



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

**Concord Finance Committee Agenda
July 20, 2023, immediately following joint
meeting with School Committee**

**Hybrid Meeting:
Ripley Building, 120 Meriam Road, Conference Room 4, and
via Zoom:**

Join Zoom Meeting

<https://concordps.zoom.us/j/99802014669?pwd=dlljS0pnM2s4N29pUzBzVDlnWk5TZz09>

Meeting ID: 998 0201 4669

Passcode: 165229

Agenda

1. Call to Order
2. Public Comment
3. Update on Follow-up Items
4. Update from Chair's Breakfast (as applicable)
5. Committee Roles Discussion and Approval
6. Committee Updates
7. Discussion of School Related Items
 1. CCRHS Paving Project
 2. FY2024 Transportation Costs
8. Approve work plan deliverables
9. Finance Committee comments/request for information on Baker Street housing proposal
10. Updated Calendar
11. Discuss FY 25 information request letters to Schools, Town
12. Approve Meeting Minutes (if available)
13. Public Comment
14. Correspondence
15. Review Follow-up Items
16. Adjourn

Reminders:

• **Next Meeting:**

August 24 (Thursday) 7:00pm - regular and guidelines meeting

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 4:

Update from Chair's Breakfast
(as applicable)

Agenda Item 5:

Committee Roles Discussion and
Approval

Concord Finance Committee Liaison Roles

Current role (see **bold** below):

Mission Statement & Committee Operations

The Finance Committee is the principal financial advisor to the Town Meeting. It is a deliberative rather than a decision-making body. Finance Committee responsibilities are set forth in state law (Massachusetts General Law Chapter 39, §16), a Town Bylaw (1921) and standing votes of the Town Meeting (1976 and 2011). These responsibilities include:

- Establishing a budget guideline prior to November 30 each year for the Town Manager and the School Committees;
- Conducting public hearings on finance-related warrant articles before Annual and Special Town Meetings;
- Publishing an annual report highlighting its recommendations on all finance-related warrant articles under which an appropriation or expenditure of money or the disposition of any property of the Town may be made;
- Publishing a 5-year projection detailing what the total tax burden is likely to be on the citizens of the Town;
- Managing the Town's appropriated Reserve Fund, voting to disburse money from this fund, upon the request of the Town Manager, when unforeseen or extraordinary events occur.

These responsibilities are carried out with the objective of providing sound and comprehensive advice to the Town Meeting that promotes, maintains and strengthens the long-term financial health of the town within a level of property taxation that is sustainable and supportable by the residents of Concord.

The Finance Committee is made up of 15 members who are appointed by the Town Moderator to serve for up to 2 3-year terms. The Moderator also makes appointments during the year to fill any unexpired term in the event of a vacancy. Staff assistance is provided by the Town Finance Department. The Town Finance Director provides direct staff support to the Finance Committee and attends its meetings. **Members of the Finance Committee observe other Town boards and committees' public meetings to assist the Committee's understanding of current and emerging financial matters before the Town.**

Source: Mission Statement & Committee Operations, <https://concordma.gov/235/Finance-Committee>

Proposed role:

Finance Committee liaisons to other Town boards and committees proactively engage with those bodies to assist the Committee's understanding of current and emerging financial matters before the Town and when appropriate, share the Committee's perspective on matters of interest to the Committee. On those matters where the Finance Committee has not taken a formal position, liaisons must preface remarks by clearly stating that they are not speaking for the Committee.

Agenda Item 7:

Discussion of School Related Items

1. CCRHS Paving Project
2. FY2024 Transportation Costs

Laurie Giovino

From: Gail Dowd
Sent: Friday, June 23, 2023 9:51 AM
To: Laurie Giovino
Subject: FW: Memo from CCRSD
Attachments: CCRSD Budget Projection Update- Access Road.pdf

Hi

This memo and email are going to be included in the packet for the July 20th meeting.

Thanks
Gail

Gail S. Dowd
Chief Financial Officer/Finance Director
Town of Concord
22 Monument Square
Concord, MA 01742
gdowd@concordma.gov
Phone: 978-318-3095

From: Tracey Marano <tmarano@concordps.org>
Sent: Wednesday, June 21, 2023 10:36 AM
To: ponfincom@gmail.com; ericrdahlberg@gmail.com; alanderson@concordps.org; Laurie Hunter <lhunter@concordps.org>; Gail Dowd <gdowd@concordma.gov>
Subject: Memo from CCRSD

Good morning Parashar,

Attached please find a memo to share with your committee regarding the CCHS paving project.

