" curbside solid waste and recycling collection and disposal program. The Program consists of two major components: curbside collection and disposal including recycling and Drop-Off Days; and the operation and maintenance of the Town's composting site including the former landfill. This has been a routine annual action.

SEWER SYSTEM EXPENDITURES

ARTICLE 19. To determine whether the Town will vote that the income from user fees, special service fees and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Sewer Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting, or take any other action relative thereto.

Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2021 revenue for the operation and maintenance and improvement of the Town's sewer system. The Sewer Fund is an enterprise fund similar to the Town's Water and Light Plant Funds. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. This has been a routine annual action.

SEWER IMPROVEMENT FUND EXPENDITURES

ARTICLE 20. To determine whether the Town will vote that the income from sewer improvement fees during the ensuing fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable state enabling statutes, or take any other action relative thereto.

Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund) and fiscal year 2021 fees for constructing and expanding the Town's sewer lines and treatment facility capacities. Sewer improvement fees are charged to certain properties connecting to the sewer system. This has been a routine annual action.

WATER SYSTEM EXPENDITURES

ARTICLE 21. To determine whether the Town will vote that the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the ensuing fiscal year, together with the balance of operating cash in the Water Fund, be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting; or take any other action relative thereto.

Pursuant to Article 38 of the 1974 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2021 revenue for the operation and maintenance and improvement of the Town's water system. Similar to the Town's Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. Almost all of Concord's residences and businesses/institutions are connected to the Town's municipal water system. This has been a routine annual action.

AUTHORIZE EXPENDITURE FROM PEG ACCESS & CABLE-RELATED FUND

ARTICLE 22. To determine whether the Town will vote to raise and appropriate, or transfer from the PEG Access and Cable-Related Fund the sum of \$376,934, or any other sum, to be expended during the fiscal year ending June 30, 2021 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Town’s license agreement with Comcast, or take any other action relative thereto.

The Town currently receives 4.8% of all revenue generated by Comcast from the company’s Concord customers. This article proposes that the revenue from Comcast received during calendar year 2020 be appropriated, to be used only for cable-related purposes in accordance with the Town’s license agreement, of which \$72,450 shall be reserved for capital improvements needed to enhance PEG access services. PEG Access services are Public, Educational and Governmental local cable television channels. The fund balance as of June 30, 2019 is \$1,239,385.

BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES

ARTICLE 23. To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2021 for the operation of the Community Pool, in accordance with Massachusetts General Laws, c. 44, § 53F ½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

The 2019 Annual Town Meeting appropriated a fiscal year 2020 Beede Center operating budget of \$2,471,594 funded from estimated revenues and a capital budget of \$325,000 funded from retained earnings, for a total FY20 appropriation of \$2,796,594. The FY21 budget will be submitted by the Town Manager and reviewed at a public hearing on March 23, 2020.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET

ARTICLE 24. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,258,898, or any other sum, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2021, or take any other action relative thereto.

MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET			
Department/ Description	Fiscal 2019 Adopted	Fiscal 2020 Adopted	Superintendent's Proposed Budget & Fiscal 2021 Assessment*
Minuteman Regional High School Budget	\$ 21,331,204	\$ 22,768,830	\$ 26,101,238
Concord's Assessment	\$ 752,938	\$ 1,073,368	\$ 1,258,898

* Includes \$904,576 for Operations and \$354,322 for shared debt and capital.

This article provides Concord’s assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Concord’s assessment increase is due in part to an increased enrollment share, but also because of increased debt service due in FY21 for costs associated with the new high school building project, now nearing completion. Each of the member town assessments is calculated by a formula established pursuant to the regional agreement. Concord’s enrollment at Minuteman was unchanged at 25 regular high school students and 0 postgraduate from the fall of 2018 to the fall of 2019. The formula for assessments relies in part upon a rolling 4-year average of enrollment for member communities.

CONCORD PUBLIC SCHOOLS BUDGET

ARTICLE 25. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$40,782,874, or any other sum, for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2021, or take any other action relative thereto:

SCHEDULE A - PUBLIC SCHOOL BUDGET			
Department	Fiscal 2019 Adopted	Fiscal 2020 Adopted	Fiscal 2021 School Committee Vote of Dec. 11, 2019
Concord Public Schools Budget/Appropriation	\$38,246,895	\$39,390,163	\$40,782,874

This article provides the annual operating budget for the Concord Public Schools. The appropriation presented for Town Meeting approval is above the spending guideline set by the Finance Committee in November 2019 in the amount of \$100,488, but can be funded without a Proposition 2-½ Override. The appropriation to be presented for Town Meeting approval of \$40,782,874 is at the Concord School Committee Adopted Budget level voted on December 10, 2019.

CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

ARTICLE 26. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of bonds or notes under the provisions of Massachusetts General Laws c. 44, the sum of \$900,000, or any other sum, to be expended under the direction of the School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

This article authorizes the Treasurer to borrow \$900,000 for a retrofit and/or replacement of broken Energy Recovery Units at Alcott Elementary School and Willard Elementary School, an integrated playground at Thoreau Elementary School, chiller and exhaust repairs, mechanical repairs, and related work at various Concord Public School facilities. This borrowing is part of the Town Manager’s five-year Capital Plan, with the debt service cost to be funded within the Levy Limit.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET

ARTICLE 27. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of \$24,057,968, or any other sum, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2021, or take any other action relative thereto.

SCHEDULE A – CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET			
Department	Fiscal 2019 Adopted	Fiscal 2020 Adopted	Fiscal 2021 School Committee Vote of Dec. 11, 2019
Concord-Carlisle Regional High School Budget	\$33,749,420	\$34,687,733	\$35,444,885

Concord's Assessment	\$22,654,028	\$23,344,987	24,057,968*
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*includes \$20,746,322 assessment for operating budget and \$3,311,646 assessment for debt.

This article provides Concord's share of the annual operating budget for the Concord-Carlisle Regional High School. The appropriation presented for Town Meeting approval is at the revised guideline set by the Finance Committee in December 2019.

CONCORD-CARLISLE REGIONAL HIGH SCHOOL CAPITAL PROJECTS

ARTICLE 28. To determine whether the Town will vote to approve \$848,410, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for design and construction of the parking lot; provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum under Massachusetts General Laws c. 59, § 21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on that borrowing, or take any other action relative thereto.

This article provides Concord's share of the cost for the design and construction of a parking lot on Concord-Carlisle Regional School District land. It is anticipated that that the Town of Carlisle will vote on its share of the cost at its Annual Town Meeting on April 27, 2020. These costs will be assessed annually over a period of years consistent with the term of bonds to be issued by the District with debt service expected to commence in FY22.

MIDDLE SCHOOL STABILIZATION FUND

ARTICLE 29. To determine whether the Town will vote to establish a Middle School Building Stabilization Fund as authorized by Massachusetts General Laws c. 40, § 5B, and to transfer the sum of \$2,000,000, or any other sum, from Free Cash to the Middle School Building Stabilization Fund, or take any other action relative thereto.

This article requests that a Stabilization Fund be created, and funds transferred, for the purpose of deferring potential future property tax increases related to, or caused by, a new Middle School Building Project. This fund may only be used for the purposes stated above and requires a two-thirds vote of Town Meeting in order to spend the funds amassed within.

BY PETITION: HEALTHY SCHOOL BUSES FOR STUDENTS

ARTICLE 30. To determine whether the Town will vote to raise and appropriate or transfer from available funds, a sum of money not to exceed two hundred thousand dollars (\$200,000), or any other sum, to be expended under the direction of the Town Manager, to supplement the cost of two electric school buses and fueling infrastructure, or take any other action relative thereto.

The 2020 VW program offers an 80% funding match capped at \$500,000. For one electric school bus and the associated infrastructure, the 80% funding match will keep the purchase price below the budgeted purchase price of a diesel school bus. For two electric school buses and the associated infrastructure, the \$500,000 cap will be reached, causing the total purchase price to be higher than that currently budgeted.

