



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

**Concord Finance Committee Agenda -
May 25, 2023, at 7:00PM**

**Hybrid Meeting:
Select Board Conference Room, Town House, 2nd Floor, 22 Monument Square, and
via Zoom:**

Join Zoom Meeting

<https://us02web.zoom.us/j/84283625610?pwd=d3hsVGRVZm1SW5LNE9abzd6VTRzQT09>

Meeting ID: 842 8362 5610

Passcode: 925416

Agenda

1. Call to Order
2. Discussion and Vote on Finance Committee Re-Organization (Peggy)
3. Public Comment
4. Discussion and approval of Committee assignments (Parashar)
5. Annual Town Meeting debrief with the Moderator (Carmin)
6. Updates from Chair's Breakfast (Parashar)
7. Review letter to Concord Bridge (Parashar)
8. Discussion of mailing Finance Committee Annual Report to all residents (Eric)
 - a. Review of current by-law
 - b. Review and discuss process and time-line for proposed changes
9. Review of Finance Committee Practices/Objectives during FY 2024 (Parashar)
10. Potential Topics/Objectives for FY2024 (Parashar)
11. Review Administrative Processes (Parashar)
12. Discuss Future Meeting Dates
13. Approve Meeting Minutes (as may be available)
14. Public Comment
15. Correspondence
16. Adjourn

Reminders:

- **Next Meeting:**
June 29 (Thursday) 7:00pm - regular meeting
- **When Finance Committee members anticipate being absent from a meeting, it would be appreciated if they would notify Chair Peggy Briggs by email at peg.briggs@gmail.com**

Supporting materials for agenda items are available online at www.concordma.gov/fcmtgdocs . Materials are generally uploaded on the Tuesday prior to the Regular Meeting. If any member has materials they would like to present for discussion, please inform the chair in advance of the meeting.

Agenda Item 6:

Updates from Chair's Breakfast

Gail Dowd

From: Parashar Patel <ponfincom@gmail.com>
Sent: Thursday, May 18, 2023 11:29 AM
To: Suresh Bhatia; Peg Briggs; Kathy Cuocolo; Eric Dahlberg; John Garofalo; Greg Guarriello; Amrith Kumar; Don Kupka; Lyndsey Lis; Dee Ortnier; Karlen Reed; Christine Reynolds; sadruzzaman@hotmail.com; Lois Wasoff
Cc: Gail Dowd
Subject: FW: Chairs Breakfast - Follow Up
Attachments: Select Board FY24 Liaison Assignments.pdf; Town Resource Contact Information.pdf; Event Flyer.pdf

Colleagues,

Peggy asked me to attend the monthly Chairs' Breakfast. For those not familiar with the meeting, the Chairs of various committees/boards meet monthly to provide updates on committee/board activities.

I provided the following update on behalf of the Finance Committee:

1. Noted that we will select chairs at our meeting next week.
2. Encouraged everyone to read the Finance Committee report if they have not already done so. Noted that addressing the upcoming financial issues should be the responsibility of all boards/committees.
3. While we will discuss key focus areas next week, based on member feedback to date, areas of interest may include:
 - a. Identifying opportunities to increase revenue;
 - b. Implications of school union contract negotiations on the overall financial health of the town;
 - c. More focused review of the capital plan
 - d. 250th anniversary
4. Encouraged Chairs to bring other areas to us.

Key updates from other Committees/Boards related to the Finance Committee included;

1. Planning Board key areas for FY 2023:
 - a. MBTA Communities Act to encourage multi-family housing
 - b. New Subdivision regulation revisions
 - c. Parking regulation revisions
2. Affordable Housing Trust
 - a. Census data to be released on May 25th that will determine if Concord is below the 10% threshold for affordable housing
 - b. Will need 36 units online this year to fall within the safe harbor
3. Assessors:
 - a. \$500,000 in abatements granted
 - b. "reserved" \$2 million for residential exemptions
4. CPC
 - a. Beginning to accept applications for the next fiscal year
 - b. Tracking ~60 projects
 - c. State match unclear...always a moving target

Carmen encouraged everyone to complete the Town Meeting survey: <https://forms.office.com/g/uAicD9jMcm>

Attached are handouts from the Chairs' Breakfast:

1. Select Board liasons to various committees/boards
2. Town Resource contacts
3. Event flyer for Volunteer Appreciation on June 14, 2023...all are encouraged to attend.

Reminder not to discuss with the entire committee.

Gail, pls add "Update from Chairs' Breakfast" as a standing agenda item for future meetings.

Thx.

Parashar

From: Shannon McAndrew <smcandrew@concordma.gov>
Date: Thursday, May 18, 2023 at 9:58 AM
To: Shannon McAndrew <smcandrew@concordma.gov>
Subject: RE: Chairs Breakfast - Follow Up

Good morning,

For those that were able to attend the Chairs Breakfast, thank you for coming! It was great to see everyone in-person.

For those who were unable to attend, the following attachments were provided as handouts, so I wanted to make sure that everyone received them. Additionally, Town Moderator, Carmin Reiss, provided an update on Annual Town Meeting and has asked that I share the link to the Annual Town Meeting Feedback survey, which can be completed [here](#). We really appreciate your feedback!