Here is a link from our 6/13 meeting with a CCHS budget update.

<https://www.concordps.org/wp-content/uploads/2023/06/6-13-2023-SCOM-Mtg-Report-Business-Office.pdf>

Here is a link to the memo from Bob Conry regarding the CCHS Paving project also from our 6/13 meeting.

<https://www.concordps.org/wp-content/uploads/2023/06/6-13-2023-SCOM-Mtg-Capital-Project-Update-and-funding-overrage.pdf>

I hope you find this information helpful. Please let me know if you have any questions.

Tracey

Note: All email correspondence to and from this address is subject to public review under the MA Public Records Law. As a result all messages may be monitored by and disclosed to third parties.

**CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

Tracey Marano
CHAIR, CCRSD
tmarano@concordps.org

To: Parashar Patel, Concord Finance Committee Chair

Date: June 21, 2023

Re: BUDGET PROJECTION UPDATE

WHAT: As discussed in our June 13, 2023 and June 20, 2023 Joint School Committee meetings, *bids for the CCHS access road project exceeded the budget.*

WHY: In a memo to the school committee dated, June 13, 2023, Assistant Superintendent Bob Conry explained that: *District administration discussed the bid with the Town DPW Director, and has received feedback that this bid pricing is consistent with significant cost escalation in the paving and public works industry, and that there is an environment of cost escalation; this issue is not unique to Concord. Further increases are anticipated to occur if the project were to be deferred.*

IMPACT: We awarded the contract to the lowest bidder, but a delta of **\$420,870.97** remained.

FUNDING SOLUTION: When confronting this budget overage, we considered two solutions:

- Requesting Special Town Meetings in both Concord and Carlisle to secure the necessary additional funding
- Further examining our FY23 budget to determine whether there existed an internal solution

Given the magnitude of the overage and our zero based budgeting approach, we believed that an internal solution would be unlikely. However, we found one.

Since 2020, when schools closed from March 2020 - September 2020, the regional school district was able to apply budget savings from the operating budget to pre-pay technology purchases* (namely student laptops for the incoming freshman class) instead of using funds that become available on July 1 concurrent with the new budget cycle. *We elected to use funds encumbered in the FY23 budget for the purchase of freshman laptops and other technology purchases required in the FY24 school year.*

We chose the above outlined option to also ensure that the traditional stability funds (E&D and Circuit Breaker) remain healthy. If you remember, those stability funds were not healthy in 2017 when Dr. Hunter arrived in the district. It has been a priority of the current administration to rebuild and maintain the proper funding of those accounts to ensure the long term fiscal stability of the district.

**Even when using budget savings to pre-pay for technology purchases, the FY20 budget still came in under guideline.*

CONSEQUENCE: We will return to our previous practice of purchasing technology in the same fiscal year as it will be used. This practice is entirely normal and was our practice in advance of COVID. However, *this will cause future budgets to be tighter, as we will not have the ability to redistribute funds for these types of unforeseen and unanticipated expenses.* Additionally, we anticipate that aging technology infrastructure at CCHS (projectors, etc) will require fiscal support in the near future, and we will no longer have flexibility to offset these larger expenditures.

Laurie Giovino

From: finance mail
Sent: Thursday, July 6, 2023 2:08 PM
To: Laurie Giovino
Subject: FW: FY24 Budget Impact Update
Attachments: CPS and CCRSD Budget Projection Update_ Transportation Reimbursement.pdf

Hi Laurie

Please include this response in the July 20th Correspondence section of the Finance Committee Packet.

Gail

Gail S. Dowd
Chief Financial Officer/Finance Director
Town of Concord
22 Monument Square
Concord, MA 01742
gdowd@concordma.gov
Phone: 978-318-3095

From: Henry Dane <hdane@concordma.gov>
Sent: Thursday, July 6, 2023 9:14 AM
To: Alexa Anderson <alanderson@concordps.org>; finance mail <finance@concordma.gov>; Parashar Patel <ponfincom@gmail.com>
Cc: Laurie Hunter <lhunter@concordps.org>; Tracey Marano <tmarano@concordps.org>; Robert Conry <rconry@concordps.org>; Kerry Lafleur <klafleur@concordma.gov>
Subject: RE: FY24 Budget Impact Update

Thank you Alexa. Do we have the option or ability of integrating some or all of the students into our own system? and if so, what would the financial impact be on both the transportation and instructional budgets? Also, are SPED funds involved either in the transportation or instructional costs?