Passage of this article will avoid diverting educational funds to cover the funding gap created by the VW program's \$500,000 cap, enabling Concord Public Schools to apply for two electric school buses this year. If this article fails to pass, Concord Public Schools can still apply for a single electric school bus in the 2020 VW program without affecting educational funding.

This article will accelerate Concord's transition to a clean and healthy school bus fleet but does not prohibit the purchase of new diesel school buses to meet service needs. Fully funded educational programs and safe, reliable student transportation remains Concord's priority while moving forward on our clean transportation goals.

BY PETITION: MUNICIPAL FLEET ELECTRIFICATION REPORT

ARTICLE 31. To determine whether the Town will vote to urge the Select Board to create a committee with the goal of producing a report which will:

- Establish a baseline assessment of related Town policies and goals and list all municipal vehicles, supporting infrastructure, fuel procurement processes and greenhouse gases.
- Identify potential electric vehicle alternatives for Concord's municipal fleet.
- Assess Town infrastructure needs related to electric municipal vehicle management.
- Identify potential funding opportunities.
- Identify barriers related to prospective fleet transitions and suggest a comprehensive outline of potential solutions to those barriers.
- Conclude with a transition path for Concord's municipal vehicle fleet which aligns with the Town's environmental and financial sustainability goals.

or take any other action relative thereto.

With passage of this article, Town Meeting will urge the Select Board to create a report which lays out a vision of what Concord's electric municipal vehicle fleet and fueling infrastructure will look like, concluding with a detailed, actionable path forward on this vision. Ideally this committee would be composed primarily of staff from Town departments currently operating many vehicles with representation from a few key Town committees like the Municipal Light Board, School Committee, Select Board, Climate Action Advisory Board, Public Works Commission and Finance Committee.

Many past Town reports and pilot projects have already established the benefits and obstacles related to electric vehicles. A report written with primarily input from Town staff on how Concord will transition to a fully electric fleet will create an actionable resource for use in meeting the Town's environmental and fiscal sustainability goals.

ZONING BYLAW AMENDMENT -- ADDITIONAL DWELLING UNIT

ARTICLE 32. To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.2.2.2 Two-family or additional dwelling unit** to delete Section 4.2.2.2 entirely and adopt a new Section 4.2.2.2 that reads as follows:

4.2.2.2 For the purpose of providing small additional dwelling units to rent in the Town that will not substantially alter the appearance of the Town or for the purpose of enabling owners of single-family dwellings larger than required for their present needs to share space and the burdens of homeownership, a building permit may be granted for one additional dwelling unit in a single-family dwelling or detached accessory structure, provided that:

- (a) The area of the lot on which the single-family dwelling and additional dwelling unit is located shall not be less than the required minimum lot size for the applicable Zoning District;
- (b) The additional dwelling unit shall occupy no more than 750 square feet of gross floor area of the single-family dwelling or detached accessory structure;
- (c) No more than one such additional dwelling unit shall exist on the lot;
- (d) Either the additional dwelling unit or the single-family dwelling shall be occupied by the owner of the property except for bona fide temporary absences;
- (e) Dimensioned floor plans of the additional dwelling unit shall be filed with the building permit or special permit application;
- (f) No use or occupancy of the additional dwelling unit shall be allowed prior to the issuance of a certificate of occupancy by the Building Inspector;

- (g) The additional dwelling unit shall meet the required setbacks for the primary structure of the applicable Zoning District and a site plan, at a measurable scale, shall be submitted with the application to the Building Inspector showing the location of the additional dwelling unit, and the location and arrangement of parking spaces on the property;
- (h) One parking space shall be provided for the accessory dwelling unit;
- (i) The property is served by Town sewer or, alternatively, the on-site subsurface disposal system is adequate to accommodate any increased flows generated by the additional dwelling unit;
- (j) The additional dwelling unit shall not be legally separated or sold apart from the single family dwelling;
- (k) The additional dwelling unit shall meet the height restrictions for primary and accessory structures in the applicable Zoning District as required in Section 6.2.11;
- (l) The total gross floor area of all buildings on the lot shall conform to the maximum floor area ratio as required in Section 6.2.13, and;
- (m) The single family dwelling or the additional dwelling unit shall not be used for a bed and breakfast under Section 5.3.15.

The Board may grant a Special Permit for relief for an additional dwelling unit located on a lot with less than the required minimum lot size for the applicable Zoning District, and/or an additional dwelling unit up to 1,000 gross square feet, and/or a reduction in the required setbacks for a detached additional dwelling unit, provided that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.

or take any other action relative thereto.

The 2018 Envision Concord Comprehensive Long Range Plan Housing Goal #5 states: "Encourage renovation of existing single family homes (in all zoning districts), and identify the opportunities to create accessory dwelling units within existing structures in all zoning districts, and allow cluster development and cohousing in designated areas." and the subsequent Action Item to achieve this goal is to look at amending the two-family or additional dwelling unit bylaw.

This proposed amendment is intended to provide a wider range of housing choices, in response to resident survey results and in accordance with the Envision Concord Plan vision to broaden the diversity of Concord's population and housing stock. The proposed new Bylaw would allow for the development of smaller and more affordable living spaces to meet the needs of Concord residents. During the long range planning process, housing for down-sizing seniors was mentioned as a high priority as well as "workforce" housing for those of moderate incomes.

The Planning Board believes this Bylaw will encourage development that offers more housing choice for our current and future residents, while preserving the appearance of the Town.

Due to the number of amendments required throughout the entire Bylaw, the Bylaw is being replaced in its entirety for ease of reading.

ZONING BYLAW AMENDMENT -- TWO-FAMILY DWELLING UNIT

ARTICLE 33. To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.2.2.1 Two-family or additional dwelling unit** to add a new paragraph so that the Section reads as follows (*changes are shown in bold italics for emphasis only*):

4.2.2.1 The Board may grant a special permit for the alteration and use of a building existing at the time its lot is placed in a single residence district for not more than two (2) dwelling units, provided the gross floor area, excluding basements, open or screened porches, and decks, of any additions shall not exceed in all one-fifth of the gross floor area, excluding basements, open or screened porches, and decks, of the existing building. Any additions to create an additional dwelling unit pursuant to this section shall be integral to and part of the existing building, without use of a tunnel or pergola, and share a common wall or floor with the existing building.

In the Residence C Zoning District, the Board may grant a special permit for the construction of a new two-family dwelling or alteration of an existing single family dwelling into a two-family dwelling. The dwelling units or any additions to create an additional dwelling unit in an existing single family dwelling shall share a common wall or floor, without use of a tunnel or pergola.

or take any other action relative thereto.

The 2018 Envision Concord Comprehensive Long Range Plan Housing Goal #5 states: “Encourage renovation of existing single family homes (in all zoning districts), and identify the opportunities to create accessory dwelling units within existing structures in all zoning districts, and allow cluster development and cohousing in designated areas.” and the subsequent Action Item to achieve this goal is to look at amending the two-family or additional dwelling unit bylaw.

This Zoning Bylaw amendment will allow a two-family dwelling by Special Permit in the Residence C Zoning District, which the Planning Board believes will:

- Produce incremental units of housing that match future needs.
- Create smaller average household sizes.
- Allow greater options to “Age in place”.
- Provide flexibility for extended families.
- Implement “Smart growth”: greater density near shopping, transit and cultural resources.
- Provide less expensive (“moderately affordable”) housing options without subsidies.
- Maintain existing dimensional requirements (height, setbacks, FAR).
- Require special permits to help protect neighborhood character and reduce the risk of disruption to the neighborhood.