Best,
Shannon

From: Shannon McAndrew
Sent: Tuesday, May 16, 2023 4:40 PM
To: Shannon McAndrew <smcandrew@concordma.gov>
Subject: RE: Next Chairs Breakfast - TOMORROW, May 17th - RSVP Please!

Good afternoon,

This is a reminder that the Chairs Breakfast Meeting will be held tomorrow, Wednesday, May 17, 2023 at 8:00 AM. This will be an in-person meeting only on the 2nd floor of the Town House in the Select Board Room, with coffee and light breakfast. If you have not yet already, please complete the form attached [here](#) to indicate if you will be able to attend.

I am working to update our records of new Chairs during this transitional period and really appreciate some of the responses that I have already received regarding new Chairs for your respective Boards and Committees.

See you tomorrow,
Shannon

From: Shannon McAndrew
Sent: Wednesday, May 10, 2023 2:38 PM
To: Shannon McAndrew <smcandrew@concordma.gov>
Subject: Next Chairs Breakfast - Wednesday, May 17th - RSVP Please!

Good afternoon,

The Chairs Breakfast Meeting will be held next Wednesday, May 17, 2023 at 8:00 AM. This will be an in-person meeting only on the 2nd floor of the Town House in the Select Board Room, with coffee and light breakfast. Please complete the form attached [here](#) to indicate if you will be able to attend.

I understand that this month is often a transitional period for Boards and Committees, so if you are no longer the Chair of your Board or Committee, please respond to this email to let me know! We really appreciate being able to keep our Board and Committee records updated the best we can. Thank you!



Shannon McAndrew (she/her/hers)

Senior Administrative Assistant

Town Manager's Office/Select Board

Email: smcandrew@concordma.gov

Phone: 978-318-3003

22 Monument Square

Concord, MA 01742

www.concordma.gov

Fiscal Year 2024 Select Board Liaison Assignments

Terri Ackerman

2229 Main Street Oversight Committee
 2229 Main Street Advisory Task Force
 Bruce Freeman Rail Trail Advisory Committee
 Hanscom Field Advisory Commission
 Hugh Cargill Trust Committee
 Massport Community Advisory Committee
 Multi-Town Gas Leaks Initiative
 PEG Access Advisory Committee
 Public Works Commission
 Acton-Concord Regional Emergency Communications Center (RECC)
 Transportation Advisory Committee

Henry Dane

2025 Executive Committee
 Board of Registrars
 Civil War Monument Task Force
 Historic Districts Commission
 Historical Commission
 Library Committee
 Pollinator Health Advisory Committee
 Public Ceremonies and Celebrations Committee
 School Committee

Linda Escobedo

Commission on Disability
 Community Preservation Committee
 Concord Housing Development Corporation
 Concord Municipal Affordable Housing Trust
 Concord Housing Authority
 Council on Aging
 Hanscom Area Town Selectmen
 MAGIC Representative
 Retirement Board
 Trustees of Town Donations
 West Concord Advisory Committee
 White Pond Task Force
 Zoning Board of Appeals

Mary Hartman

Agricultural Committee
 Board of Assessors
 Concord Local Cultural Council
 Economic Vitality Committee
 Finance Committee
 Municipal Light Board
 Planning Board
 Solar Generation Task Force
 Trails Committee
 West Concord Cultural District Committee

Mark Howell

Board of Health
 Climate Action Committee
 Diversity Equity and Inclusion Commission
 Financial Audit Advisory Committee
 MBTA Representative
 Middle School Building Committee
 Natural Resources Commission
 Personnel Board
 Recreation Commission

Non-Select Board Member

Assignments:

Keith Bergman:

Metropolitan Area Planning Council

Mark Giddings:

Hanson Field Advisory Commission

Ira Goldman:

Massport Community Advisory Committee

Michael Lawson:

Battle Road 250
 Massachusetts 250th American Revolution Anniversary Commission

Town Resource Contact Information

Select Board

Henry Dane, Chair – hdane@concordma.gov

Mary Hartman, Clerk – mhartman@concordma.gov

Terri Ackerman – tackerman@concordma.gov

Linda Escobedo – lescobedo@concordma.gov

Mark Howell – markhowell@concordma.gov

Town Manager's Office

Shannon McAndrew, Senior Administrative Assistant –
smcandrew@concordma.gov and 978-318-3003

Megan Zammuto, Deputy Town Manager –
mzammuto@concordma.gov and 978-318-3006

Town Clerk's Office

Laurie Austin, Senior Departmental Clerk –
laustin@concordma.gov and 978-318-3080



YOU'RE INVITED!

