



Town of Concord
Concord Finance Committee

AGENDA

Thursday, January 29, 2026, at 6:30 PM

Concord Town House

22 Monument St., 2nd Fl. Select Board Conference Room

Notice of public meeting as required by M.G.L. Chpt.30A §18-28

HYBRID IN-PERSON AND VIRTUAL MEETING VIA ZOOM

Join the meeting: <https://us02web.zoom.us/j/88079218861>

Meeting ID: 880 7921 8861 Dial in: 1-646-931-3860

Please be advised that this open meeting is being broadcast live via Zoom and MMN and recorded for playback online, video-on-demand viewing at <https://concordma.gov/2409/Government>. The listings of matters are those reasonably anticipated by the Chair 48 hours before said meeting, which may be discussed at the meeting. Not all items listed may be addressed. Items may be taken out of order and at times differ from those listed below. Other items not listed may also be brought up for discussion to the extent permitted by law. **Video or call will be muted upon joining meeting please use the "raise your hand" feature in the zoom meeting to ask to speak. ATTENDEES ARE REMINDED THAT BY ATTENDING THIS MEETING THAT YOU CONSENT TO YOUR LIKENESS AND AUDIO BEING USED AND REBROADCAST BY MMN.**

6:30 PM	1. Call to Order
6:30 PM	2. Public Comment <ul style="list-style-type: none">Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
6:40 PM	3. Correspondence <ul style="list-style-type: none">Review Correspondence (if any)
6:40 PM	4. Meeting Minutes <ul style="list-style-type: none">Approve the minutes of December 8, 2025 and December 11, 2025
6:45 PM	5. Liaison Report <ul style="list-style-type: none">Review and discussion of liaison report in the packet; additional verbal reports as neededReport on work being done by Financial Policy Working Group
6:50 PM	6. Update on <u>FY 2024 Town Audit and FY 2027 Town Budget</u> <ul style="list-style-type: none"><u>Report on final management letter for Town audit and Financial Audit Advisory Committee</u><u>Update on proposed FY 2027 Town Budget</u>
7: 1000 PM	7. Initial Review of Warrant Articles for 2026 Town Meeting <ul style="list-style-type: none">Overview of articles on warrant with financial implications
7:30 PM	8. Overview of Finance Committee Report <ul style="list-style-type: none">Review of trend charts from prior year's report; discussion of trends to highlight this year's reportDiscussion of committee member assignments for writing report sections
8:00 PM	9. Recap of Action Items and Adjournment of Meeting



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

1

Call to Order

Requested by: Finance Committee Chair

Action Sought: Open Meeting

Proposed Motion(s)

Move to vote to call the January 29, 2026, Finance Committee meeting to order at XX:XX PM.

Additional Information

None.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

2

Public Comment

Requested by: Finance Committee Chair

Action Sought: Public Comment

Proposed Motion(s)

None anticipated.

Additional Information

Public Comment is limited to up to 10 minutes, with no more than 2 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

3

Correspondence

Mail, letters, emails, presentations, etc.

Requested by: Finance Committee Chair

Action Sought: Review Correspondence

Proposed Motion(s)

None anticipated.

Additional Information

None.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

4

Minutes

Requested by: Karlen Reed, Clerk

Action Sought: Vote/Approval

Proposed Motion(s)

MOVE to vote to approve the Finance Committee minutes for December 8, 2025, and December 11, 2025.

Additional Information

None.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Town of Concord
Minutes of the December 8, 2025
Meeting of Finance Committee
Capital Planning Joint Meeting with Select Board and School Committee
Hybrid Meeting

Members Present: Kathy Cuocolo, Eric Dahlberg, John Garofalo, Pat Geyer (online), Gerald Jansen, Don Kupka, Lyndsey Lis, Karlen Reed, Paul Rodriguez (online), Lois Wasoff (online).
Members Absent: Suresh Bhatia, Peggy Briggs, Brian Conway, Quazi Sadruzzaman, Sri Tupil.
Others Attending: Select Board members Mark Howell, Mary Hartman, Wendy Rovelli, Cameron McKennitt, and Paul Boehm; School Committee members Tracey Marano, Carrie Rankin, Sandeep Pisharody, Michael Williams, Brian Waterson, Lynette Kelliher; Superintendent Laurie Hunter, Bob Conry, Assistant Superintendent of Finance and Operations; Kerri LaFleur (Town Manager), Megan Zammuto (Deputy Town Manager), Jessica Porter (Assistant Town Manager), Jennifer Barrett, Chief Financial Officer (CFO), Ryan Ferrara (Assistant CFO); Zach Lamoureux (Senior Financial Analyst); and members of the public.

