



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

**Concord Finance Committee Agenda -
September 7, 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/85820719506?pwd=eDlZT2tFc24zUkEvQnBKNXpRZE9Ndz09>

Meeting ID: 858 2071 9506

Passcode: 061604

Agenda

1. Call to Order
2. Public Comment
3. Update on Follow Up Items
4. Update from Chair's Breakfast (as applicable)
5. Update from liaisons
6. Presentation and discussion of debt landscape – Hilltop Securities
7. Guideline Metrics Discussion and Vote
8. Updated Finance Committee Calendar
9. Update on Follow Up Items
10. Approve Meeting Minutes (as may be available)
11. Public Comment
12. Correspondence
13. Review Follow Up Items
14. Adjourn

Reminders:

• **Next Meeting:**

September 21 (Thursday) 7:00pm - regular 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 3:

Update on Follow Up Items

2023/24 Concord Finance Committee To-Dos

as of September 5, 2023

Number	Item	Lead	Meeting Date	Status
1	Send updated liaison list to Gail	Parashar	25-May-23	Complete
2	Follow-up with the Concord Bridge	Parashar	25-May-23	In process
3	Dee, Lois, Parashar for Outreach Workgroup	Parashar	25-May-23	Complete
4	Invite Select Board, School Committees and Kerry to meetings	Parashar	25-May-23	Complete
5	Contact Carmin to revise Town Meeting hearing schedules	Parashar	25-May-23	Complete
6	Add Follow-up Items list to packet	Gail	22-Jun-23	
7	Look into adding inserts to property tax bill or utility bills	Gail	22-Jun-23	
8	Maintain list of Groups/organizations Committee members want to reach out to	Dee	22-Jun-23	
9	Send definition of observer/liaison to Committee members	Parashar	22-Jun-23	Complete
10	Solicit additional input on Goals & Objectives	Parashar	22-Jun-23	In process
11	Invite Linda Miller to discuss MBTA Communiities Act	Parashar	22-Jun-23	
12	Develop brief description of capital plan tier and guidelines (current)	Parashar	22-Jun-23	In process
13	Provide input on specific objectives for workplan.	All members	20-Jul-23	In process
14	Update FC website with revised lision role	Laurie	20-Jul-23	Complete
15	Reply to CPS Committee re: transportation cost overage	Parashar	20-Jul-23	Complete
16	Send request for revenue and cost impact of NOVO Riverside project to Select Board	Parashar	20-Jul-23	Complete
17	Send FY 25 information request letters to Town, Schools	Lois	20-Jul-23	Complete
18	Follow-up on MSB Committee request to CPC for irrigation system	Chris	20-Jul-23	Complete
19	Add Guidelines presentation to FC website	Laurie	20-Jul-23	Complete
20	Number follow-up items	Parashar	24-Aug-23	Complete
21	Esnure that Finance Committee subscribers are sent e-mail updates	Laurie	24-Aug-23	
22	Letter to Planning Board urging that "economic benefit to town" be consideration in by-laws and decisions	Parashar	24-Aug-23	In process
23	Add reference to "state funding" to 350th Celebration objective	Parashar	24-Aug-23	Complete
24	Offer tax impact model of various school labor cost increases rather than estimate tax impact after negotiations are complete	Steve	24-Aug-23	In process
25	Letters to committees urgiung sustatinal revenue growth as part of their objectives (350th celebration; 2229 Main Street)	Parashar & Chris	24-Aug-23	In process
26	Review education slides to make sure there were no changes in state law before we post them on the FC website	Steve	24-Aug-23	
27	Provide nominal inflation growth from guideline metrics data	Lyndsey	24-Aug-23	
28	Calculate excess levy capacity and share with FC	Steve	24-Aug-23	
29	Reply to Mr. Plodsky and copy me	Steve	24-Aug-23	

Agenda Item 8:

Updated Finance Committee Calendar

FY 2025 Budget Calendar

This calendar describes the steps leading to adoption of the budget for those accounts overseen by the Town Manager under the jurisdiction of the Select Board and requiring appropriation by the Town Meeting. The School Superintendent and School Committees carry out similar steps.