**BOARD &
COMMITTEE
VOLUNTEER
APPRECIATION
EVENT**

Thursday,
June 15, 2023

5:00 PM

Town House
Hearing Room

22 Monument
Square

**PLEASE RSVP BY
MAY 31, 2023 BY
COMPLETING
THE FORM [HERE](#)
OR TO SHANNON
MCANDREW,
SENIOR
ADMINISTRATIVE
ASSISTANT AT
SMCANDREW@
CONCORDMA.GOV**

Agenda Item 7:

Review letter to Concord Bridge

Regarding Ms. Suarez' recent Letter to the Editor, my comments on the School Budget quoted in the May 11th article were in response to questions sent to me by The Concord Bridge. Ms. Suarez can be assured that my responses "represent the official stance of the Finance Committee" because I used the 2023 Finance Committee Report in formulating the responses. I encourage Ms. Suarez and other readers to read the Report, which can be found at <https://concordma.gov/DocumentCenter/View/41738/2023-Finance-Committee-Report>. And the reason I was "regurgitating" the presentation at Town Meeting was because, again, I was simply stating the Finance Committee's "official stance".

Ms. Suarez notes that many Finance Committee members supported the budget recommended by the School Committee. That is not surprising because Finance Committee members can, should, and do vote based on their own views about the issues under discussion, which may sometimes be different than the position ultimately taken by the Finance Committee as a whole.

The Finance Committee does, and will continue to, consider input from residents, Town and School leadership, and others. For example, the preliminary Guideline amount for Concord Public Schools was increased from \$44,093,936 to \$44,429,832 when the final Guidelines were set, based on input from the School Committee and the Superintendent. Our recommended amount was not a sign of disrespect nor non-support of education.

The Finance Committee is tasked with advising the Town on our common fiscal future. We would be remiss if we did not highlight the concern we have about rising expenses that may cause future tax increases to exceed the levy limit, particularly when there is still time to address some of those issues through gradual adjustments. In so doing, we seek to balance important town priorities such as public education with the overall financial health of the town.

We encourage and welcome Ms. Suarez and all residents to share their perspectives with the Finance Committee on education and other topics pertinent to our charge throughout the year. Residents can send correspondence and attend Finance Committee meetings which are always open to the public and always include dedicated time for public comment.

Parashar Patel
397 Sudbury Road

Agenda Item 8:

Discussion of mailing Finance Committee
Annual Report to all Residents



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

Date: May 20, 2023
To: Finance Committee Members
From: Gail S. Dowd, CFO

RE: Discussion on review of current by-law

In preparation for the discussion on mailing the Finance Committee Annual Report to all residences I have included a copy of the current By-Law.

In order to assist in the discussion, I have worked with Kaari Tari (Town Clerk) and Chris Carmody (Risk Manager) to provide an outline of the steps necessary to change a by-law.

As this is a Town Bylaw, Town Meeting would need to approve any changes. Below is a high-level outline of the steps:

- Proposed warrant article would need to be submitted to the TMO prior to the warrant closing
- Proposed warrant article could be presented as part of any Warrant preview meeting
- Proposed warrant article would be reviewed by Town Counsel as part of the legal review of the Warrant
- Proposed warrant article would be scheduled for a public hearing and presentation (by either Finance Committee or Select Board)
- Finance Committee would make a recommendation on the article {and would be included in the Finance Committee Report)
- Finance Committee proposes motion to the Article
- Motion would be reviewed by Town Counsel and Moderator
- Finance Committee would make presentation on the motion and the article at Town Meeting
- Town Meeting would vote on the article

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**TOWN OF CONCORD
MASSACHUSETTS**

FINANCE COMMITTEE BYLAW

Section 1.

At the annual Town Meeting to be held in the year 1922 and before the final adjournment thereof, there shall be appointed by the Moderator a Finance committee consisting of fifteen members. Five members of such committee shall be appointed to serve for a term of three years; and five members shall be appointed to serve for a term of two years; and five members shall be appointed to serve for a term of one year. At each annual Town Meeting after the annual meeting of the year 1922; the Moderator shall appoint five members of such committee to serve for a period of three years. Except in case of death, resignation or removal from office, each member of the committee shall hold office until the final adjournment of the annual Town Meeting of the year in which his term of office expires. Said committee shall at all times consist of fifteen members, and vacancies occurring therein, otherwise than by expiration of the term of office, shall be filled by the Town Moderator. No member of such committee shall be an officer of the Town or a member of any board of the Town.

Section 2.

The Finance Committee shall meet and organize as soon as practicable each year after the final adjournment of the annual Town Meeting and at such organization meeting shall elect a chairman and a clerk.

Section 3.

When the warrant for a Town Meeting contains any article or articles under which an appropriation or expenditure of money or the disposition of any property of the Town may be made, the Finance Committee shall consider such article or articles after giving one or more public hearings thereon and shall report in print its recommendations to such Town Meeting. The recommendations of the Finance Committee concerning any articles in the warrant for an annual Town Meeting shall be printed and distributed to the voters of the Town not less than seven days before such meeting. The Finance Committee may consider and report upon any other article in any warrant issued for a Town Meeting whenever in the opinion of a majority of the committee such consideration and report seem advisable for the best interests of the Town. The Finance Committee may carry on its inquiries and investigations through such sub-committees as it may create and the committee shall determine the method by which such sub-committee shall be selected.