Henry J. Dane
Chair, Town of Concord Select Board
PO Box 540 Concord, Massachusetts 01742
hdane@concordma.gov
hdane@danelaw.com
Phone: 978-369-8333 Ext. 18
Fax: 978-369-3106

Unless otherwise indicated, the views expressed in this email are my own and not (necessarily) those of the Board.

From: Alexa Anderson <alanderson@concordps.org>

Sent: Wednesday, July 5, 2023 9:24 PM

To: finance mail <finance@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Henry Dane <hdane@concordma.gov>

Cc: Laurie Hunter <lhunter@concordps.org>; Tracey Marano <tmarano@concordps.org>; Robert Conry <rconry@concordps.org>

Subject: FY24 Budget Impact Update

Hi Finance Committee,

I wanted to share a memo that was just sent to our CPS and CCRSD School Committees regarding our requirement to transport students in shelter housing at the Best Western site to their home districts, and the impact it will have on our FY24 budget.

A discussion on this topic will be added to our July 20th agenda (not our joint meeting, but the meeting we will have at 5 p.m. just before).

Thanks so much, and let me know if you have any questions. I'm interested in feedback as to whether you all find these memo (we also sent one to you about the access road last month) updates helpful. We are committed to improving the way our committees work and collaborate together, so this one thing we're trying.

Thanks so much,

Alexa Anderson, Chair
Concord School Committee
Concord-Carlisle Regional School Committee

***Note:** All email correspondence to and from this address is subject to public review under the MA Public Records Law. As a result all messages may be monitored by and disclosed to third parties.*

**CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT**

Alexa Anderson
CHAIR, CPS
alanderson@concordps.org

To: Concord and Concord-Carlisle Regional School Committees
CC: Concord Finance Committee
Concord Select Board
Date: June 23, 2023
Re: CPS and CCRSD BUDGET PROJECTION UPDATE

BACKGROUND: *As required by law, the Concord and Concord-Carlisle Regional School districts are responsible for transporting the students residing at the Best Western site to their home districts should they elect not to enroll in the Concord or Concord-Carlisle school system. Whether to enroll in Concord schools or to continue in their home districts is the choice solely of families and students, not the Concord or Concord-Carlisle administration, or any other local or state organization.*

WHAT: Reimbursements for transporting students residing at the Best Western will not be reimbursed for a full fiscal year, meaning the transportation expenses incurred in FY23 will not be reimbursed to the Concord and Concord-Carlisle school districts until June 2024.

WHY: Federal legislation does not allow for flexibility in the timing of reimbursement, as defined in the [McKinney-Vento Act](#).

IMPACT: In the FY23 school year, we incurred \$73,000.00 in transportation costs for the students at the Best Western. The costs were incurred from April - mid June. The allocation between districts was as follows:

- \$67,876 at CPS
- \$16,780 at CCRSD

We have forecasted the FY24 budget costs for the transportation of students from the Best Western to their home districts to be approximately \$200,000, with the same split of (approximately) 90/10 to the CPS and CCRSD making the estimated allocations:

- approximately \$180,000 at CPS
- approximately \$20,000 at CCRSD

We will not see reimbursement for this significant sum of money until June 2025.

PROPOSED FUNDING SOLUTIONS: As the amount for FY24 is significant, *we must explore several funding options*, detailed below. If you have any additional suggestions, please offer them in advance of our July 20, 2023 Joint School Committee meeting, and those suggestions will be discussed at that meeting.

OPTION ONE:

CPS: We can *transfer nearly the entirety of our Non Public Special Education tuition* (DESE function 9300) to cover transportation costs. DESE function 9300 is budgeted at \$244,856 for FY24. Non Public Special Education tuitions would then be reimbursed by Circuit Breaker (DESE Function 9900) (as their functions and uses align). Finally, Circuit Breaker would then be reimbursed by McKinney Vento funds in June 2025.

**This is the only possible internal solution in order to avoid reducing programs and services to students enrolled in the Concord Public Schools, as vetted by the Superintendent and Assistant Superintendent of Finance and Operations. It will involve multiple transfers on our part throughout FY24.*

CCRS: At CCHS, we are transporting significantly less students, and as such the costs here are significantly lower. We can use our **E&D account** to cover these expenses.*

**Please note, especially in relation to the memo we sent earlier this week, that we are grateful that we had the option to use technology pre-pay money to cover the cost delta for the CCHS Access Road paving project because it allowed us to preserve E&D monies to be used for a situation exactly like this one.*