**ZONING BYLAW AMENDMENT -- PLANNED RESIDENTIAL DEVELOPMENT
& TABLE I PRINCIPAL USE REGULATIONS**

ARTICLE 34. To determine whether the Town will vote to amend the **Table I Principal Use Regulations 4.2.7 Planned Residential Development** to change Site Plan Approval from NR (Not Required) to R (Required) and to amend certain sections of **Zoning Bylaw Section 10 Planned Residential Development** so that the following Sections read as follows (*changes are shown in bold italics and strikeout for emphasis only*):

Table I – Principal Use Regulations

	Principal Use	Residential Districts				Commercial Districts					Industrial Districts				Site Plan Approval	
		R A A	R A A	R B B	R C C	WC V	B CCB TDB NAC B	WC B	L B	M P	WC I	I	IP A	IP B		LIP#1 LIP#2
4.2.7	Planned Residential Development	S P	S P	S P	S P	no	SP	no	n o	no	no	n o	no	no	no[SP ♦ ♦]	RNR

10.1 Purpose

Planned Residential Development allows by special permit from the ~~Board~~ **Planning Board** an alternative pattern of residential land development. It is intended to encourage the conservation of open space, while at the same time providing for a mixture and diversity of housing types in the Town at somewhat greater dwelling unit densities than is otherwise permitted without a significant increase in Town-wide population density. In a PRD, dwelling units should be constructed in appropriate clusters that are harmonious with neighborhood development and will not detract from the ecological and visual qualities of the area **and incorporate Low Impact Development for stormwater design and green building practices**. The overall site design and amenities should enhance the quality of living for the residents of the development, the immediate neighborhood and the Town generally. Attention, however, shall be given by the ~~Board~~ **Planning Board** as to whether the proposed site design,

development layout, number, type and design of housing constitute a suitable development for the neighborhood within which it is to be located.

[10.2, 10.2.1, 10.2.2: No Change]

10.2.2.1 Basic density: The basic density of the PRD shall not exceed the number of units obtained by applying the following calculation:

The number of dwelling units obtained by dividing the sum of (1) the area of the tract exclusive of land situated within the Flood Plain or Wetlands Conservancy districts **or Federal, State or local regulated wetlands**, and (2) twenty-five percent (25%) of the area of land situated within the Flood Plain or Wetlands Conservancy districts **or Federal, State or local regulated wetlands** by the minimum lot size permitted in the zoning district(s) within which the tract is located. In the Limited Industrial Park #1 district the maximum permissible density shall be obtained by dividing the aforesaid sum by 40,000 square feet.

[10.2.2.2: No Change]

10.2.3 Diversity of Dwelling Units: A mix of diverse housing opportunities shall be provided in all Planned Residential Developments. Such diversity shall consist of the following mix:

- (a) the number of bedrooms available;
- (b) the price or rental rates of the units; and
- (c) two of the three styles of units: single-family, two-family or multi-family.

~~If all the units proposed in the Planned Residential Development are market-rate units, then only the basic density shall be permitted. Increases beyond the basic density within the Planned Residential Development may be authorized by the Board only if at least ten percent (10%) of the units are made available as described in subsection 10.2.3.1 and 10.2.3.2. If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, then at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1. Any increases in density permitted by the Board shall not exceed the limits contained in subsection 10.2.2 and shall be based upon the degree to which the proposed PRD provides a range of low income and affordable dwelling units, in addition to the mix of diverse housing opportunities.~~

10.2.3.1 Low income dwelling units are those units made available to the Concord Housing Authority, or other entity as the Board **Planning Board** may direct, either for purchase within the cost limits allowed by the Commonwealth of Massachusetts Department of Housing and Community Development (DHCD), or for lease under federal or state rental-assistance programs, or through a long-term contractual agreement; which can be counted toward the DHCD's Subsidized Housing Inventory.

[10.2.3.2, 10.2.3.3, 10.2.3.4: No Change]

10.2.3.5 Long-term availability: The Board **Planning Board**, as a condition of a special permit, shall impose appropriate limitations and safeguards to insure the continued availability of the below market-rate units for a minimum of forty (40) years. Such limitations and safeguards may be in the form of deed restrictions, resale monitoring, requirements for income verification of purchasers and/or tenants, rent level controls or other method as the Board **Planning Board** may direct.

10.2.3.6 Density Bonus: Increases beyond the basic density within the Planned Residential Development may be authorized by the Planning Board based upon one or more of the following:

- a) If at least ten percent (10%) of the units are made available as described in subsection 10.2.3.1 and 10.2.3.2. If only one unit is required, it shall be made available as described in subsection 10.2.3.1, and if two or more units are required, then at least 50% of the affordable units shall be made available as described in subsection 10.2.3.1.**
- b) If 50% of the units are less than 2,500 gross square feet with a one car garage;**

c) ***If 50% of the units are zero step entry with master bedroom and full bathroom on the first floor;***

Any increases in density permitted by the Planning Board shall not exceed the limits contained in subsection 10.2.2 and shall be based upon the degree to which the proposed PRD provides a range of low income and affordable dwelling units, in addition to the mix of diverse housing opportunities.

[10.2.4, 10.2.4.1, 10.2.4.2, 10.2.5, 10.2.6: No Change]

10.2.7 Height: The maximum permitted height of any structure within a PRD shall be thirty-five (35) feet. ***The Board may grant relief from the maximum height of a building provided the Board finds that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw.***

[10.2.8: No Change]

10.2.9 Common Open Space: All land within the PRD tract which is not covered by buildings, roads, driveways, parking areas or service areas, or which is not set aside as yards, patios, gardens, or similar areas for exclusive or shared use by the residents, shall be common open space. The area of the common open space shall equal at least ~~thirty-five~~ ~~twenty-five~~ **(35)** percent of the total area of the PRD tract. At least 50% of the area of common open space shall be upland (land that is not within the Flood Plain Conservancy District or freshwater wetlands as defined under ***the Clean Water Act***, the Wetlands Protection Act ~~and~~ **or** the Town's Wetlands Bylaw).

10.2.9.1 The common open space shall have a shape, dimension, character and location suitable to assure its use for park, recreation, conservation, or agricultural purposes by at least all the residents of the Planned Residential Development. In determining whether the intent of this section has been satisfied, the ~~Board~~ **Planning Board** shall consider the extent to which land having one or more of the following characteristics is included in the proposed open space:

- (a) Land abutting the Concord, Assabet or Sudbury Rivers, their tributaries, Elm Brook, or ponds of significant public interest, which enhance or protect wetlands or flood plain, or which provide public access to the water body, or which enhance or provide significant scenic vistas or views, or which provide water- related recreational opportunities;
- (b) Land which currently is in agricultural use or land which is suitable in size, location and soil characteristics for agricultural use;
- (c) Land which provides a significant wildlife habitat or which is a unique natural area;
- (d) Land which provides recharge to Concord's current or future municipal wells and highly favored aquifer areas;
- (e) Land which is to be developed for active recreational use including playing fields, boat launching areas, playgrounds, and neighborhood parks;
- (f) Land which preserves existing trail networks or land on which new trails will be developed as part of the PRD for integration into an existing trail network;
- (g) Land which enhances scenic views;
- (h) Land providing desirable public access to existing Town or State recreational or conservation land.

10.2.9.2 Provision shall be made so that the common open space shall be readily accessible to at least all of the owners and occupants of the units in the Planned Residential Development, and owned by:

- (a) a membership corporation, trust or association whose members are all the owners and occupants of the units;
- (b) by the Town; or
- (c) otherwise as the ~~Board~~ **Planning Board** may direct.

10.2.9.3 In all cases, a perpetual restriction of the type described in G.L. c. 184, sec. 31 (including future amendments thereto and corresponding provisions of future laws) running to or enforceable by the Town shall be

recorded in respect to such land. Such restriction shall provide that the common open space shall be retained in perpetuity for one or more of the following uses: conservation, agriculture, recreation, or park. Such restriction shall be in such form and substance as the ~~Board~~ **Planning Board** shall prescribe and may contain such additional restrictions on development and use of the common open space as the ~~Board~~ **Planning Board** may deem appropriate.