Article 8, Town Meeting, March 1921
MGL, Ch. 39; §16
Administrative Code, 5/11/1970
Charter, §2C

Agenda Item 10:

Potential Topics/Objectives for FY2024

Concord Finance Committee May 2023 – April 2024 Schedule

DRAFT

As of May 24, 2023

Date	Day	Event	Comments
May 25, 2023	Thursday	FC Regular Meeting	
June 22, 2023	Thursday	FC Regular Meeting	<ul style="list-style-type: none"> • Input from Town, Select Board and School on their key issues • Capital plan primer
July 13, 2023	Thursday	FC Regular Meeting	<ul style="list-style-type: none"> • Finalize FinCom annual plan • Hold time for potential transfer approvals
July 27, 2023	Thursday	FC Regular Meeting	<ul style="list-style-type: none"> • School budget education for FC • Guideline overview for Schools and new members • Discuss FY 25 information request letters to Schools, Town
August 11, 2023	Friday	Deadline for FY 25 Informational Letters	<ul style="list-style-type: none"> • Letters to Town, Schools
August 17, 2023 or August 24, 2023	TBD Thursday	FC Regular Meeting Guidelines Meeting	<ul style="list-style-type: none"> • Finance Committee training • Hilltop Securities update on Town financial position • Review draft Guideline metrics
September 7, 2023	Thursday	Guidelines Meeting	<ul style="list-style-type: none"> • Approve Guideline metrics • Hilltop Securities update on Town financial position (alternative date)

Date	Day	Event	Comments
September 21, 2023	Thursday	FC Regular Meeting	<ul style="list-style-type: none"> Review estimated FY 2024 revenue and projected FY 25 revenue Review preliminary 5-year revenue and cost projections (all warrant-related spend except Enterprise Funds)
September XX, 2023		Capital Planning Forum #1	<ul style="list-style-type: none"> Joint FC-SC-SB meeting (for Tier 1, 2, and 3 projects)
October 19, 2023	Thursday	Guidelines Meeting	<ul style="list-style-type: none"> Reserve if necessary
October 26, 2023	Thursday	FC Regular Meeting Guidelines Meeting	<ul style="list-style-type: none"> Review updated 5-year revenue and cost projections (all warrant-related spend except Enterprise Funds) Set Preliminary Guidelines & Estimate tax impact
November XX, 2023		Capital Planning Forum #2	<ul style="list-style-type: none"> Confirm if this is officially joint FC-SC-SB meeting
November 16, 2023	Thursday	FC Regular Meeting	<ul style="list-style-type: none"> Capital plan input to Town and Schools?
December 2, 2023	Saturday	Warrant Opens Town Meeting Preview Meeting	<ul style="list-style-type: none">
December xx, 2023		Capital Planning Forum #3	<ul style="list-style-type: none"> Joint with SC, SB
December 14, 2023	Thursday	FC Regular Meeting Guidelines Meeting	<ul style="list-style-type: none"> Review revised budget proposals Set Final Guidelines Vote on warrant article to shift FC Report to electronic format
December 21, 2023	Thursday	Final guidelines memos	<ul style="list-style-type: none"> Send final Guidelines Memo

Date	Day	Event	Comments
December 15, 2023	Friday	Deadline to submit Warrant Articles	• Submit FC Warrant Article(s)
January 3, 2024	Wednesday	Warrant closes	
January 24, 2024	Wednesday	Warrant to printer	
January 18, 2024	Thursday	FC Regular Meeting	
February 7, 2024	Wednesday	Warrant mailed	
February 15, 2024	Thursday	FC Regular Meeting	
February 26, 2024	Monday	Public Hearing #1 - Select Board	
February 27, 2024	Tuesday	Public Hearing #1 - Select Board (backup)	
March 7, 2024	Thursday	Public Hearing #2 – Finance Committee	Town & Schools
March 12, 2024	Tuesday	Public Hearing #2 – Finance Committee (backup)	Town & Schools
March 13, 2024	Wednesday	Public Hearing #3 – Planning Board	
March 14, 2024	Thursday	Public Hearing #3 – Planning Board (backup)	
March 14, 2024	Thursday	FC Regular Meeting	
March 19, 2024	Tuesday	Public Hearing #4 – Finance Committee	CPC, Minuteman
March 20, 2024	Wednesday	Public Hearing #4 – Finance Committee (backup)	CPC, Minuteman
March 21, 2024	Thursday	Public Hearing #5 – Finance Committee	Enterprise Funds
March 26, 2024	Tuesday	Public Hearing #5 – Finance Committee (backup)	Enterprise Funds
March 27, 2024	Wednesday	Deadline for recommendations on Articles	Check to see if this can be set to March 29 for FC
March 28, 2024	Thursday	FC Regular Meeting	
April 1, 2024	Monday	Deadline for FC Report	
April 3, 2024	Wednesday	FC Report to printer	
April 5, 2024	Friday	Deadline for draft Motions	
April 12, 2024	Friday	FC report made public	
April 12, 2024	Friday	Moderator’s ATM coordination meeting	
April 18, 2024	Thursday	Deadline to submit presentations for review & approval	
April 18, 2024	Thursday	FC Regular Meeting	• If necessary