1. Call to Order: of the Finance Committee Meeting at 6:19 p.m. by Clerk Karlen Reed.

2. Capital Planning Forum – School Committee, Finance Committee, Select Board: Superintendent Hunter and Mr. Conry presented the Concord Public School (CPS) and the Concord Carlisle Regional School District (CCRS) 10-year capital plans for FY27 – FY36. For FY27, CPS proposed to spend \$501,430 for Tier I capital. For FY27, CCRSD proposed to spend \$294,000 for Tier 1 capital (paid with cash redirected from OPEB contribution). Neither school entity proposed any Tier II (debt service within the levy) or Tier III (which would require a debt exclusion) capital spending in FY27. The Schools plan on applying for MSBA cost-sharing funding in the future for school repairs.

Finance Committee members asked about the funding source for the high school amenities building and suggested listing all capital projects, including those funded by Community Preservation Act funds.

Mr. Ferrara presented the Town’s FY27 capital plan and noted that the Town projected excluded debt is \$8,533,675 and the current total Town+CPS projected budget subject to guidelines is \$114,457,565. This assumes the Town receives a 2.95% increase and CPS receives a 2.5% increase to their budgets.

Mr. Ferrara stated that spending targets for FY27 Town+CPS capital spending are 2% - 3% of the annual budget net of excluded debt for Tier 1 capital (\$2.2M - \$3M) and no more than 5% for Tier II capital (\$5.3M). He noted that Town fiscal policy for total capital financing is to allocate a target of 7% - 8% of the total budget net of excluded debt. The FY27 Town+CPS projected Tier I capital spending level is 2.59% (\$2,746,481) and meets the Tier I target range. The Town requested \$2,402,000 for Tier II capital, which with CPS Tier II (\$0) is below the Tier II limit. So, for FY27 the Town+CPS capital plan meets the Town’s overall capital financing policy. The Town did not propose any Tier III capital spending for FY27.

Finance Committee members inquired about the Tier I spending floor, Tier II debt service level, fee schedules, tennis court use and repair funding, and the capital plan placeholders for the new public safety and public works buildings. Members also asked about the capital plan appendices and whether any savings were seen in the public works operating budget due to the \$27.5M Tier III capital spending authorized at last year's Town Meeting.

3. Adjournment: As the capital plan forum ended, Clerk Reed adjourned the Finance Committee at 7:25 p.m.

YouTube video link: <https://www.youtube.com/watch?v=4nb5xlwUCd0>

Meeting Documents link:

[https://concordma.gov/AgendaCenter/ViewFile/Agenda/ 12082025-13507](https://concordma.gov/AgendaCenter/ViewFile/Agenda/12082025-13507)

1.12 draft KR

**Town of Concord
Minutes of the December 11, 2025
Meeting of Finance Committee
Hybrid Meeting**

Members Present: Peggy Briggs, Brian Conway, Eric Dahlberg, John Garofalo, Pat Geyer, Gerald Jansen, Don Kupka, Lyndsey Lis, Karlen Reed, Paul Rodriguez (online), Sri Tupil (online), Lois Wasoff.

Members Absent: Suresh Bhatia, Kathy Cuocolo, Quazi Sadruzzaman.

Others Attending: Jennifer Barrett (CFO), Ryan Ferrara (Assistant CFO), Zach Lamoureux (Concord Senior Financial Analyst); Mark Howell, Wendy Rovelli (Select Board or SB); Tracey Marano (School Committee), Robert Conry (CFO, Schools), Dr. Laurie Hunter (School Superintendent).

1. Call to Order: of the Finance Committee Meeting at 6:31 p.m. by Chair Lois Wasoff. Materials are in the FinCom meeting packet.