[10.2.10: No Change]

10.2.11 Sustainable Design Requirement

The proposal for the built environment should reflect thoughtful consideration of a broad range of sustainability goals. Such design should be consistent with and further the goals of the Town. In determining whether the intent of this Section has been satisfied, the Planning Board shall consider the extent to which the design plan incorporates the following:

(a) Low Impact Development for Stormwater Design. Low impact development relies on natural features (indigenous to the site or bio-designed) to protect water quality and encourage on-site infiltration of stormwater. Such measures may include use of natural drainage flow paths, minimization of land clearance, incorporation of bioretention features/raingardens, and minimization of the creation of impervious surfaces (through building clustering, minimizing size and footprint of buildings and paved areas, use of pervious surfaces where practical).

(b) Energy Efficiency and Clean Energy Usage. Use of energy efficient appliances and HVAC systems is desired. All-electric buildings, with no fossil-fuel usage, and the use of more sustainable forms of energy production, such as geothermal and solar, are encouraged.

(c) Energy Efficient Building Design. The building envelope and components (Building framing, insulation, windows, HVAC systems) should be designed to maximize energy conservation.

(d) Building Layout. The arrangement of building on the site and the accompanying infrastructure minimizes impervious surface area and maximizes contiguous open space for both residents and wildlife.

(e) Ways to Minimize Greenhouse Gas Emissions. Maintaining or proposing new vegetation to maximize carbon sequestration on site. Selection of HVAC systems and appliances to encourage use of renewable energy sources. Construction design to minimize emissions from construction vehicles.

(f) Other green building, energy efficiency, sustainability measures. The applicant may propose other measures that fit within the broad rubric of sustainable site planning, design and construction.

10.3.1 Special Provisions for the Concord Housing Authority and Town of Concord Projects: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by the Concord Housing Authority or to a PRD application submitted by the Concord Board of Selectmen in which seventy-five percent (75%) of the units will be of the type described in subsection 10.2.3.1 and 10.2.3.2 provided that the ~~Board~~ **Planning Board** shall find that the proposed design is generally in keeping with the purposes of this Bylaw and with Town of Concord Housing Partnership Guidelines and Procedures as in effect from time to time.

10.3.2 Special Provisions for Non-profit entity: Except as provided for in subsection 10.2.6 and 10.2.7 above, the limitations contained in subsection 10.2 shall not apply to a PRD application submitted by a Non-profit entity in which seventy-five percent (75%) of the units will be of the type described in subsection 10.2.3.1 and 10.2.3.2 provided that the ~~Board~~ **Planning Board** shall find that the proposed design is generally in keeping with the purposes of this Bylaw.

10.3.3.3 Not later than twenty-four (24) months from the date of Town Meeting approval, an application for a special permit shall be submitted to the ~~Board~~ **Planning Board** for the PRD Conversion in accordance with the procedures for approval set forth in Subsection 10.4 below. A special permit shall be issued only if the ~~Board~~ **Planning Board** shall find that the plans submitted to it for the PRD Conversion conform substantially to the terms of the approval granted by the Town Meeting and provided further that such permit shall be issued in conformance

with the provisions of Subsection 10.4.4. The ~~Board~~ **Planning Board** may, in its discretion, permit minor deviations from the Application as approved by the Town Meeting, so long as it finds that such deviations are not substantially inconsistent with the Town Meeting approval.

[10.3.3.1, 10.3.3.2, 10.3.3.3: No Change]

10.3.4 Special Provisions for an Alternative PRD to be submitted to and approved by a two-thirds (2/3) vote of Town Meeting – In the Limited Industrial Park (LIP) District, the limitations contained in Subsection 10.2 above shall not apply to any PRD submitted to and approved by a two-thirds (2/3) vote of Town Meeting prior to application for a special permit from the ~~Board~~ **Planning Board** all in accordance with the following procedures (herein an “Alternative PRD”):

10.3.4.1 Purpose: The provisions applicable to an Alternative PRD are intended to:

- (a) Permit an applicant to propose and for the Town to vote on a Preliminary Site Development and Use Proposal unique to a particular location;
- (b) Permit flexibility in the development of specific site by requiring few predetermined standards;
- (c) Encourage proposals responsive to the Town’s housing goals including housing types which increase diversity and affordability; and
- (d) Enable the ~~Board~~ **Planning Board** to require adherence to the Primary Site Development and Use Proposal approved by Town Meeting in the granting of a special permit.

[10.3.4.2, 10.3.4.3: No Change]

10.3.4.4 Alternative PRD Application for Special Permit; Reports and Recommendations; and Issuance of a Special Permit by the ~~Board~~ **Planning Board**: Generally, the application of a special permit, the Planning Board’s and Natural Resources Commission’s report and recommendations and issuance of a special permit by the ~~Board~~ **Planning Board** shall follow the requirements of Section 10.3 provided however that in addition to the provisions contained in Section 10.3.4 the ~~Board~~ **Planning Board** shall find:

- (a) The proposed Alternative PRD is substantially consistent with the Preliminary Site Development and Use Proposal approved by Town Meeting;
- (b) The minimum frontage, front yard, side yard and rear yard shall not be less than the minimum permitted in the Zoning District in which the Alternative PRD is located;
- (c) The maximum permitted height of any structure shall not exceed the height permitted in the Zoning District in which the Alternative PRD is located.
- (d) The maximum gross floor area permitted shall not exceed the gross floor area permitted in the Zoning District in which the Alternative PRD is located provided however that the gross floor area of any (i) low income or affordable dwelling units (ii) enclosed parking (iii) enclosed trash/recycling area and (iv) any basement area and unfinished attic area shall not be included in determining the maximum gross floor area as defined and permitted in accordance with this Bylaw
- (e) The minimum Common Open Space shall be equal to at least fifty (50) percent of the total area of the PRD Tract; the Common Open Space shall be subject to a perpetual restriction of the type described in G.L.C. 184 Section 31 and the Common Open Space shall be owned by a membership corporation, trust or association whose members are all the owners of the units or owned by the Town or otherwise owned as the ~~Board~~ **Planning Board** may direct;
- (f) The special permit shall be granted within two (2) years of the date of the Town Meeting vote which approved the Preliminary Site Development Use Proposal. Said two (2) years shall not include any time required to pursue or await determination of any appeal applicable to the Alternative PRD.

10.4.1 Application: Any person who desires a special permit for a PRD shall submit an application in writing in such form as the ~~Board~~ **Planning Board** may require which shall include the following:

[10.4.1.1: No Change]

10.4.1.2 Development plans consisting of:

(a) Site plans meeting, to the extent applicable, the requirements set forth for a Definitive Plan in the Subdivision Rules and Regulations of the Planning Board;

(b) Building elevations;

(c) Floor plans;

(d) Detailed plans for disposal of sanitary sewage; ~~and~~

(e) Landscape plan and details;

(f) Low Impact Design for stormwater drainage;

(g) Energy calculation for the proposed project, and;

(h) A Tree Protection and Mitigation Plan as required under the Tree Preservation Bylaw.

10.4.1.3 Low income and affordable dwelling unit marketing program including anticipated:

(a) Income range (using ranges established by the appropriate state or federal agencies as acceptable to the ~~Board~~ **Planning Board**) of family households or single individual residing in each low income or affordable dwelling unit;

(b) Methods for attracting residents of diverse income and ethnic backgrounds.

(c) Pre- and post-construction management methods concerning the maintenance of the low income and affordable dwelling units including supporting documents and contracts; and

(d) Proposed methods of ensuring long-term availability for the low-income and affordable dwelling units, including supporting documents and restrictions.

10.4.1.4 Such additional information as the ~~Board~~ **Planning Board** may determine.

10.4.2 ~~Town Planner~~ ~~Planning Board~~ Report and Recommendations: The Town Planner shall distribute to various applicable Town Departments the development statement and plans for review and comment. ~~Planning Board~~ **The Town Planner** shall review the development statement and plans and shall submit in writing to the ~~Board~~ **Planning Board** a report and recommendations upon the technical quality of the proposed development, and at least the following:

[10.4.2.1, 10.4.2.2: No Change]

10.4.2.3 An evaluation and opinion upon the degree to which the proposed PRD provides a range of diversity and the size of the units as it relates to increased density that may be permitted by the ~~Board~~ **Planning Board**.