Date	Day	Event	Comments
April 25, 2024	Thursday	FC Regular Meeting	
April 24, 2024	Wednesday	Moderator's staff meeting	
April 28, 2024	Sunday	Annual Town Meeting	
April 29, 2024	Monday	Annual Town Meeting	• If necessary
April 30, 2024	Tuesday	Annual Town Meeting	• If necessary
May 1, 2024	Wednesday	Annual Town Meeting	• If necessary
May 23, 2024	Thursday	FC Regular Meeting	

Other Key Dates

January 29, 2024	Monday	Town Caucus
March 6, 2023	Wednesday	Deadline for voter registration for annual election
March 26, 2023	Tuesday	Annual Town Election

Agenda Item 13:

Approve Meeting Minutes

March 15, 2023 - Public Hearing

April 30, 2023

Town of Concord
Public Hearing hosted by the Finance Committee
March 15, 2023
Hybrid Meeting

Members present:

Peggy Briggs, Chair (remote), Parashar Patel, Vice Chair acting as Chair, Dee Ortner, Brian Taylor, Christine Reynolds, Don Kupka, Kathy Cuocolo (remote), Eric Dahlberg (remote), Lois Wasoff (remote), John Garofalo, Greg Guarriello, Lyndsey Lis, Amrith Kumar (remote), Ray Andrews (remote)

Members absent:

Suresh Bhatia

Mr Patel called the Public Hearing to order at 7pm by a roll call vote.

Article 21 Light Plant Solar Expansion – Middle School

Brian Foulds, Chair of the Municipal Light Board, presented. The warrant article requested \$13M for this project to install solar generation capability at the new Concord Middle School (CMS). The present estimate is that the project will cost \$7.5M and that is the amount that will be moved at Town Meeting. This project will help the town achieve its goals for renewable energy; capital and maintenance costs are included in this request. It is expected that the project will be funded by borrowing for a 15-year term and that the costs of the borrowing will be passed through to the rate payers.

Questions from FinCom members:

Mr. Kupka pointed out that this will cost more than installing solar panels elsewhere. Mr. Foulds noted in response that the town had voted for the building to be designed and operated on a net-zero basis. Ms. Ortner expressed concern about the appearance of panels.

In response to a question from Ms. Lys, Mr. Foulds clarified the funding sources for the project, which are expected to include ARPA funds.

Ms. Reynolds made a motion that FinCom recommend Affirmative Action on Article 21. The motion passed unanimously.

Article 24 Light Plant Expenditures and Payment in Lieu of Taxes

David Wood, Director of the Concord Municipal Light Plant (CMLP), presented. He discussed the allocation of electrical usage among Residential, Commercial, and Municipal users, and reviewed the net income of CMLP from 2018 to the present. The capital outlay for FY23 was approximately \$5M and is expected to be approximately \$9.5M in FY24. The increase is primarily due to the CMS project. Net income for FY23 will be approximately \$2M and the payment in lieu of taxes will be \$459K.

Jason Bulger, the CMLP Chief Technology Officer, presented on CMLP's telecommunications and Internet service offerings. He reported that there were 1,635 active customers as of January 2023. Subscriptions and revenue increased about 5% from FY22. Revenue was \$1.6M and net income was \$250K. Revenue sources were mostly residential with some commercial users as well.

Questions from FinCom members:

In response to a question from Ms. Reynolds, Mr. Bulger said that CMLP sees no major risks to its current projections.

Ms. Ortner asked whether there was a problem in filling open positions, which Mr. Bulger acknowledged but said was being addressed.

In response to a question from Mr. Kupka, Mr. Bulger said that there were plans in place to replace equipment as it ages.

Questions from the Public:

Ms. Ackerman asked if broadband numbers are included in the CMLP numbers and if the installation of Smart meters for residential customers is still on schedule. Mr. Bulger replied in the affirmative to both questions, noting that Smart meter installation is expected to be completed in 2024.

Mr. Banfield asked about the \$7M of restricted funds and was given a couple of examples of projects covered by those funds.

Mr. Howell asked about reserve funds for emergencies (like the tornado a few years ago) and was told that reserves were maintained.

Mr. Kumar made a motion that FinCom recommend Affirmative Action on Article 24. The motion passed unanimously.

Article 31 FY 24 Beede Swim and Fitness Center Enterprise Fund

Anna McKeown, the Recreation Director, presented. She noted that the Beede Center had been budgeted to show a loss in FY22 but is now expecting to have positive net income of approximately \$300K. Revenues are up due to an increase in memberships; expenses are down in part due to staff shortages. The largest category of members is individual, but family memberships have increased too. Looking forward, an area of concern is costs associated with deferred maintenance.

The FY24 budget shows an expected loss of \$35K and capital outlay expenses of \$153K. The budget assumes expanding programming and hiring more staff. FY24 revenue is projected to be \$2.4M with more than half that amount coming from memberships and about a quarter coming from swim programs. Expenses are expected to be about \$2.7M, comprised of: personnel \$1.3M (47%); purchased services \$730K (27%); depreciation \$380K (14%); and capital outlay \$153K (6%). The FY24 budget assumes the creation of a new position of Recreation Facilities Coordinator to address issues related to the physical structures and deferred maintenance. It is not expected that the Beede Center will pay into the Town's General Fund in FY24 as had been done before the pandemic. The budget also assumes a fund balance being maintained of at 6 months operating expenses.