2. Public Comment: None.

3. Correspondence: Chair Wasoff updated the FinCom on letters regarding Minuteman High School and other public correspondence. The FinCom discussed the status of the FY24 audit and draft management letter, which was highlighted in a citizen's correspondence. Chair Wasoff noted that Ms. Reed will act as liaison to the Financial Audit Advisory Committee and report back to FinCom regarding the FY24 audit process.

4. Minutes: Ms. Briggs moved to approve the minutes of November 20, 2025, as submitted in the packet. Mr. Dahlberg seconded. **Vote: 12 Yes, 0 No, 0 Abstain. The motion passed.**

5. Liaison Report: The packet included summaries of reports, with the following additional liaison remarks. Ms. Reed added that the Public Works Commission approved the Amenities Building sewer connection. Ms. Briggs reported that the CPC has not finalized their recommendations but has approved nearly everything on their list, including preliminarily the Amenities Building. The formal vote is scheduled for January 6. CPC funds came in higher than anticipated, although they might be \$500,000 short which will be made up from reserves.

6. Updates from Budgeting Entities:

Concord-Carlisle Regional School District (CCRS) Update

Mr. Conry noted that the CCRSD and CPS budgets have not yet been approved by the School Committee. With that, he presented the CCRSD FY27 draft total budget of \$41,043,946, which amounts to a 1.63% overall increase over FY26. Given Concord's assessment change, the original forecast of -0.9% has been revised to -0.79%, a decrease from FY26. Key budget drivers include net reduction of 4 out-of-district tuitions (saving ~\$98,000), using \$280K in circuit breaker reserves enrollment-related staffing adjustments, and non-resident tuition revenue. Negative factors include a 20% increase in out-of-district tuition, benefits cost increases by \$400K, and CASE transportation up \$76K. Superintendent Hunter commented that this is not the

first year of double digits increases from some of out-of-district placements, but now they're up in the 20-something percentage increases and this is just not sustainable.

Members asked about the out-of-district increases and raised a forward-looking concern about enrollment shifts, assessments, and a possible reserve fund for assessments.

Concord Public Schools (CPS) Update

Mr. Conry presented a proposed FY27 draft budget of \$49,030,620, up \$1,398,595 from FY26. This represents a 2.94% increase, down from the previous forecast of 3.55%. CPS saw a dramatic reduction in out-of-district special education placements from 13 in FY26 to 6 in FY27, out of 1800 students. The savings were partially offset by a reduction in circuit breaker reimbursements and CASE transportation cost increases.

Members asked about math tutors, proactive efficiency efforts at the Schools, and whether going below the 2.5% FinCom preliminary guideline would cut into level service. Members inquired about the retirement incentive program and the reduction in force.

Town Update

Assistant CFO Ferrara presented the draft FY27 Town budget of \$34.7 million, an increase of 2.95%, down from a previous request of 3.25%. Total Town revenue is anticipated at \$148.9M, with expenses at \$148.3M and a projected surplus of \$676K. Unused levy capacity is expected to be \$3.8M, which is 2.6% of the Town's total budget. Mr. Ferrara recommended that Concord use a floor of 2%, and he discussed changes from the previous budget estimate. Updates that changed revenue included new building permit fees effective January 1, which added \$200,000, state aid projected reduction from 2.5% to 1.5% (due to state hiring freeze) and updated indirect charges to enterprise funds. Projected property tax revenues are \$125M.

Outstanding issues where the variable is still unknown are as follows: OPEB actuarial changes (rates are two years old now) are still not received and are likely to increase, which may increase expenses; health insurance is budgeted to increase by 15% but are actually ranging 10% to 20%; property and liability insurance are budgeted to increase 10%; and state aid is projected at 1.5%. The annual tax impact of moving from FY27 budget projected increase of 2.95% to the preliminary guideline of 2.5% is \$45.28 per average household per year, divided between the Town at \$23.38 and CPS at \$21.90. This is for average single residential home value of \$1.7M.

Members requested the Finance Department to use the median, not average, single family residential home assessment (\$1.3M) as a benchmark. Members also questioned the \$500K Assessors' Office overlay account, looking into more savings and efficiencies, and the real tax burden implications and impact on the Proposition 2 ½ levy limit of increasing indirect charges from enterprise funds. Members asked about new growth estimates and the cost of running dual financial systems during the Munis software conversion. They asked about the reductions from the Town's original 5.33% increase request and the impacts and pathway for the middle school debt stabilization and pension reserve releases. Members inquired about the new PILOT program status, local receipts, and about the Stormwater enterprise fund.