[10.4.2.4: No Change]

10.4.2.5 ~~An~~ **Its** opinion as to whether the proposed site design, development layout, number, type and design of housing constitute a suitable development for the neighborhood within which it is located.

10.4.2.6 An evaluation and opinion upon the degree to which the proposed PRD meets the Sustainability Design Requirements.

10.4.2.7 ~~6~~ Recommendations for the granting or denial of the special permit, including recommendations for modifications, restrictions or requirements to be imposed as a condition of granting the special permit.

10.4.3 Natural Resources Commission's Report and Recommendations: The Natural Resources Commission shall review the development statement and plans and shall submit in writing to the ~~Board~~ **Planning Board** its report and recommendations upon the degree to which the proposed development enhances the protection of environmental qualities including at least:

[10.4.3.1, 10.4.3.2, 10.4.3.3: No Change]

10.4.4 ~~Board~~ **Planning Board** Issuance of Special Permit: A special permit shall be issued under this section only if the ~~Board~~ **Planning Board** shall find that the PRD is in harmony with the general purpose and intent of this section and that the PRD contains a mix of residential, open space, or other uses in a variety of buildings to be sufficiently advantageous to the Town to render it appropriate to depart from the requirements of this Bylaw otherwise applicable to the district(s) in which the PRD tract is located. If a special permit is granted the ~~Board~~ **Planning Board** shall impose as a condition thereof that the installation of municipal services and construction of interior drives within the PRD shall comply with the Subdivision Rules and Regulations of the Planning Board to the extent applicable, shall require sufficient security to insure such compliance and the completion of planned recreational facilities and site amenities, and may impose such additional conditions and safeguards as public safety, welfare and convenience may require, ~~either as recommended by the Planning Board and~~ Natural Resources Commission or upon its own initiative. The ~~Board~~ **Planning Board** shall give due consideration to the reports of the ~~Planning Board and~~ Natural Resources Commission and where the decision of the ~~Board~~ **Planning Board** differs from the recommendations of the ~~Planning Board or~~ Natural Resources Commission, the reasons therefor shall be stated in writing.

or take any other action relative thereto.

The provision of the existing zoning bylaw allows for Planned Residential Development (PRD) as an alternative pattern of residential land development, by special permit, from that which is allowed as-of-right. The Planning Board recommends certain updates to the bylaw. The proposed amendments accomplish a variety of goals:

They will change the Permit Granting Authority from the Zoning Board of Appeals (ZBA) to the Planning Board. The Planning Board and the ZBA believe that the authority to review and decide upon a PRD application is more appropriate suited for the Planning Board, since they have more expertise and knowledge of the requirements for the creation of buildable lots through Subdivision Review process and are the permit granting authority for Residential Cluster and Residential Compound Special Permits.

- 1. They will make PRDs subject to Site Plan Review by the Planning Board. This will require the Planning Board to more formally consider such factors as impacts on adjacent properties, impact on traffic and to Town infrastructure, and natural resource preservation and enhancement.*
- 2. They will increase housing diversity proposed on PRDs by providing incentives for creation of diverse housing including: (1) affordable units, (2) smaller sized units (less than 2500 square feet), and (3) units for those of limited mobility (zero-step entry, master bedroom and full bathroom on first floor).*
- 3. They will facilitate the alignment of PRD developments with Town goals by adding a "sustainable design criterion" in the site design criteria listed in the PRD provisions of the Bylaw to encourage such measures as energy efficiency, green building and low impact design. It also requires applicants to provide calculations of energy efficiency.*
- 4. They will clarify the definition of "wetlands" for the purposes of the calculation of open space requirements and density allowance.*
- 5. They will require an applicant to submit a Tree Protection & Mitigation Plan as required under the Tree Preservation Bylaw.*

ZONING BYLAW AMENDMENT - HAMMERHEAD LOT

ARTICLE 35. To determine whether the Town will vote to amend the **Zoning Bylaw Section 6.3.2 Hammerhead lots and Section 6.3.2.2** to add the word **Planning** before the word **Board** so that the sentence reads as follows (*changes are shown in bold italics for emphasis only*):

6.3.2 *Hammerhead lots:* In the residential districts, the **Planning** Board by special permit may authorize hammerhead lots in accordance with the following:

6.3.2.2 A special permit shall be granted under this section only if the **Planning** Board shall find:

or take any other action relative thereto.

This proposed amendment will change the Permit Granting Authority for a Hammerhead Lot Special Permit application from the Zoning Board of Appeals (ZBA) to the Planning Board. The Planning Board and the ZBA believe that the authority to review and decide upon hammerhead lot application is more appropriate suited for the Planning Board, since they have more expertise and knowledge of the requirements for the creation of buildable lots through Subdivision Review process and are the permit granting authority for Residential Cluster and Residential Compound Special Permits.

ZONING BYLAW AMENDMENT -- RELIEF FROM PARKING REQUIREMENTS

ARTICLE 36. To determine whether the Town will vote to amend the **Zoning Bylaw Section 7.7.2.12 Relief from parking requirements** to add a new paragraph with criteria so that the Section reads as follows (*changes are shown in bold italics for emphasis only*):

7.7.2.12 Relief from parking requirements: The Board may, upon advice of the Planning Board, grant relief from the parking and loading requirements in Section 7.7.2 provided the Board finds that a literal application of such requirements would be unreasonable and that the desired relief may be granted without substantial detriment to the neighborhood and without derogating from the intent and purpose of this Bylaw. The Board may require the applicant to submit a written report, prepared by a qualified parking consultant, defining and evaluating the nature and impact of the requested relief.

In addition to any other specific factors that may be set forth in this Bylaw, the determination shall include consideration of each of the following:

- (a) Documentation from parking studies and/or transportation industry publications that show the parking ratios required in the Zoning Bylaw for the proposed use is not aligned with current industry standards;***
- (b) How the proposed use is beneficial and/or contributes to the other nearby businesses, village center and neighborhood, as applicable;***
- (c) The distance and availability of on-street parking, public parking facilities and alternative transportation;***
- (d) The intensity of the use and the number of employees;***
- (e) Alternative provisions for off-site parking for employees, and;***
- (f) The availability of convenient bicycle parking.***

or take any other action relative thereto.

Since June 2016, the Planning Board has used these six criteria as a method of establishing a more deliberate process for the evaluation of granting relief from the parking requirements when providing a recommendation to the Zoning Board of Appeals (ZBA). Both the Planning Board and the ZBA believe that incorporating these six evaluation criteria into the Zoning Bylaw requires an applicant seeking relief from the parking requirements to provide a more informative basis for the request and incorporate alternative transportation options into their project from the beginning.

ZONING MAP AMENDMENT -- THOREAU DEPOT BUSINESS & RESIDENCE C ZONING DISTRICT BOUNDARY

ARTICLE 37. To determine whether the Town will vote to amend **Zoning Bylaw Section 2.2 Zoning Map** by expanding the Thoreau Depot Business Zoning District boundary and reducing the Residence C Zoning District boundary on Assessor Parcels #0180 (143 Sudbury Rd.), #0368 (159 Sudbury Rd.), and #0366 (148-150 Thoreau St.) as shown on the “Zoning Map” consisting of one sheet on file with the Town Clerk, and as follows in Exhibit A, Thoreau Depot Business Zoning Map,



or take any other action relative thereto.