CONSEQUENCE: . Best practice is to carry over a full year's budgeted tuition in the Circuit Breaker (DESE 9900) account. At CPS, we would deviate from that best practice, and *this plan would essentially 'go bust' should unanticipated out of district special education placements occur.*

At CCHS, a similar vein as was articulated in the Access Road memo, *our funding solution will cause future budgets to be tighter, as we will not have the ability to redistribute funds for these types of unforeseen and unanticipated expenses.*

ADDITIONAL NOTES: Both the school committee and the school administration will commence a *lobbying campaign* to Congresswoman Laurie Trahan as well as Senators Elizabeth Warren and Ed Markey, *asking them to consider:*

1. *amending the McKinney Vento act to provide a more reasonable reimbursement schedule OR*
2. *fronting the monies to each district from their own free cash, and reimburse themselves free cash with federally funded McKinney Vento monies.*

**Dr. Hunter and state representative Simon Cataldo have already engaged in conversation about the fiduciary challenges our district will face in FY24. and the Superintendent has made contact with the offices of Congresswoman Lori Trahan and US Senators Markey and Warren.*

OPTION TWO:

CPS: Request that the Town of Concord use free cash to front the FY24 transportation costs (approximately \$190K) to cover transportation costs for the FY24 school year. Monies would be reimbursed to the Town of Concord from the Concord School District upon receiving reimbursement from the state according to the planned schedule, in June 2025.

CCRS: At CCHS, we would use the same plan as detailed above in option one.

CONSEQUENCE: Should an unforeseen emergency occur, there would be approximately \$200K less in free cash for the Town of Concord to use in the months before reimbursement.

ADDITIONAL NOTES: As with option one, both the school committee and the school administration will commence a lobbying campaign to Congresswoman Lori Trahan as well as Senators Elizabeth Warren and Ed Markey, asking them to consider:

3. amending the McKinney Vento act to provide a more reasonable reimbursement schedule OR
4. fronting the monies to each district from their own free cash, and reimburse themselves free cash with federally funded McKinney Vento monies.

Agenda Item 8:

Approve Work Plan Deliverables

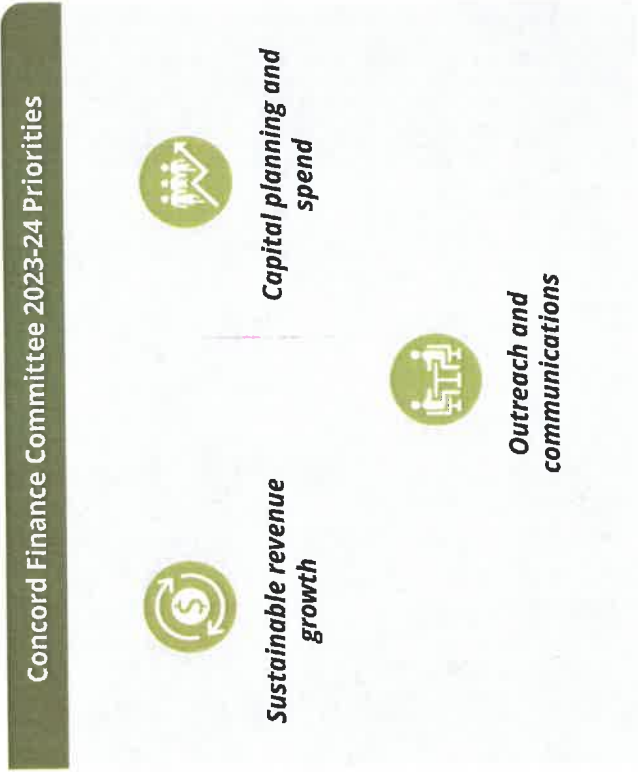


Finance Committee Work Plan 2023-24

Concord, Massachusetts

July 5, 2023

The Finance Committee will **emphasize open communication** with town residents and committees to **ensure our priorities of revenue growth and capital planning** are reflected in key town and school initiatives



FinCom-identified key town and school initiatives and areas of opportunity

		Revenue	Capital planning
1	Concord Public Schools Strategic Plan	✓	✓
2	Town Strategic Plan	✓	✓
3	Middle School Building Project		✓
4	2229 Main Street	✓	✓
5	Recreation Department Strategy	✓	✓
6	250 th Anniversary Celebration		

Finance Committee Work Plan 2023-24: Areas of Focus

Finance Committee:
We would like your input on
proposed deliverable/objective.

Areas of focus approved
June 2023 meeting.