7. Discussion of and Vote on Final FY27 Budget Guidelines: Mr. Kupka presented two interactive spreadsheets, showing that the Town's 2.95% projected budget increase is \$151,555 away from the preliminary guideline of 2.5% while CPS is \$29,581 away. The debate began.

In favor of holding the line at the preliminary guidelines of 2.5% for the Town and CPS: Members reminded FinCom that their role is to serve as the taxpayers' watchdog or advocate, and in the past four years, Concord residential taxes have exploded. The tenor of concern for taxpayers has changed from surprise to frustration to outrage, so tax relief must be central to FinCom's consideration this year. Added financial pressures to residents include: \$30M debt exclusion for road repairs, new stormwater fee hitting residents, water bills up double digits, trash collection up double digits, electricity up, and Social Security increases only 2.8%. Others concurred, adding that what they hear is that Concord has become significantly less affordable.

In favor of accepting the Town and Schools' budgets at 2.94%/2.95%: Members expressed concern about lowering the service levels by the Town and Schools by reducing their budget requests. They noted that the current rate of inflation is about 3% and reminded the FinCom that Dr. Hunter said that 2.5% definitely represents a service level cut for the schools. Others added that FinCom should not create animosity among constituents, when reading in the Concord Bridge newspaper about library cuts or favorite school program cuts for relatively little money. Members questioned whether it was effective planning to save households \$40-\$50 a year in taxes by compromising the long-term quality of life in the Town.

The Voting Sequence: MOTION 1: Ms. Reed moved final guidelines for Town at 2.95%, CPS at 2.94%, and CCRSD at -0.79%. Ms. Briggs seconded the motion. Discussion followed. **Vote: 4 Yes, 8 No, 0 Abstain. The motion failed. MOTION 2:** Ms. Briggs moved final guidelines for Town at 2.75%, CPS at 2.75%, and CCRSD at -0.79%. Ms. Reed seconded the motion. Discussion followed. **Vote: 6 Yes, 6 No, 0 Abstain. The motion failed.**

MOTION 3: Ms. Reed moved to split off of the CCRSD final guideline and moved a final guideline for CCRSD at -0.79%. Mr. Jansen seconded the motion. Discussion followed **Vote: 10 Yes, 2 No, 0 Abstain. The motion passed. MOTION 4:** Mr. Garofalo moved final guidelines for Town at 2.5% and CPS at 2.75%. Ms. Lis seconded the motions. Discussion followed. **Vote: 12 Yes, 0 No, 0 Abstain. The motion passed unanimously.**

Mr. Kupka's spreadsheets showed that the Town has a final guideline of 2.5%, which means the Town must close the gap from 2.95% by \$151,000. For CPS with a final guideline of 2.75%, the gap to close is \$91,000. For CCRSD with a final guideline of -0.79%, there is no gap.

8. Financial Policy Working Group (FPWG): The FPWG continues to refine policy, specifically addressing the concerns at the November 17th meeting to distinguish between free cash and stabilization funds. Once the SB agrees on the policy document, the goal is to create a Warrant Article for Town Meeting establishing a capital stabilization fund with the purpose of building reserves for major infrastructure needs like new public safety buildings and MCI development. Ms. Lis asked that the FPWG add voting requirements to the summary table.

9. Review of Town Meeting Calendar and Finance Committee Schedule: Chair Wasoff noted that Saturday, December 14th, is the Effective Governance Workshop at 8:30 a.m. at Town Hall. Chair Wasoff reminded that there is a heavy FinCom schedule through the end of March. Ms. Reed will be leading the annual FinCom Report effort for Town Meeting.

10. Recap of Action Items and Adjournment of Meeting: Chair Wasoff and Mr. Kupka will formally notify the budgeting entities of final guidelines. Chair Wasoff will revise the FWPG reserves policy table to include voting requirements. Mr. Ferrara will provide a new budget spreadsheet to FinCom and CFO Barrett and Mr. Ferrara will follow up on the Munis conversion costs, per Mr. Garofalo's request. Ms. Reed and Ms. Geyer will post the minutes. Chair Wasoff adjourned the meeting at 9:30 p.m.