Questions from FinCom members:

Mr. Patel asked if the new Recreation Facilities Coordinator Position could be a short-term position, to which Ms. McKeown replied that it could not, due to the many things that need attention daily.

In response to a question from Ms. Ortner, Ms. McKeown said that the biggest challenge going forward is the deferred maintenance in the facility.

In response to a question from Ms. Reynolds about deferred maintenance, Ms. McKeown said that at least \$1M could be spent over the next five years on such projects as replacing the facility's roof and adding solar.

Ms. Ortner made a motion that FinCom recommend Affirmative Action on Article 31. The motion passed with all members voting yes except Ms. Briggs and Ms. Cuocolo, who did not vote.

Ms. McKeown made an additional presentation about the Recreation Revolving Fund. The Fund's FY24 budget shows operating revenues of approximately \$2.4M and operating expenses of approximately \$2.7M, for a net operating loss of \$300K. This is a result of certain user fees having been

set in advance before it was known that the fund would be absorbing certain expenses. Sources of revenue include: school year childcare (\$1,260K or 52%), summer camp (\$500K or 21%), sport programs (\$325K or 13%), and recreation programs (\$215K or 9%). Revenues have increased slowly year over year. Major expense categories include: personnel (\$1.9M or 69%), purchased services (\$568K or 21%), and payments to the General Fund (\$137K or 5%). The expense increases are due in part to the addition of 3 new FTE and other staff. Recreation Fund Balance has been supplemented over the last few years with Covid-related grants that were used to cover childcare related expenses, but the balance will still be in the \$1M range when those grants are no longer available.

Questions from FinCom members:

Mr. Guarriello asked what positions were formerly paid by others but will now be paid from the Revolving Fund. Ms. McKeown said that her salary as Administrator and the salary of the custodian were formerly paid by the Town General Fund but will now be paid by the Revolving Fund. In response to a question from Ms. Reynolds about how the \$300K shortfall will be addressed, Ms. McKeown said that user fees will probably be increased. Ms. Reynolds also asked whether the Recreation Fund Balance could be used for the deferred maintenance at the Beede Center; Ms. McKeown responded that she believed those expenses needed to be covered out of the enterprise funds rather than the revolving fund.

Article 38 Solid Waste Disposal Fund Expenditures

Alan Cathcart, Director for Concord Public Works, presented. He noted that the Town's solid waste management program was initially developed 25 years ago and was "state of the art" at the time. It is appropriate to re-evaluate the program now. The goal is to provide efficient, cost-effective, and environmentally sound waste collection services. The Town contracts with Waste Management Services to provide services, including weekly pick-up services. The program is funded by subscription payments made semi-annually and by barrel tag/sticker sales. The Town also offers twice a year Drop Off/Swap Off Days, hazardous waste removal, mattress recycling, battery recycling, and yard waste composting. Expenses total about \$2.3M. Major expense items include: curbside pick-up (\$1.4M or 61%), contracted disposal services (\$279K or 12%), and recycling processing fees (\$264K or 11%). Total revenue is about \$1.9M. Major revenue sources include: subscription fees for collection (\$1.3M or 66%) and disposal fees in the form of sales of tags and stickers (\$417K or 21%). The program has a net operating loss of \$370K, which is not sustainable. This is in part caused by the fact that some recyclables (like cardboard) are no longer a revenue source. Recyclables and trash are also brought to separate facilities, which adds to the costs. The program will have to be changed. The shortfall has been covered by dipping into a reserve fund, which is a temporary measure. Work is being done to address these issues and develop a new program that will be financially sustainable, so using the reserve fund provides time for a new pricing structure to be established once the new program is implemented. The FY24 budget contemplates an increase per customer of about \$33 per year (to \$482) on average.

There were no questions from FinCom or the public.

Mr. Kumar made a motion that FinCom recommend Affirmative Action on Article 38. The motion passed unanimously.

Article 41 Water System Expenditures

Alan Cathcart, Director for Concord Public Works, presented. This is an enterprise fund article. The Public Works Commission sets rates and establishes policies. The Concord water system is comprised of over \$25.M in assets, including pumping stations, treatment facilities and reservoirs. For FY24, the

operating budget is over \$5.5M, which includes a contribution of \$771K to the Town's general fund. Other big expense items are distribution and storage (60%) and depreciation (26%). The FY 24 Capital Improvement Plan is \$5.6MM; the largest items are water main replacement (\$1.9M) and filtration improvements at Nagog (\$1.7M). The anticipated rate increase for FY24 is 12.5%. Planning for new treatment facilities has been complicated by the emergence of PFAS as a contaminant of interest. A state revolving fund loan was received to help with construction at Nagog but the decision was made to hold back moving forward due to several uncertainties, including the PFAS situation. Discussions about a possible regional response to PFAS are going on with neighboring communities.