The property owner of 159 Sudbury Road and 148-150 Thoreau Street has acquired an easement from the MBTA to allow for a change in the traffic pattern for the site at 159 Sudbury Rd. (aka Starbucks) that would create a one-way driveway into the site, which is now a two-way, a single traffic lane “behind” the building over a 835 sf area of the MBTA property via an easement area, and a new one-way only exit to be located 113 feet further south on Thoreau Street. This “one way” flow would substantially improve traffic and safety and is supported by the Fire Chief and Police Chief. To accomplish this project, the existing Thoreau Depot Business Zoning District boundary line needs to be shifted to the east. The existing TDB Zoning District boundary was laid out as Business District as an offset from the road right-of-way in 1928. It was not established based on property lines or existing uses. As part of this proposed Zoning Map amendment to the TDB Zoning District boundary, the Board is also amending the TDB Zoning District boundary line at 143 Sudbury Road (Mobil gas station) so that it coincides with the existing property line, which simplifies the permitting process for any future improvements to the properties.

ZONING BYLAW AMENDMENT -- FAIRS, BAZAARS, ANTIQUE SHOWS, SUPPERS AND DANCES

ARTICLE 38. To determine whether the Town will vote to amend the **Zoning Bylaw Section 5.4.5 Fairs, bazaars, antique shows, suppers and dances** so that the Section reads as follows (*changes are shown in bold italics for emphasis only*):

5.4.5 Fairs, bazaars, antique shows, suppers and dances: In all districts, any building or premises owned or operated by an educational, ***philanthropic*** or religious organization or private lodge or club may be used for fairs, bazaars, antique shows, suppers, dances or similar events, provided that: no such event shall continue for more than three (3) days; such event shall take place entirely within a building; and police supervision of parking and traffic shall be provided during the event, unless the Concord Police Chief is of the opinion that such supervision is unnecessary. Events which do not conform to the provisions of this subsection may be authorized by the Board by special permit. Any such event held by the Town of Concord, in or on any building or premises owned or operated by the Town of Concord, shall not be subject to the restrictions of this Section or the requirement to obtain a special permit hereunder

or take any other action relative thereto.

The Town of Concord has a number of philanthropic not-for-profit organizations (e.g. museums, historic properties, community and environmental organizations) that often hold outdoor events. This Zoning Bylaw amendment brings the review of these various events and site logistics, such as number of people and parking, into a permitting review process. This coordinated review process helps to address and mitigate potential impacts to the community.

ZONING BYLAW AMENDMENT -- PROHIBITED USES

ARTICLE 39. To determine whether the Town will vote to amend the **Zoning Bylaw Section 4.7.1 Prohibited Uses** so that the Section reads as follows (*changes are shown in bold italics and strikeout for emphasis only*):

4.7.1 Prohibited uses: Salvage yard, junk yard, and all open-air storage of junk, waste products and salvage materials (including non-operable automobiles) are expressly prohibited in all zoning districts of the Town as are trailer ***without a valid registration, trailer used for habitation on the property,*** ~~and~~ mobile home, trailer camp, mobile home park, trailer and mobile home sales and service, billboard, outdoor movie theater, commercial dump, slaughterhouse, rendering plant, fertilizer plant, race track, commercial extraction of sand, gravel or minerals and all other uses which would be obnoxious, hazardous or injurious to the neighborhood or to property in the vicinity are expressly prohibited in all zoning districts in the Town as are all uses not specifically permitted by this Bylaw.

or take any other action relative thereto.

This Zoning Bylaw amendment clarifies the Prohibited Use is for the keeping of an unregistered trailer or using a trailer for habitation on the property. The current Bylaw is not intended to prohibit a property owner from parking a registered landscape trailer, camper trailer, horse trailer or other similar registered, non-residential trailer on the property.

GENERAL BYLAW AMENDMENT – FOSSIL FUEL INFRASTRUCTURE

ARTICLE 40. To determine whether the Town will vote to amend the General By-Laws by adding a By-Law prohibiting expansion of fossil fuel infrastructure for new construction and significant renovation as follows:

Section 1. Purpose

This By-Law is adopted by the Town of Concord, under the authority granted by Article 89, § 6, of the Amendments to the Massachusetts Constitution, and by Massachusetts General Laws, c. 40, § 21(1) and (18), § 21D, and c. 43B, § 13, to protect the health, safety and welfare of the inhabitants of the Town from the effects of air pollution, including greenhouse gas emissions that are contributing to climate change, and from fuel leaks and explosions that threaten the Town and its inhabitants.

Section 2. Limitation on the Issuance of Town Permits

No building permits shall be issued by the Town for the construction of New Buildings, or Significant Renovations that include the installation of On-Site Fossil Fuel Infrastructure, except as otherwise provided in Section 4.

Section 3. Definitions

“On-Site Fossil Fuel Infrastructure” is defined as fuel gas or fuel oil piping that is in a building, in connection with a building, or otherwise within the property lines of premises, extending from a supply tank or from the point of delivery behind a gas meter.

“New Building” is defined as a new building or new accessory building (a building devoted exclusively to a use accessory to the principal use of the lot) that is associated with a valid building permit application on or after the effective date of this article.

“Significant Renovation” is defined as an addition or expansion that is 50% or greater of the gross floor area of the existing building and that is associated with a valid building permit application on or after the effective date of this article.

“Reviewing Agent” is an agent delegated in writing by the Town Manager to administer and implement the requirement that new construction be fossil fuel free.

Section 4. Applicability and Exemptions

- A. The requirements of this article shall apply to all permit applications for New Buildings and Significant Renovations proposed to be located in whole or in part within the Town.
- B. An exemption in part or whole may be granted by the Reviewing Agent for a project as listed below, or another project, that has demonstrated technical or economic hardship in meeting the intent of the bylaw.
 - i. The requirements of this article shall not apply to the development of new affordable housing, after demonstration to the Reviewing Agent that the project would be infeasible due to technical limitations or economic hardship.
 - ii. The requirements of this article shall not apply to cook stoves and ovens used in restaurants or commercial kitchens after demonstration to the Reviewing Agent that the project would be infeasible due to technical limitations or economic hardship.
- C. The requirements of this article shall not apply to fuel pipes whose exclusive purpose is to fuel backup electrical generators.
- D. The requirements of this article shall not apply to utility service pipe connecting the grid to a meter, or to a gas meter itself.
- E. The requirements of this article shall not apply to the use of portable propane appliances such as those used for outdoor cooking or heating.

Section 5. Administration

Section 5.1 Enforcement:

The Building Commissioner is hereby authorized to enforce all of the provisions of the requirement of this bylaw requiring that new construction be fossil fuel free per x.xx.3.

Section 5.2 Appeals:

Any person who has been aggrieved by refusal, order, or decision of the Reviewing Agent or Building Commissioner, may appeal to the person or entity established by the Town Manager to hear and resolve complaints of decisions made with regards to this bylaw within 20 days from the date of such refusal, order, or decision.

Section 6. Severability

Each provision of this by-law shall be construed as separate to the extent that if any section, sentence, clause or phrase is held to be invalid for any reason, the remainder of the by-law shall continue in full force and effect. Or act on anything relative thereto.

The purpose of this article is to protect the health, safety and welfare of Town residents from the effects of air pollution, including greenhouse gas emissions that are contributing to climate change, and from fuel leaks and explosions that threaten the Town and its residents.

This article seeks Town Meeting approval to establish a new Town Bylaw that would require that all new construction and large additions to existing buildings be fossil fuel free unless the proponent can demonstrate financial or technical hardship that would make the project infeasible. The bylaw requests the Town Manager to identify a person or department to serve as the project Reviewing Agent with authority to administer and implement the bylaw. Further, the Town Manager is to identify a person or entity to hear and resolve complaints of a decision issued by the Reviewing Agent.

BY PETITION: ON-SITE COMMUNITY NOTICE OF PRD APPLICATION

ARTICLE 41. To determine whether the Town will vote to amend the Zoning Bylaw Section 10.4 by adding an item “10.4.1.5. Detail of a Sign to be installed at Property within five calendar days following submission of Application and to remain on site until approval or denial of a permit, which sign shall include the words ‘Planned Residential Development Special Permit Application Submitted’ in a manner legally visible from the nearest Public Right of Way”, or take any other action relative thereto.