YouTube video link:

[youtube.com/watch?v=stETB8LdNp8&list=PL1TTzrWEKOOonnNx4Y97syFCGhi0OGGO rA&index=1&t=2291s](https://www.youtube.com/watch?v=stETB8LdNp8&list=PL1TTzrWEKOOonnNx4Y97syFCGhi0OGGO rA&index=1&t=2291s)

Meeting Documents link:

<https://concordma.gov/AgendaCenter/ViewFile/Agenda/12112025-13518>



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

5

Liaison Report

Review and Discussion of Compiled Liaison Report

Requested by: Finance Committee Chair

Action Sought: None

Proposed Motion(s)

None anticipated.

Additional Information

Review and discussion of liaison report, if any, in addition to written reports provided in the meeting packet.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

LIAISON REPORT – JANUARY 29, 2026, FINANCE COMMITTEE MEETING

Tax Relief Evaluation Task Force (TRETf): Meeting Jan. 22, 2026 (Karlen Reed)

On January 14, the Tax Relief Evaluation Task Force (TRETf), with Ellen Quackenbush and Lynn Salinger as co-chairs, discussed the recent survey results. Of note, 904 responses were received, reflecting a 15% overall response rate. 42 of those responses came from renters, and 26% of the housing units in Concord are rental units. The survey results include a real estate market analysis, interview summaries, income distribution, and the impact, efficiency, and effectiveness of the Residential Tax Exemption (RTE) on renters and homeowners. More info: <https://concordma.gov/3858/Tax-Relief-Evaluation-Task-Force>.

Public Works Commission: Meeting January 14, 2026 (Karlen Reed)

The Public Works Commission (PWC), chaired by Andrea Solomon, met on January 14 and heard that the Roads program will be discussed at the PWC March meeting, the PWC will sponsor Warrant Articles at the March 5 and 12 Public Hearings, and the Facilities Department is moving into the old Peabody School building. The PWC discussed the Darton Street Betterment Warrant Article, creating a PFAS fund within the Enterprise Fund, and the Enterprise and Revolving Fund spending authorization Warrant Articles. The PWC explored the new Stormwater Enterprise Fund credit policy that will use a point system, a one-year validation for credits, and the abatement appeal process which will come to the PWC. The committee also heard that the Stormwater Enterprise Fund Warrant Article is not expected to be on the Town Meeting Consent Agenda, so a presentation must be prepared for that Article. Here is a link to the video: <https://www.youtube.com/watch?v=mYinJO6LqfU>

Schools (Eric Dahlberg and Pat Geyer)

CPS

- The School Committee approved both the CPS cap expenditure plan, as presented to FinCom, and the operating budget, which will meet the FinCom guideline of 2.75%. To date, three FTE have accepted the voluntary separation package--savings of which are included in this budget proposal.
- For Concord Middle School, there is still no resolution regarding the solar energy plans. In brief, the new building's roof is a membrane which cannot withstand the different methods proposed to secure solar panels, without voiding the warranty. CPL is working to consider alternatives.

CCRSd

- CCRSD Committee voted to approve transfer of \$25,000 from capital stabilization to amenities building project fund to finish amenities building design scope.

Economic Vitality Committee (Paul Rodriguez)

The Economic Vitality Committee (EVC) met on January 7th, 2026. Some thoughts went into creating a forum to enhance the connection between the art community and the business committee. This includes individual artisans as well as groups including the museums and Umbrella academy. A target date and make up of the forum will be discussed in more detail during the February EVC meeting.

Commercial construction was up in 2025 to coincide with a change in the way permitting fees are collected. Rather than a flat fee, they are now paired with the overall value of the project. FY25 had a 370% increase in fees collected with \$52.15M in commercial construction last year.

The EVC discussed supporting a planning committee warrant article associated with height restrictions on a business district along route 2. The EVC voted to support the Historical Commission to avoid a Historical Delay for destruction for the building at 74 Commonwealth Avenue. This is the location of the new West Concord Guitar museum. The existing building is older than 50 years old but does not have historical significance.