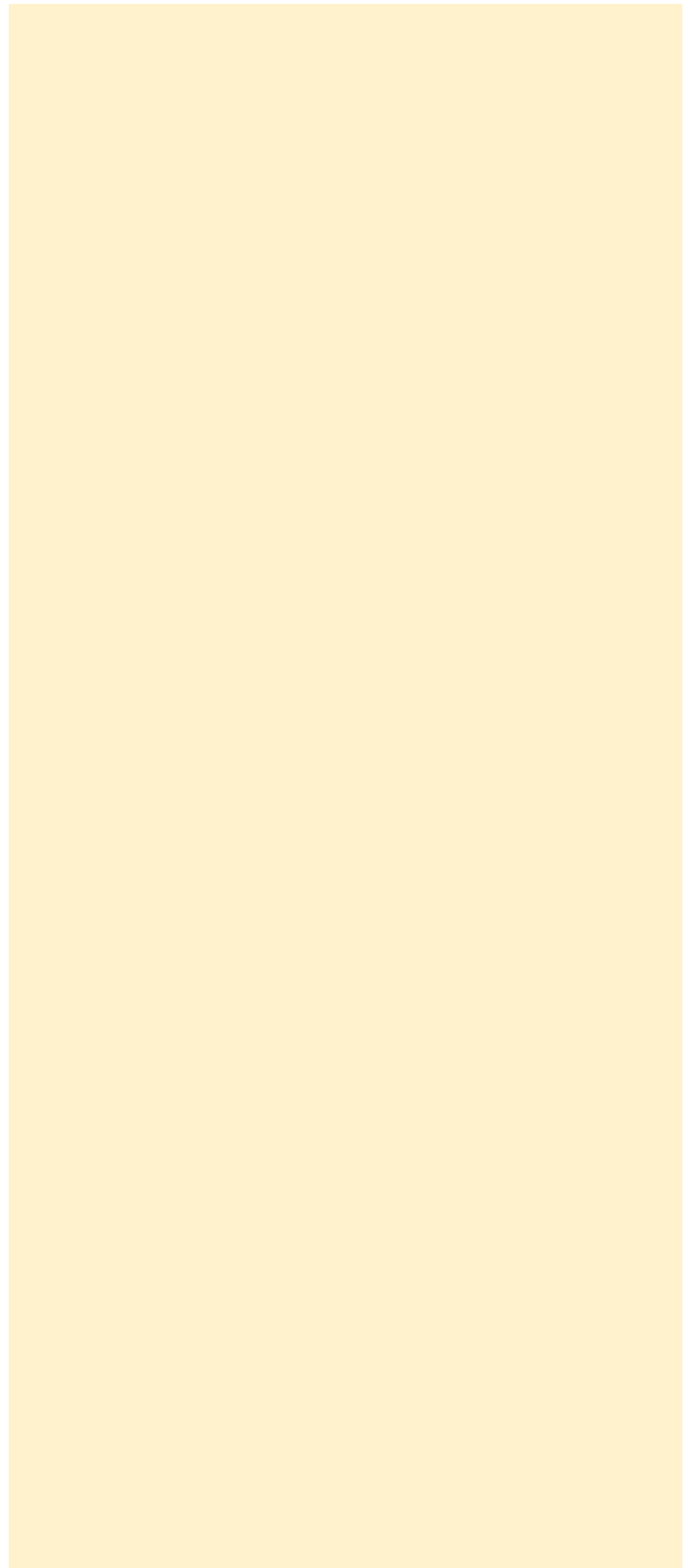
FinCom Calendar	
Thu, Aug 24	Guidelines Meeting
Thu, Sep 07	Guidelines Meeting - approve guideline metrics; Hillside
Thu, Sep 21	FinCom Meeting Review FY24 actual and FY25 projected revenues Review excess levy capacity and impact on property taxes
Thu, Oct 19	FinCom Guidelines Meeting (tentative)
Thu, Oct 26	FinCom Meeting, Guidelines Meeting Review updated 5-year revenue and cost projections (NOT enterprises) SET preliminary guidelines
11/16/2023 6 pm start	CIP Forum #2 Schools and Town presentations for Tiers 1, 2 and 3 FinCom Meeting/Guidelines subcommittee - Town Manager's and Superintendent's response to tentative guideline; Final Guidelines to be issued to Select Board and School Committees