This Article, if passed, will require applicants of a Special Permit for a Planned Residential Development to install a sign at the site of the property within five calendar days of submitted application and informing the public that a Special Permit Application for a Planned Residential Development has been submitted for the site. The intention is to inform neighborhood residents and other community members of the Application and to do so early in the process. Even abutters will be, in most cases, informed earlier than their legally required individual notice letter in advance of public hearings. Such a sign will enable and encourage interested parties to become engaged early in the process. This Article does not interfere with the Planning Board's proposed amendments to the Section 10 of the Zoning Bylaw. It would be in effect whether the Planning Board's endeavor is approved or not.

BY PETITION: AMEND SIGN BYLAW TO ALLOW ON-SITE POSTING OF NOTICE OF PRD APPLICATION

ARTICLE 42. To determine whether the Town will vote to amend the Sign Bylaw by adding to Section 5 an item “5.j. Notice of Proposed Planned Residential Development. A temporary sign notifying the public that an Application for a Planned Residential Development Special Permit has been submitted for that site”; or take any other action relative thereto.

This Article amends the Sign Bylaw so that the Bylaw allows the placement of a sign where a Planned Residential Development has been proposed, announcing that a Special Permit Application for a Planned Residential Development has been submitted for the site. It is intended to accommodate the sign mentioned in the previous Article, thus enabling the implementation of the previous Article; however it can also be considered on its own, even if the previous Article does not pass, in order to allow any future similar endeavors.

BY PETITION: ONE-YEAR MORATORIUM ON ZONING BYLAW SECTION 10 PRDs

ARTICLE 43. To propose a moratorium on the approval of **Zoning Bylaw Section 10 - Planned Residential Developments** within the Town of Concord for One (1) year, effective immediately. The existing PRD development bylaws are not consistent with the Town's future vision reflected in the Envision Concord-Bridge to 2030: Comprehensive Long-Range Plan. This moratorium will provide the Planning Board adequate time to update Zoning Bylaw Section 10 language and provide the consistency.

The Envision Concord 2030 document was adopted by the Concord Planning Board on July 24, 2018 and accepted and passed by the Concord Select Board on July 30, 2018. The Zoning Bylaw Section 10 - Planned Residential Developments has now become outdated and exposes the Town to unnecessary legal challenges due to the inconsistent language

contained in each individual document. Updated language for Section 10 PRDs will be made consistent, closing loopholes and better reflecting the intent of the Envision Concord 2030 document adopted by the Town's citizens.

The language updates will include all elements of the built environment, including land-use, transportation, housing, energy and infrastructure and must reflect the Town's commitment to sustainable, green places for living, working and recreating with a high quality of life.

This article places a one-year moratorium on the approval of **Zoning Bylaw Section 10- Planned Residential Developments**. The Planning Board will not accept or review any new PRD submissions until the bylaw language is updated to include and reflect the vision and goals set- forth in the Envision Concord - Bridge to 2030: Comprehensive Long-Range Plan. Zoning Bylaw Section 10 requires language updates and wording changes to be made to provide consistency across both documents. These updates will reduce the Town of Concord's legal exposure by developers and better reflect the Town's future vision.

COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS

ARTICLE 44. To determine whether the Town will vote to appropriate the sum of \$1,960,000, or any other sum, from the Concord Community Preservation Fund, of which up to \$244,223 shall be appropriated from the prior year undesignated fund balance as of June 30, 2019; and up to \$1,715,777 shall be appropriated from projected Fiscal Year 2021 Fund Revenues, in accordance with Massachusetts General Laws, c. 44B to be expended under the direction of the Town Manager as follows:

Item	Project/Description	Category	Sources		Total Amount Recommended
			Prior Year Undesignated Fund Balance	FY21 CPA Fund Revenues	
A	Concord Housing Authority – Commonwealth Avenue Project	Community Housing		\$300,000	\$300,000
B	Town of Concord – Regional Housing Services Program	Community Housing		\$20,000	\$20,000
C	First Parish in Concord – Restoration and Repaint and Gild Belfry	Historic Preservation		\$75,000	\$75,000
D	Holy Family Parish – Holy Family Parish Rectory Renovation	Historic Preservation		\$75,000	\$75,000
E	Friends of Minute Man National Park – Buttrick House Gardens Hardscape Rehabilitation	Historic Preservation		\$100,000	\$100,000
F	Town of Concord – Gerow park Improvements Phase I	Open Space	\$244,223		\$500,000
		Recreation		\$255,777	
G	Town of Concord – Warner's Pond Dredging Project	Open Space		\$250,000	\$500,000
		Recreation		\$250,000	
H	Town of Concord – Assabet River Pedestrian Bridge Construction Drawings and Permitting	Open Space		\$125,000	\$250,000
		Recreation		\$125,000	
I	Minute Man Arc for Human Services, Inc. – Accessible Outdoor Oasis	Recreation		\$100,000	\$100,000

	Recreation Park for People with Disabilities				
J	Staff and Technical Support	Administration		\$40,000	\$40,000
			\$244,223	\$1,715,777	\$1,960,000

or take any other action relative thereto.

This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects as listed in the above chart and allowed under the Community Preservation Act. These projects will expend a total of \$320,000 for Community Housing, \$250,000 for Historic Preservation, \$619,223 for Open Space, \$730,777 for Recreation, and \$40,000 for Administration. Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee.

BY PETITION: ELECTRONIC RECORDING OF SELECT BOARD EXECUTIVE SESSIONS

ARTICLE 45. To determine whether the Town will vote to urge the Select Board to audio record or audio-visual record its executive sessions, and retain and make publically available the unredacted portions of these recordings for at least three years after the minutes of the recorded meetings are released to the public.

Between the beginning of 2016 and the end of 2018, at least 20 Select Board executive sessions had gone at least one year without the minutes being finalized and approved according to published non-executive session minutes. Some executive sessions have gone more than three years without being finalized and approved. Many or most of the Select Board members involved in these meetings have left the board, calling into question the quality of information which will ultimately be retained by the Town for these meetings. Requiring audio and/or video recording of these meetings will insure a high quality record remains even if the Select Board continues to fail to promptly finalize and approve executive session minutes as required by statute.

BY PETITION: PUBLIC POSTING OF OPEN MEETING LAW COMPLAINTS

ARTICLE 46. To determine whether the Town will vote to urge the Town Manager and Select Board to post Open Meeting Law complaints on the Town’s webpage for the committee or board to which the complaint refers when such posting is requested by the complainant, and to leave complaints posted until they are resolved to the satisfaction of the complainant, or the complainant reaches the end of the complaint appeal process.

A number of OML (Open Meeting Law) complaints filed against the Select Board in the last two years did not have the legally mandated discussion of the complaints noticed on the meeting agendas where they were discussed, nor was the discussion of those complaints mentioned in the minutes of those meetings. Copies of the complaints were also omitted from the supporting materials packages for the meetings in which they were discussed. Such a failure of public information posting makes it essentially impossible for interested members of the public to know that OML complaints have been filed against a board or committee unless they file continuous, repeated public records requests to inquire if any such complaints have been filed. Requiring prominent posting of OML complaints on the Town’s website will insure the public has access to this important information without burdening the Town with repetitive public records requests.

BY PETITION: INVESTIGATION AND AMENDMENT TO THE TOWN COUNSEL BYLAW

ARTICLE 47. To determine whether the Town will vote to urge the Select Board to appoint a committee whose purpose will be to investigate the reasons for numerous recent violations of the Town Counsel Bylaw, and then recommend amendments to the bylaw which will allow the Town to return to compliance with it.

Since about 2016 the Town has substantially disregarded the Town Counsel Bylaw. The lawyer introduced as “Town Counsel” at the last 6 consecutive Town Meetings has not been the appointed Town Counsel. The bylaw requires that a

specific lawyer be appointed Town Counsel, but in 2017 a law firm, rather than an individual, was appointed Town Counsel. The 2018 Annual Town Report "Town Counsel" page is authored by a person other than the appointed Town Counsel. The Town does not have a signed oath of office document on file for the Town Counsel appointed in 2016, 2017, or 2018. The Town's many recent failures to comply with the Town Counsel Bylaw need to be investigated to understand why it is not being complied with, and the bylaw amended so that the Town no longer needs to substantially ignore it in order to conduct its business.