Area of Focus	Deliverable / Objective	Start	End	Status
Sustainable Town revenue growth	<ul style="list-style-type: none"> Encourage Select Board (SB), School Committees (SCs), others to develop new sources of sustainable growth <ul style="list-style-type: none"> <input type="checkbox"/> Increase use of payments-in-lieu of taxes (PILOTs) <input type="checkbox"/> Zoning changes to encourage revenue generating development <input type="checkbox"/> Reassess user fee structures and amounts at Town and Schools <input type="checkbox"/> Review and update Town rental agreements <input type="checkbox"/> Review and change Town processes that inhibit new business development 	Jun-23	May-24	
Capital planning and spend	<ul style="list-style-type: none"> Better understand current Town and Schools' capital plans and processes Provide input on Tier 1 and Tier 2 capital items to Town and Schools Ask for integrated five-year plans by December 1, 2023 	Jun-23	Dec-23	<ul style="list-style-type: none"> Town briefing complete; Schools scheduled (7/20)
Outreach/communications on FC	<ul style="list-style-type: none"> Develop communications strategy and tactics Proactively communicate major FC information & decisions to residents aligned with communications strategy and tactics 	Jun-23	May-24	<ul style="list-style-type: none"> Plan approved
CPS strategic plan	<ul style="list-style-type: none"> Ask School Committees (SCs) for periodic updates Encourage FY 25 budget requests be "connected" to strategic plan 	23-Jul	May-24	
Town strategic plan	<ul style="list-style-type: none"> Encourage Town to develop robust five-year strategic plan Provide input to strategic plan 	Jul-23	TBD	
Middle School Building project	<ul style="list-style-type: none"> Keep abreast of budget vs actual costs and budget impact of committee decisions 	23-Jul	May-24	
2229 Main Street	<ul style="list-style-type: none"> Encourage revenue-oriented approaches to site development/use Provide input to draft recommendations 	TBD	TBD	
Recreation Department strategy	<ul style="list-style-type: none"> Understand budget impacts of strategy Ensure Town capital plan incorporates potential capital projects Incorporate those impacts into five-year forecasts 	TBD	TBD	
250th Anniversary celebrations	<ul style="list-style-type: none"> Encourage use of private fund raising such that Town is not required to appropriate funds in FYs 2025 nor 2026 If necessary, estimate impact to taxpayers in 2024 Annual Report 	Jul-23	May-24	

Finance Committee Work Plan 2023-24: Town & School Initiatives

Areas of focus approved June 2023 meeting.

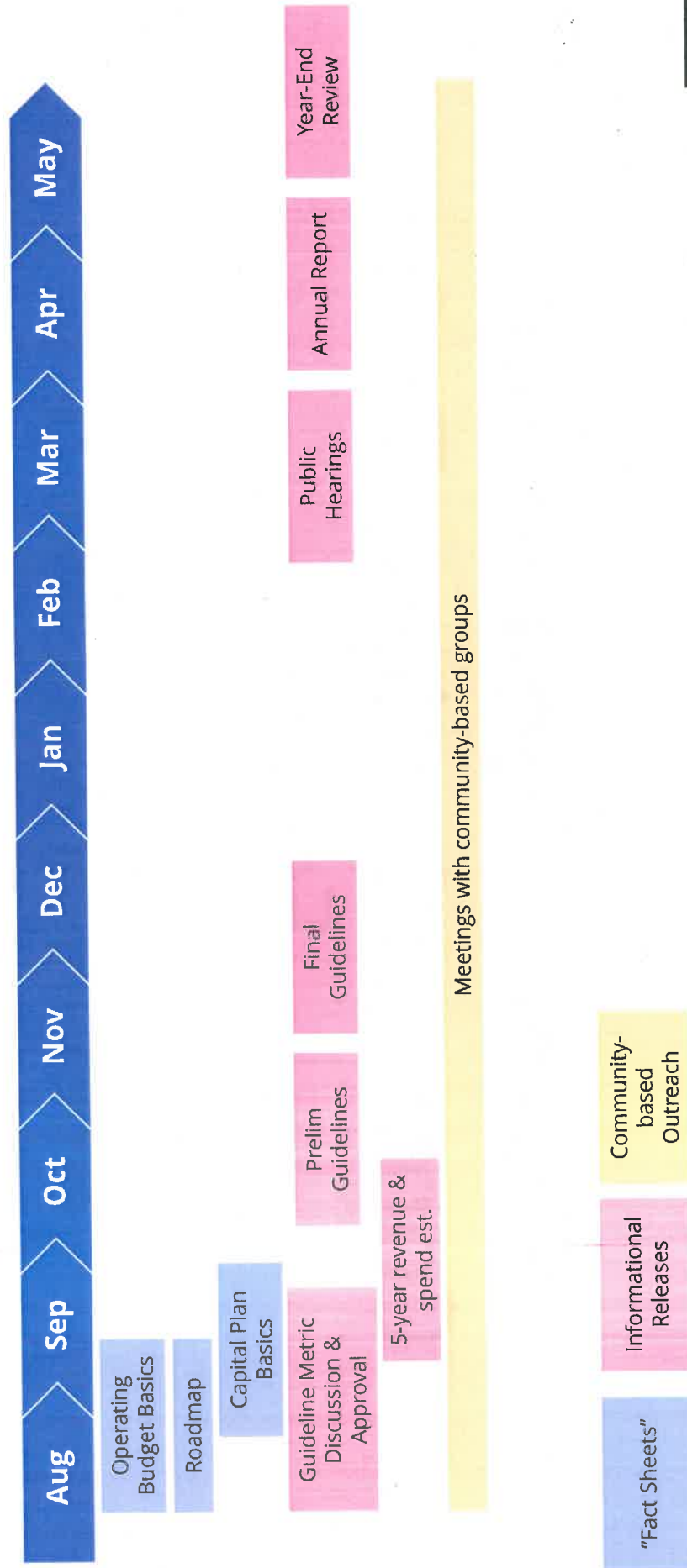
Finance Committee: We would like your input on proposed deliverable/objective.