Town Manager	
Tue, Aug 29	ISSUE - General Fund and Enterprise Funds CIP instructions
Thu, Sep 21	DUE - Guidelines Information responses to FinCom
Fri, Sep 29	DUE - General Fund CIP proposals
Mon, Oct 02	ISSUE - Budget instructions to all departments, boards, and committees
Tue, Oct 10	BEGIN review of CIP proposals
Fri, Oct 20	END review of CIP proposals
Wed, Oct 25	DUE - General Fund Operating Budget proposals
Thu, Oct 26	ISSUE draft CIP Tn Mgr is Unavailable
Wed, Nov 01	BEGIN reviews of General Fund Operating Budget proposals Town Department Heads and Budget Review Team
Thu, Nov 16	FinCom Public Forum re CIP

Mon, Nov 27	FinCom Meeting Set final guidelines
Mon, Dec 04	CIP Forum #3 Joint Select Board and School Committee
Thu, Dec 14	FinCom Meeting REVIEW revised budget proposals
Thu, Jan 18	FinCom Meeting
Wed, Jan 24	Warrant goes to printer
Wed, Feb 07	Warrant mailed
Thu, Feb 15	FinCom Meeting
Tue, Feb 27	FinCom Public Hearing #1 - Select Board
Tue, Feb 27	FinCom Public Hearing #1 - Select Board (Alt or Continued)
Thu, Mar 07	FinCom Public Hearing #2 Town and Schools
Tue, Mar 12	FinCom Public Hearing #2 Town and Schools (Alt or Continued)
Wed, Mar 13	FinCom Public Hearing #3 Planning Board

Fri, Nov 17	END reviews of General Fund operating budget proposals
Mon, Nov 27	ISSUE - Draft Operating Budget
Mon, Dec 04	PRESENT draft Operating Budget to Select Board
Mon, Dec 04	Joint Select Board and School Committee- CIP Planning Forum
Thu, Dec 14	FinCom Meeting ISSUE final operating budget guidelines?
Fri, Dec 15	ISSUE - Final CIP
Mon, Jan 08	PRESENT 2nd draft of Operating Budget to Select Board
Wed, Jan 31	PUBLISH - Town Manager's General Fund budget book
Thu, Feb 01	DUE - Enterprise Fund Operating Budget Proposals
Mon, Feb 05	BEGIN review of Enterprise budgets
Fri, Feb 09	END review of Enterprise budgets
	Tn Mgr is Unavailable
Thu, Feb 22	FINALIZE Enterprise Budgets
Thu, Mar 07	PUBLISH Town Manager's Proposed Enterprise Budgets

Thu, Mar 14	FinCom Meeting Public Hearing #3 Planning Board (Alt or Continued)
Tue, Mar 19	FinCom Public Hearing #4 CPC and Minuteman Tech
Wed, Mar 20	FinCom Public Hearing #4 CPC and Minuteman Tech (Alt or Continued)
Thu, Mar 21	FinCom Public Hearing #5 Enterprise Funds and Warrant Articles
Tue, Mar 26	FinCom Public Hearing #5 Enterprise Funds and Warrant Articles (Alt or Continued)
Thu, Mar 28	FinCom Meeting Finalize ATM Recommendations
Fri, Mar 29	DUE - Recommendations on Warrant Articles
Mon, Apr 01	DUE - FinCom report content
Wed, Apr 03	Finance Committee Report to Printer
Fri, Apr 05	DUE - Draft ATM motions
Fri, Apr 12	Finance Committee Report mailed to residents (at least 10 days prior to Town Meeting) Moderator's ATM coordinating meeting
Thu, Apr 18	FinCom Meeting DUE - ATM presentations for approval
Wed, Apr 24	Moderator's ATM staff meeting
Thu, Apr 25	FinCom Meeting
Mon, Apr 29	Annual Town Meeting