BY PETITION: HISTORIC DISTRICTS BYLAW NOMINATING ORGANIZATIONS

ARTICLE 48. To determine whether the Town will vote to authorize the Select Board to petition the General Court for an act to amend Chapter 345 of the Acts of 1960 relating to the establishment of the Historic Districts Commission in order to change the organizations that nominate members to the Commission. In Section 4 of the Bylaw replace references to "Concord Antiquarian Society, doing business as The Concord Museum" with "Concord Historical Commission" and replace references to "Trustees of the Concord Free Public Library Corporation" with "Concord Local Cultural Council", or take any other action relative thereto.

NEONICOTINOIDS PROHIBITION ON TOWN AGRICULTURAL LAND

ARTICLE 49. To determine whether the Town will vote to ensure that any new leases or license agreements (not including renewals) entered into by the Town for agricultural or retail use on Town-owned land will prohibit the use of neonicotinoids, including neonicotinoid-coated seed, or take any other action relative thereto.

This article is a proposal recommended by the Pollinator Health Advisory Committee, which is concerned about the use of neonicotinoids in our community. Neonicotinoids, such as acetamiprid, clothianidin, dinotefuran, imidacloprid and thiamethoxam are systemic pesticides which are absorbed by plants by way of the vascular system and can end up in the soil and waterways, all to the detriment of the health of pollinators.

AUTHORIZE SPECIAL LEGISLATION – ADDITIONAL LIQUOR LICENSES

ARTICLE 50. To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below that that would provide for additional liquor licenses, or take any other action relative thereto:

A PROPOSED HOME RULE PETITION TO GRANT ADDITIONAL LIQUOR LICENSES FOR THE SALE OF WINES AND MALT BEVERAGES TO BE DRUNK ON THE PREMISES

SECTION 1. (a) Notwithstanding sections 11 and 17 of chapter 138 of the General Laws, the licensing authority of the town of Concord may grant not more than six (6) general on-premises licenses for the sale of wines and malt beverages pursuant to section 12 of chapter 138. The licenses shall be subject to prior approval of the Alcoholic Beverages Control Commission. The licenses shall be subject to all of chapter 138, except section 17.

(b) Notwithstanding any general or special law to the contrary, the licensing authority shall not approve the transfer of the licenses after they are granted to any other location but it may grant any of the licenses to a new applicant at the same location as the original license if the applicant files with the licensing authority a letter from the department of revenue and a letter from the department of unemployment assistance indicating that the applicant is in good standing with those departments and that all applicable taxes, fees and contributions have been paid.

(c) If a license granted pursuant to this act is cancelled, revoked, or no longer in use at the location of original issuance, it shall be returned physically, with all of the legal rights, privileges, and restrictions pertaining

thereto, to the licensing authority, which may then grant the license to a new applicant under the same conditions as specified in this act.

SECTION 2. This act shall take effect upon its passage.

The Town of Concord receives over 100 requests for one-day liquor licenses annually. Municipalities can only issue up to 30 of these licenses to an establishment per year. There are a handful of businesses who request over 30 one-day licenses but do not need a full liquor license. The goal of this article is to limit the administrative burden of processing these licenses, and to increase the economic vitality of the community by obtaining additional liquor licenses.

UNPAID BILLS

ARTICLE 51. To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of money to pay the unpaid bills of prior fiscal years; or take any other action relative thereto.

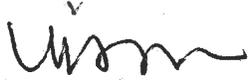
If there are unpaid bills of a prior fiscal year, State Law requires that such bills be presented to the Town Meeting.

DEBT RESCISSION

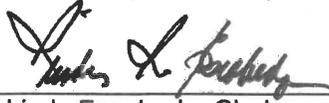
ARTICLE 52. To determine whether the Town will vote to rescind unused borrowing authorizations; or take any other action relative thereto.

If needed, this action would authorize the rescission of debt authorizations made in prior years that are no longer needed.

Hereof fail not and make due return of this Warrant with your doings thereon, to the Town Clerk, at or before the time of meeting aforesaid. Given under our hands this 27th day of January in the year two thousand-twenty.



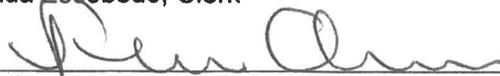
Michael Lawson, Chair



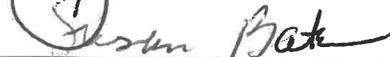
Linda Escobedo, Clerk



Jane Hotchkiss



Terri Ackerman



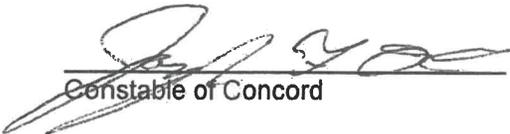
Susan Bates

SELECT BOARD

Commonwealth of Massachusetts Middlesex, ss.

Concord: February 5, 2020
Date

By virtue of this warrant I have notified the legal voters of the Town of Concord to meet at the times and places and for the purposes within named as directed.


Constable of Concord

GET INVOLVED!
FILL OUT YOUR GREEN CARD TODAY

The Town of Concord depends upon the immense talent pool possessed by our residents and we are always seeking interested townspeople to serve on boards and committees, and also to carry out short-term projects. If you are willing to serve your Town on a voluntary basis and desire to participate in shaping the Town's future, please indicate your interest by filling out a "Green Card". Green cards are short forms for listing your areas of interest and any skills relevant to committee or project participation. You may fill it out, and return it to the Town Manager's Office in the Town House. Additional copies of the form are also available at the Town House, or on our website www.concordma.gov/greencard.

You will find the Town Report useful for information on specific activities and responsibilities of the various boards and committees. For further information or to discuss your participation in town government in more detail, please feel free to talk with any member of the Select Board.

For a list of committees please contact the Town Manager's Office at (978) 318-3000.



Concord Annual Town Meeting

SUNDAY SEPTEMBER 13TH, 2020 1PM START

(RAIN DATE MONDAY SEPTEMBER 14TH 5PM)

IMPORTANT INFORMATION BEFORE YOU GO

Concord Annual Town Meeting will take up the Warrant, as posted on February 5, 2020, on a streamlined basis due to the Coronavirus Pandemic. Some articles will be postponed to be considered at a later town meeting, more articles than usual will appear on the consent calendar, certain procedures will be adjusted, and speaking times will be abbreviated.

Please note, there will be **NO PRESENTATIONS OR SCREEN VISUALS at Town Meeting**. Instead, Pre-Meeting Hearing presentations on all articles are available online at concordma.gov/tm2020. Voters are strongly urged to watch presentations online before the meeting. At the meeting, there will be a booklet of materials on the articles, and questions and comments from the floor will be addressed by article sponsors.

Are you ready for Town Meeting?

Be sure to review information on the articles available on the Town's website, concordma.gov/tm2020 to be ready for a streamlined Town Meeting.



Watch the recorded 2020 Town Meeting Public Hearings by visiting concordma.gov/tm2020.

DOUG WHITE FIELDS

Town Meeting will be held outdoors on the Doug White Fields at Concord Carlisle High School, 500 Walden Street, Concord, MA, with socially distanced seating provided. Accessible parking, seating and rest rooms will be available. Attendees should wear face masks and maintain social distance from others. Childcare will not be available.

WHAT TO BRING

- Face Mask
- Water (plain water only permitted on field)
- Hat and Sunglasses
- Umbrella (for protection from sun or light rain)
- Sunscreen
- Insect Repellant

Further information on 2020 Town Meeting:
concordma.gov/tm2020



Watch Town Meeting LIVE
minuteman.media or
TV channel 9



Listen to Town Meeting LIVE
on 88.3 FM W10H



@townofconcordma