Other Areas	Deliverable / Objective	Start	End	Status
	Include in existing areas of focus and work product			
CPS union contracts	<ul style="list-style-type: none"> Incorporate several potential scenarios into five-year cost projections Incorporate impact of final provisions into FC Annual Report projections Guidelines Chair and Vice-Chair will review process to permit additional time for consideration of final guidelines 	Sep-23	Apr-23	
Improve Guideline process	<ul style="list-style-type: none"> Show total impact of articles on taxes 	Jul-23	Oct-23	
Improve Annual Report	<ul style="list-style-type: none"> Encourage Town and Schools to separately track benefit spending for Town and non-teacher School employees 	Jul-23	TBD	
Benefit spending				

Finance Committee Communications Task Force

Communications Cadence

Communications Cadence



Potential Topics for “Fact Sheets”

- Finance Committee mission, etc. (Dee)
- Roadmap of major meetings, milestones to ATM (Parashar)
- Town’s Financial Picture (Dee)
 - Sources and uses
 - Bond rating
 - Levy limit...when might we need vote for override
- Operating budget basics (Volunteer needed)
 - Spending “buckets”: guideline spending, spending not subject to guidelines...what is the share for Town and Schools
 - Major categories of operating spending:
 - By department (e.g., Public Safety, DPW, Parks, etc.)
 - By spending types (FTEs, services/goods, interest payment)
- Capital plan basics (Volunteer needed)
 - Definition of “capital spending”
 - Tiers used by Concord
 - Excluded debt borrowing, etc.
- Debt (Volunteer needed)
 - Current state of debt
 - Potential future projects and borrowing
- Metrics used to set guidelines (Lois/Lyndsey)
 - Why?
 - How?
 - Sources?, etc.

**Finance Committee:
We would like your input on:**

1. the proposed topics for “fact sheets”;
2. volunteers; and
3. anything else.

Leads & Next Steps

Item	Leads	Comments
Informational Releases	<ul style="list-style-type: none"> • GL Clerk • GL and FC Chairs approve 	<ul style="list-style-type: none"> • Posted on FC website • Sent to Concord Bridge • Distribution through Town Manager's weekly email? • Set up FC Distribution through Town website
Community Outreach	<ul style="list-style-type: none"> • TBD based on group/club 	<ul style="list-style-type: none"> • Members to send suggestions to Dee Ortner

Concord Finance Committee May 2023 – April 2024 Schedule

DRAFT

As of July 17, 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 • Town Capital plan primer
July 20, 2023	Thursday	Joint FC and School committee Regular Meeting	<ul style="list-style-type: none"> • School budget education for FC • Guideline overview for Schools and new members • School capital plan primer
		FC Regular Meeting	<ul style="list-style-type: none"> • 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 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 SC-SB meeting
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"> SC and Town present to Finance Committee (Tier 1, 2, and 3)
November 16, 2023 or November 27-29, 2023	Thursday Mon-Wed	FC Regular Meeting FC Regular Meeting Guidelines Meeting	<ul style="list-style-type: none"> Capital plan input to Town and Schools? Set Final guidelines before 5 weeks of Warrant closure
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 SC-SB meeting
December 14, 2023	Thursday	FC Regular Meeting Guidelines Meeting	<ul style="list-style-type: none"> Review revised budget proposals Vote on warrant article to shift FC Report to electronic format
December 15, 2023	Friday	Deadline to submit Warrant Articles	<ul style="list-style-type: none"> Submit FC Warrant Article(s)