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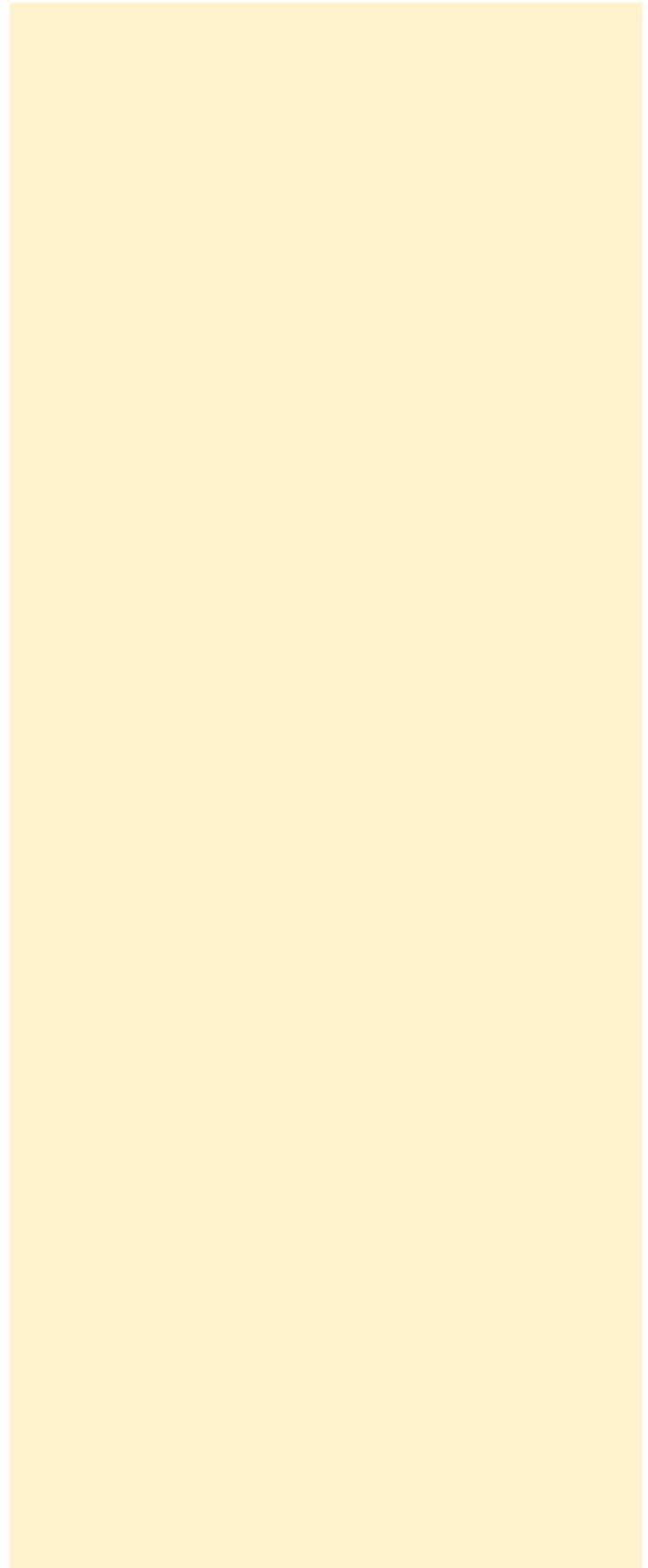
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Town Manager



Agenda Item 10:

Approve Meeting Minutes

June 22, 2023 – Regular Meeting

Town of Concord
Meeting of the Finance Committee
Minutes of Meeting – June 22, 2023
Hybrid Meeting

Members Present: Margaret Briggs, Parashar Patel, Dee Ortner, Christine Reynolds, Karlen Reed, Eric Dahlberg, Kathy Cuocolo, Jon Garofalo, Greg Guarriello, Don Kupka, Lyndsey Lis, Lois Wasoff (remote) and Quazi Sadruzzaman

Members Absent: Suresh Bhatia, Amrith Kumar

Others Attending: Gail Dowd (CFO/Finance Director), Carmin Reiss (Moderator)

Call to Order: Mr. Patel called the meeting to order at 7:00pm and roll call was conducted noting a quorum was present.

Public Comment: None

Item 3. Annual Town Meeting debrief with the Moderator - (Carmin Reiss):

Ms. Reiss, Town Moderator, talked about the exit survey and its lack of a significant response. One suggestion made during the discussion of the town budget was to move it until after the school budgets were voted.

During Town Meeting the Finance Committee and the CPC Chairperson retired off-stage to sort out differences over a particular article. Subsequent to discussion the Finance Committee changed its recommendation on the line item in question. Ms. Reiss mentioned that several Town Meeting attendees noted that the Finance Committee had conversations in the hallway behind the gymnasium, which was not a very public place. In the future, the Finance Committee would use the cafeteria for discussion purposes.

Item 4. Update on Follow up Items: The updated list of liaisons to other Committees or Boards was distributed. The Finance Committee webpage has been updated, as has the information in the packet. Follow up to the *Concord Bridge* on Committee items will depend on the outreach work group comprised of Ms. Ortner, Ms. Wasoff, Mr. Patel, and Mr. Dahlberg. Mr. Patel will contact the moderator to talk about the hearing schedules.