Questions from FinCom members:

Ms. Ortner asked about the state revolving fund aid. Mr. Cathcart explained that this was a state program to provide low or no interest loans to communities dealing with water issues. The Nagog water treatment facility will probably cost about \$28M. The maximum amount the state will loan per year is \$15M. Concord has qualified for loans based on its construction of a water treatment plant. In response to another question from Ms. Ortner, Mr. Cathcart said that the timing for construction of a regional solution would be about 5 years for planning and 5 to 10 years for construction.

Questions from the public:

Mr. Howell asked who the actual decision makers were with respect to regional solutions? Mr. Cathcart said that the Metro West towns, including Concord, have similar interests that make discussions more straightforward. Conversations going on now have been fruitful so far.

Ms. Ortner made a motion that FinCom recommend Affirmative Action on Article 41. The motion passed unanimously.

Article 39 Sewer System Expenditures and Article 40 Sewer Improvement Fund Expenditures

Alan Cathcart, Director for Concord Public Works, presented. This is an enterprise fund article. Sewer serves about 33% of the Town, primarily the more densely populated areas. Infrastructure assets for the sewer system are valued at \$18.8M. Total operating expenditures for FY24 are \$3.6M, with depreciation expense (33%), contract management for the wastewater treatment plant (30%) and personnel (17%) as the largest items. FY24 Capital Improvement Plan total proposed expenditures are \$1.3M. Sewer rates will increase 5% in FY24.

Questions from FinCom members:

Ms. Reynolds asked why the availability of sewers is a limitation to growth in some parts of town. Mr. Cathcart replied that the Comprehensive Wastewater Master Plan done 2003 had no allowance for increases in wastewater capacity. He reviewed the history of the planning done since. The inquiry into possible expansions of capacity will continue, and the plan is to revisit this and have public meetings to discuss possible updates over next 6-12 months.

Ms. Reynolds made a motion that FinCom recommend Affirmative Action on Articles 39 and 40. The motion passed unanimously.

Article 42 Authorize Expenditure from PEG Access and Cable Related Fund

Jason Bulger, CMLP Chief Technology Officer, presented. He noted "PEG" is an acronym for "Public - Education - Government." The total requested for the Fund by this article is \$528K of which \$135K is for Capital Improvements. The projected fund balance for FY24 is \$1.4M.

Total operating revenues for FY24 are projected to be \$335K. The revenues are largely calculated on the number of cable subscribers to Comcast and also include a fee paid by the town of Carlisle. The FY24 budget also includes \$135K in capital expenditures to upgrade equipment and add the capacity to host two meetings (at the Town House Hearing Room and Select Board Meeting Room) at the same time. Total operating expenses for FY24 are projected to be \$402K of which \$365K is personnel expenses.

Questions:

Ms. Ackerman asked for details about Town staff salary and benefits being charged to this fund. Mr. Bulger said that staff resources weren't billed back for the last two years. This year will be used as a gauge to determine what General Fund staff resources were being used to support this activity and could be charged back to the PEG Fund.

Karlen Reed noted, as chair of the PEG Advisory Committee, that the committee voted to recommend approval of this article.

Mr. Kumar made a motion that FinCom recommend Affirmative Action on Article 42. The motion passed unanimously.

Mr Kumar moved to close Public Hearing at 9:04PM. It passed unanimously.

Respectfully submitted,
Ray Andrews - scribe

DRAFT

**Town of Concord
Finance Committee
Meeting Minutes – April 30, 2023**

Present: Ray Andrews, Suresh Bhati, Peggy Briggs (Chair), Eric Dahlberg, John Garofalo, Greg Guarriello, Armith Kumar, Don Kupka, Lindsey Lis, Dee Ortner, Parashar Patel, Christine Reynolds, Brian Taylor, Lois Wasoff

Absent: Kathy Cuocolo

Others Present: Diane Proctor (Chair, Community Preservation Committee)

The meeting was held in-person at CCHS in conjunction with the Annual Town Meeting.

Having determined the presence of a quorum, Ms. Briggs called the meeting to order at 4:25PM.

The single item for discussion was Article 26 (Community Preservation Committee Appropriation Recommendations). At its last meeting, FinCom had voted to recommend No Action on Item E in the list of recommended appropriations (Town of Concord – Warner's Pond Restoration Project). That item appropriated \$550,000 (\$275,000 for open space and \$275,000 for recreation). Diane Proctor had asked that FinCom meet during Town Meeting and reconsider that recommendation. She informed FinCom that if Item E was not approved the requested allocations would fall short of the requirement that 10% of the funds allocated be spent on open space. In addition, Ms. Proctor explained that although substantial funds have already been allocated to the Warner Pond project, those funds were specifically tied to dredging the pond and could not be repurposed without further action by a future Town Meeting. It is unlikely at this point that the dredging project will proceed, since it now appears that the issues will have to be addressed by removing the existing dam. A consultant must be hired to study the situation and analyze the consequences of removing the dam, and permits will have to be sought. The \$550,000 will be used for that purpose; any balance remaining will be returned to the CPC. The encumbered funds left over from the dredging project that is now not expected to proceed would be reallocated by a subsequent Town Meeting.

