

Select Board Goals - FY26

Approved by the Select Board on July 28, 2025

CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	SUB-ACTION ITEMS
Development and Land Use	MCI Concord Redevelopment	Conceptual planning completed	
		Zoning Design in progress with Town meeting scheduled	
		DCAMM RFP requirements submitted and negotiated	
		WWTF – Decision to acquire; Capital Plan is done, transfer agreement with the state is in place	
	Cell Service	Complete an analysis of technical options (small cells, DAS, etc.)	
		West Concord improvement option is under way	
		A third option for Concord Center is under development	
		Update the Wireless Overlay District Bylaw for 2026 Town Meeting	
	Wastewater Treatment System Capacity	Conduct and complete discussions with EPA and MADEP	
		Permit increase applications for both facilities are prepared and submitted.	
		Design and capital requirements for interconnecting with MCI system are developed	
	Transportation	Rotary re-design town priorities identified and communicated to MassDOT	
		Complete Comprehensive Transportation and Mobility Strategy	Evaluate potential high priority actions
		Review and Develop proposals to improve Sidewalk, Safety and Traffic Calming programs	
	Town Facilities	Building consolidation priorities and roadmap	
		Public Safety and Public Works Facilities Concepts Proposed and introduced into the Long-Range capital plan	
	2229 Main Street Acquisition Negotiations	Initiate and make substantial progress on negotiations	EPA and US Gov Lien status
		Develop Site Preparation Priorities and provide them to DeMaximus	

	<i>Commercial Development</i>	Develop plan for increasing commercial tax revenues through increases in percentage of taxable entities relative to residential	
	<i>Housing</i>	Support the implementation of Concord's Housing Production Plan	Identify parcels
			Secure financial support
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	SUB-ACTION ITEMS
Financial Management	<i>Reserve Policy</i>	Designed in conjunction with the FinCom and CFO	
		Town Meeting articles are proposed as needed to implement the revised policy	
	<i>Audits and Free Cash Certification</i>	Complete FY 2024 AND FY 2025 Town audits by June 2026	
		Conduct review of free cash and town revenues estimates in October 2025 and March 2026	
	<i>Revenue Goals</i>	Local Receipts	Support Business Community and track vacancy rates in across all town commercial property to maintain local receipts and grow our commercial tax base
			Forecast schedule published, Prior year estimates assessed and reconciled to forecast
			Review and modify license and permit fees to cover cost of service
		Continue PILOT Program	Establish new agreements with ten percent of identified organizations
	<i>Affordability and Budgeting</i>		Refine outreach process
		Utilize benchmarks to establish town budget efficiency opportunities	
		Examine impact of Affordable housing/new developments on town budgets and tax impacts	
		Understand debt level and tax impact under different capital investment scenarios	
	Receive a report from the Tax Relief Evaluation Task Force and consider the implications		
CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	SUB-ACTION ITEMS
Effective and Transparent Governance	<i>Organizational Capacity</i>	Fully Staff town departments, turnover metrics and hiring dashboard	
	<i>Comittee Processes</i>	Fully Staffing committee, or reorganize as needed	
		Committee training- Open Meeting Law, ethics, records management	
		APP 10 update- Complete policy update, develop improvements in transparency of tracking and recruitment of committee members	
		Topical Forums and Long range plan coordination needed	
	<i>Conduct a 250th Celebration "Lessons Learned" Session</i>	Best Practices that can be adopted by the Town	
	<i>Initiate quarterly coordination discussions with School Committee</i>		
<i>Evaluate Adequacy of Select Board Communications</i>			

CATEGORY	GOAL/OBJECTIVE	ACTION ITEMS	SUB-ACTION ITEMS
Sustainability and Ecology	<i>Warner's Pond Management plan – Defined and funded for FY27</i>		
	<i>Middle School Solar Construction</i>		
	<i>Substation bi-directional power flow – CMLP to Grid</i>		
	<i>Time of use electrical billing</i>		
	<i>Climate Action</i>	Complete the 2020 Climate Action Plan update Evaluate new organizational effectiveness	
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Civility, Tolerance, and Inclusion	<i>Review and improve reporting and communications around incidents of hate speech or bias</i>		
	<i>Unified approach developed with School Committee</i>		
	<i>Promote community dialog supporting tolerance and inclusion</i>		