Item 5. Update from Chair's Breakfast - (as applicable): A 40B application was received from a developer for the potential development of 200 apartments off Baker Ave Extension. Fifty units would be for affordable housing. With no age restrictions, the 1-, 2- and 3-bedroom apartments are expected to service some families. Impacts to schools and other services were mentioned. A waiver for sewer improvement fees would be requested. Additional funding requests for public works are anticipated over the next few years to offset reductions experienced during the past few years.

Item 6. Liaison Reports/Updates: Middle School Athletics met with the Middle School Building Committee regarding a CPC request for money for the athletic fields. The 250th Anniversary folks want to access CPC money. The Economic Vitality Committee is working on a couple initiatives: the impact of the sewer improvement fee on small businesses as well as assisting on creating bylaws for the food truck implementation.

Follow up with various housing groups to better understand their financial needs is anticipated. Board of Assessors approved overlay funds for the middle school building committee. Planning Board Chair, Linda Miller, offered to talk with all Committees about the MBTA Communities Act and its overlay project.

The CCHS access road paving project needs to find more money (~\$420,000) with bids coming in well above the 900,000 dollar allocation.

Recreation: Beede Center pool - refunds for spring programs; follow up testing on wells came back within the recommended indoor quality levels. Board of Health will be testing the dive and lap pools soon.

Item 7. Finance Committee Communication Task Force Committee update and discussion:

Ms. Ortnier presented on behalf of the Task Force Committee; the following topics were discussed:

Problem and Solution - Finance Committee needs to undertake a better job explaining what we do including the following: a revised approach to communicate our roles/responsibilities; provide timely information to all resident; and increase our level of engagement.

Proposed Multi-Step phased approach - to inform residents of Finance Committee's role and advisory responsibility, and Communicate - (September – October/November) how the guidelines process works, the timeline of the process as well as its implications to the budget and taxpayers.

Proposed Multi-Step Continuous Approach - Outreach to residents/groups/organizations to provide timely financial information, inform upcoming FinCom meetings and report relevant topics. Outreach methods may include use of the FinCom webpage, Town's email alerts, as well as articles in the Concord Bridge, Concord Journal, local clubs, and web-based groups.

Mr. Patel talked about the draft Communications Cadence. A graphic outline showed the concepts that Ms. Ortnier presented. Open discussion about the Outreach idea ensued.

Item 8. Capital Plan Primer & Town Process: Ms. Dowd provided a verbal overview of the Town's capital planning process with discussion on better ways to think about the capital process and tier one, two and three. Ms. Dowd clarified how budget allocations are made. Finance Committee would like to see some collaboration between the town and schools in terms of what the budget process looks like. Mr. Patel gave an overview on the Work Plan 2023/24.

Item 10. Updated Calendar: Mr. Patel circulated the updated calendar highlighting a joint meeting with the schools July 20th.

Item 11. Approve Meeting Minutes - (as may be available): Public Hearing March 15th, questions raised on votes, go to video on that section and correct. Article 17 unanimously passed. Finance Meeting April 30th motion to approve, second motion to approve. Task Force June meeting minutes said ended at 4:45 it was 3:45 approved minutes as amended.

Item 12. Public Comment: None

Item 13. Correspondence: One received late and will be included in the July 20th packet.

Item 14. Review Follow up Items: Chair discussed follow-up items.

Mr. Patel announced meeting was adjourned at 9:32 pm.

Respectfully submitted,

Laurie Giovino, Office Administrator

DRAFT

Finance Committee Members

8/1/2023

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	Vice Chair	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	Vice Clerk	concordmarin@gmail.com
Lis, Lyndsey	2025 Term 1	Guidelines Vice Chair	lyndseylis@gmail.com
Ortner, Dee	2025 Term 2	Clerk	daortner@gmail.com
Patel, Parashar	2024 Term 1	Chair	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	Guidelines Chair	lwasoff.fincom@icloud.com

Mary Hartman	Select Board Observer	
Alexa Anderson	School Committee Observer	
Kerry Lafleur	Town Manager	klafleur@concordma.gov
Dr. Laurie Hunter	School Superintendent	lhunter@concordps.org
Stephen Daly	Interim Chief Financial Officer	sdaly@concordma.gov
Bob Conry	Ass't Superintendent Finance & Operations	rconry@concordps.org

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	