A discussion followed, in which several committee members raised questions about the amount of the past allocations for Warner's Pond, how much money remained unspent from those past allocations, whether the full \$550,000 was necessary to retain the consultant and to resolve the issue of the 10% minimum allocation to open space, and whether it was clear that dam removal would be the chosen solution instead of dredging. Ms. Proctor did not have specific information about the past allocations immediately available, but she did indicate that the \$550,000 was necessary to begin the next phase of planning the dam removal and that it was extremely likely that the final decision would be to remove the existing dam.

Mr. Patel made a motion (duly seconded) that FinCom recommend Affirmative Action on Article 26 as it appeared in the Warrant, including the \$550,000 for Warner Pond restoration allocated in Item E. The motion was passed by a vote of 13 in favor and one (Dee Ortner) abstaining.

There being no further business, the meeting was adjourned at 4:45PM.

Respectfully submitted,

Lois Wasoff, Clerk

DRAFT

Agenda Item 15:

Correspondence

(Attached are copies of correspondence received since the last Finance Committee Meeting)

Gail Dowd

From: Shannon McAndrew
Sent: Tuesday, May 9, 2023 10:22 AM
To: Shannon McAndrew
Subject: You're Invited! - Board & Committee Volunteer Appreciation Event
Attachments: Event Flyer.pdf

Good morning,

Please see the attached invitation for the Board & Committee Volunteer Appreciation Event to be held on Thursday, June 15, 2023 at 5:00 PM at the Town House Hearing Room, 22 Monument Square. This will be an in-person event only with light refreshments to celebrate the hard work of our Board and Committee members and to honor those members whose terms concluded after this past Town Meeting! Please RSVP using the link [here](#) by Wednesday, May 31, 2023. Additionally, please share the word with your fellow Board/Committee members and I will also send out a reminder email closer to the event.

Thank you!



Shannon McAndrew (she/her/hers)
Senior Administrative Assistant
Town Manager's Office/Select Board

Email: smcandrew@concordma.gov
Phone: 978-318-3003

22 Monument Square
Concord, MA 01742
www.concordma.gov



YOU'RE INVITED!

**BOARD &
COMMITTEE
VOLUNTEER
APPRECIATION
EVENT**

**Thursday,
June 15, 2023**

5:00 PM

**Town House
Hearing Room**

**22 Monument
Square**

**PLEASE RSVP BY
MAY 31, 2023 BY
COMPLETING
THE FORM HERE
OR TO SHANNON
MCANDREW,
SENIOR
ADMINISTRATIVE
ASSISTANT AT
SMCANDREW@
CONCORDMA.GOV**

Gail Dowd

From: Elizabeth Hughes
Sent: Thursday, May 4, 2023 9:10 AM
To: Kerry Lafleur; Megan Zammuto; Gail Dowd
Cc: Shannon McAndrew; Elizabeth Rust
Subject: FW: Next Housing Roundtable May

Good morning everyone.

The next Housing Roundtable (which includes PB, SB, CPC, CHA, CHDC, CHF, CMAHT) will be held on Monday June 5th at 7pm over zoom. I will send along a zoom link shortly.

The discussion will focus on the MBTA Communities Zoning Requirement. We are fortunate to have our Citizens' Housing and Planning Association consultant Lily Linke attending to brief us on the MBTA Communities Zoning requirement, and opportunities for the housing community and advocates to start to get involved.

Could you please make sure the Select Board and the FinCom is invited and to please save the date!

Sincerely,
Elizabeth

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

**Finance Committee Members
&
Committee Assignments**

Finance Committee Members

5/1/2023

Bhatia, Suresh	2025 Term 1	sbhatia@aconstructioninc.com
Briggs, Margaret	2024 Term 1	peg.briggs@gmail.com
Cuocolo, Kathy	2026 Term 2	kcc.fincom@gmail.com
Dahlberg, Eric	2024 Term 1	ericdahlberg@gmail.com
Garofalo, Jon	2025 Term 1	johnagarofalo@yahoo.com
Guarriello, Greg	2025 Term 2	gregguar@gmail.com
Kumar, Amrith	2024 Term 1	concord.amrith@gmail.com
Kupka, Don	2026 Term 1 - first full term	concordmarin@gmail.com
Lis, Lyndsey	2025 Term 1	lyndseylis@gmail.com
Ortner, Dee	2025 Term 2	daortner@gmail.com
Patel, Parashar	2024 Term 1	ponfincom@gmail.com
Reed, Karlen	2026 Term 1	karlen.reed@gmail.com
Reynolds, Christine	2024 Term 2	FinComCR@gmail.com
Sadruzzaman, Quazi	2026 Term 1	sadruzzaman@hotmail.com
Wasoff, Lois	2026 Term 2	lwasoff.fincom@icloud.com

Mary Hartman	Select Board Observer	klafleur@concordma.gov
Cynthia Rainey	School Committee Observer	lhunter@concordps.org
Kerry Lafleur	Town Manager	gdowd@concordma.gov
Dr. Laurie Hunter	School Superintendent	bconry@concordps.org
Gail Dowd	Chief Financial Officer/Finance Director	
Bob Conry	Ass't Superintendent Finance & Operations	