Date	Day	Event	Comments
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 28, 2024	Thursday	FC Regular Meeting	
March 29, 2024	Friday	Deadline for recommendations on Articles	
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
April 24, 2024	Wednesday	Moderator’s staff meeting	
April 25, 2024	Thursday	FC Regular Meeting	

Date	Day	Event	Comments
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

2023/24 Concord Finance Committee To-Dos

as of July 17, 2023

Item	Lead	Meeting Date	Status	Comments
Send updated liaison list to Gail	Parashar	25-May-23	Complete	
Follow-up with the Concord Bridge	Parashar	25-May-23	In process	Pending Outreach workgroup recommendations
Dee, Lois, Parashar for Outreach Workgroup	Parashar	25-May-23	Complete	
Invite Select Board, School Committees and Kerry to meetings	Parashar	25-May-23	Complete	
Contact Carmin to revise Town Meeting hearing schedules	Parashar	25-May-23	Complete	
Add Follow-up Items list to packet	Gail	22-Jun-23	Complete	
Look into adding inserts to property tax bill or utility bills	Gail	22-Jun-23		can be added per discussion with Assessing and Billing
Maintain list of Groups/organizations Committee members want to reach out to	Dee	22-Jun-23		
Send definition of observer/liaison to Committee members	Parashar	22-Jun-23	Complete	
Solicit additional input on Goals & Objectives	Parashar	22-Jun-23	In process	
Invite Linda Miller to discuss MBTA Communities Act	Parashar	22-Jun-23		make decision after 6/28 forum
Develop brief description of capital plan tier and guidelines (current)	Parashar	22-Jun-23	In process	

Agenda Item 12:

Approve Meeting Minutes (if available)

Agenda Item 14:

Correspondence

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

Laurie Giovino

From: Gail Dowd
Sent: Sunday, July 9, 2023 4:36 PM
To: Laurie Giovino
Subject: FW: FY24 Budget Impact Update

Hi Laurie

Can you also please include this in the Correspondence Section of the July 20th Packet.

Gail

Gail S. Dowd
Chief Financial Officer/Finance Director
Town of Concord
22 Monument Square
Concord, MA 01742
gdowd@concordma.gov
Phone: 978-318-3095

From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Sunday, July 9, 2023 4:29 PM
To: Laurie Hunter <lhunter@concordps.org>; Alexa Anderson <alanderson@concordps.org>
Cc: Henry Dane <hdane@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Robert Conry <rconry@concordps.org>; Tracey Marano <tmarano@concordps.org>; Gail Dowd <gdowd@concordma.gov>; Mary Barrett <maryb@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>
Subject: RE: FY24 Budget Impact Update

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I am including Town Accountant Mary Barrett to the thread and ask that she follow up with our DOR Representative.

Kerry

From: Laurie Hunter <lhunter@concordps.org>
Sent: Thursday, July 6, 2023 10:43 AM
To: Alexa Anderson <alanderson@concordps.org>
Cc: Henry Dane <hdane@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Robert Conry <rconry@concordps.org>; Tracey Marano <tmarano@concordps.org>; finance mail <finance@concordma.gov>
Subject: Re: FY24 Budget Impact Update

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Henry J. Dane

Chair, Town of Concord Select Board

PO Box 540 Concord, Massachusetts 01742

hdane@concordma.gov

hdane@danelaw.com

Phone: 978-369-8333 Ext. 18

Fax: 978-369-3106

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Sent: Wednesday, July 5, 2023 9:24 PM

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Thanks so much,

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Concord School Committee

Concord-Carlisle Regional School Committee

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--

Alexa Anderson, Chair
Concord School Committee
Concord-Carlisle Regional School Committee

--

Dr. Laurie Hunter
Superintendent of Schools
Concord Public Schools and Concord-Carlisle Regional School District
120 Meriam Road
Concord, MA 01742
978-318-1500

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Laurie Giovino

From: finance mail
Sent: Thursday, July 6, 2023 2:09 PM
To: Laurie Giovino
Subject: FW: FY24 Budget Impact Update

Hi Laurie

Please include this email in the July 20th Packet under Correspondence.

Gail

Gail S. Dowd
Chief Financial Officer/Finance Director
Town of Concord
22 Monument Square
Concord, MA 01742
gdowd@concordma.gov
Phone: 978-318-3095

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Chair, Town of Concord Select Board

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Superintendent of Schools

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Laurie Giovino

From: Gail Dowd
Sent: Tuesday, July 18, 2023 3:45 PM
To: Laurie Giovino
Subject: Fwd: FY24 Budget Impact Update

One more item for the correspondence section if there is time

From: Mary Barrett <maryb@concordma.gov>
Sent: Tuesday, July 18, 2023 3:34:52 PM
To: Kerry Lafleur <klafleur@concordma.gov>; Laurie Hunter <lhunter@concordps.org>; Alexa Anderson <alanderson@concordps.org>
Cc: Henry Dane <hdane@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Robert Conry <rconry@concordps.org>; Tracey Marano <tmarano@concordps.org>; Gail Dowd <gdowd@concordma.gov>; Stephen Daly <sdaly@concordma.gov>
Subject: RE: FY24 Budget Impact Update

Good afternoon to all,

Concord's DOR rep, Amy Handfield, has informed me that any deficit resulting from this situation will be treated no differently than any other deficit. In other words, if the reimbursements do not come in by September 30th, the Town will take a hit to Free Cash unless a reserve fund transfer or any other legal year-end transfer can be made.

Let me know if I can be of further assistance.

Regards,
Mary

Mary Barrett
Town Accountant, CGA
maryb@concordma.gov
978-318-3065

Please be advised that the Massachusetts Secretary of State considers e-mail to be a public record and is therefore subject to the Massachusetts Public Records Law, MLG Chapter 66 Section 10.

From: Mary Barrett
Sent: Tuesday, July 11, 2023 10:54 AM
To: Kerry Lafleur <klafleur@concordma.gov>; Laurie Hunter <lhunter@concordps.org>; Alexa Anderson <alanderson@concordps.org>
Cc: Henry Dane <hdane@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Robert Conry <rconry@concordps.org>; Tracey Marano <tmarano@concordps.org>; Gail Dowd <gdowd@concordma.gov>
Subject: RE: FY24 Budget Impact Update

Good morning to all,

Just wanted to let you all know that I have reached out to my DOR contact. As soon as I hear back from here, I will let know.

Thank you for your patience.

Regards,
Mary

Mary Barrett
Town Accountant, CGA
maryb@concordma.gov
978-318-3065

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From: Kerry Lafleur <klafleur@concordma.gov>
Sent: Sunday, July 9, 2023 4:29 PM
To: Laurie Hunter <lhunter@concordps.org>; Alexa Anderson <alanderson@concordps.org>
Cc: Henry Dane <hdane@concordma.gov>; Parashar Patel <ponfincom@gmail.com>; Robert Conry <rconry@concordps.org>; Tracey Marano <tmarano@concordps.org>; Gail Dowd <gdowd@concordma.gov>; Mary Barrett <maryb@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>
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Finance Committee Members

5/25/2023

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	ericrdahlberg@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
Sadrzazzaman, Quazi	2026 Term 1	sadrzazzaman@hotmail.com
Wasoff, Lois	2026 Term 2	lwasoff.fincom@icloud.com
<hr/>		
Mary Hartman	Select Board Observer	klafleur@concordma.gov
Alexa Anderson	School Committee Observer	lhunter@concordps.org
Kerry Lafleur	Town Manager	gdown@concordma.gov
Dr. Laurie Hunter	School Superintendent	bconry@concordps.org
Gail Dowd	Chief Financial Officer/Finance Director	
Bob Conry	Ass't Superintendent Finance & Operations	

Committee Assignments FY24

Board/Committee	Primary	Secondary
Select Board	Parashar Patel	Eric Dahlberg
Schools (CPS)	Dee Ortner	Don Kupka
Schools (CCRHS)	Dee Ortner	Don Kupka
Middle School Building Committee	Suresh Bhatia	Chris Reynolds
Minuteman Vocational Tech	Don Kupka	Dee Ortner
Planning Board	Lyndsey Lis	Eric Dahlberg
Community Preservation Committee	Peggy Briggs	
Public Works Commission	Eric Dahlberg	
Concord Housing Development	Kathy Cuocolo	
Concord Municipal Affordable Housing Trust	Kathy Cuocolo	
Concord Housing Authority	Kathy Cuocolo	
Economic Vitality Committee	Quazi Sadruzzaman	Peggy Briggs
Recreation Commission	Karlen Reed	