			1.21.26 Chairs breakfast
Committee	Name	Name	Notes
SB - Select Board - Chair	Mark	Howell	Mark noted that the Warrant is open to Jan. 23, noon. The SB meeting starts Monday at 5, will cover the TM budget. Town Caucus is 7 p.m. on Monday. Hearings begin Mar. 2
2229 Main Street Oversight Committee	Ray	Bruttomesso	2026 will be busy reviewing remedial design and will give comments to EPA. They want a March or April meeting with EPA. Work on holding basin is the issue on discussion, to be done in 2027.
Agriculture Committee	Dan	Schmid	Spring forum is April 30. Bob Gross is speaking on history of farming in Concord. Sent a letter to Land Use group on Hutchins Field - possible municipal site, encouraged Land Use to not use is as a municipal site, keep it as farming.
Board of Assessors	Mera	Tilley	Yannis reported that the BOA is reviewing and sending out the motor vehicles bills soon.
BOH - Board of Health	Randy	Kring	Dottie reported that the BOH is busy with disease surveillance, flu, COVID. Doing annual report on this to show trends, including tick-borne diseases.
CAC - Climate Action Committee	Brad	Dye	Working on 5 year climate action plan. Had a brain storming session with TAC and Town staff.
CHA - Concord Housing Authority	Stephan	Bader	Waiting to hear back from state on funding re: retrofit sprinklers into senior housing. Important \$1M project. Have some funds from MAHT. Also working on Strawberry Hill road repairs to septic field.
CHDC - Concord Housing Development Corporation	Dan	Drazen	Working on Assabet homes project - 5 units. Will complete in early Feb 2027. Exploring a buy down program with MAHT -- purchase market rate units and convert them to income restricted units, probably condos. Working on Junction Village project with MCI Concord group.
COA - Council on Aging	Christina	Kendrick	COA has a nursing position open, and COA is adding driver hours on Tues. and Thurs.
Concored Cultural Council	Tooyey	Rogers	Granted 30 artist grants recently, now looking at Cultural District. March 7 Lantern parade. Watch for the pianos being placed around town. He read a poem about a wood drake.

CPS, CCRSD - Concord Public School Committee / Regional School Committee	Tracey	Marano	Solar project at CMS is to be discussed tonight. Willard principal will retire. Some teachers will also retire. At high school, they did a story on financial literacy.
Economic Vitality Committee	Michael	Lawson	Forum in May
FC - FinCom	Karlen	Reed	Karlen reported that the FinCom, at its 1/29 meeting, will hear updates on the 2024 Town audit, do an initial review on the 2026 Town Meeting warrant articles, hear a report from the Finance Policy Working Group, and discuss the Finance Committee's Report.
Heywood Meadows Stewardship Committee	Peter	Lee	Chris and Peter said that there will be an historic landscape retrospective, history of protecting lands in Concord, Feb. 12, 9-10 a.m. at NRC office on Keyes Road. Please come. Will focus on what the Town of Concord will do when citizens want to preserve the meadow.
Historical Commission	Doug	Ellis	Rollout of Historic Preservation Plan is about to begin. Wants suggestions from other chairs - want a talk?
Land Use Working Group	Sven	Weber	End of Phase 1 approaches. Looking at 18 town buildings. Working groups are narrowing their options for suggestions. Have received letters from others. As a principle, every option is on the table, including the Ag field - Hutchins Farm. Went on tours in Lexington and will look at other towns on what they do and impact on taxes. They have double the budget. Benchmarking is being done.
Light Board	Warren	Leon	70 days until switch to Time of Day rates (April 1). Allows town as a whole to reduce rate impacts. Will be revenue-neutral overall. March 4 public meeting 6-7:30 p.m. in the Library on this. Other efforts also under way. Broadband system is being upgraded without price increases.
MAHT - Municipal Affordable Housing Trust	Keith	Bergman	Thanked CPC for funding for MAHT via the CPC Warrant Article. Doing due diligence on acquisition of 91B Main Street on 62/Route 2, could create 4-6 homeownership units. Will bring to SB for approval. MAHT will update housing production plan which expires next year.

NRC - Natural Resources Commission	Sarah	Grimwood	Grateful to CPC for conservation fund, \$500K, for Town Meeting. Talking with SB on new town bylaw on governance for the conservation fund - Warrant Article. Have ID'd 7 members of Warner Pond group, and Feb. 3 is first meeting.
Personnel Board	Bill	Mrachek	Looking for members. Looking for employee handbook from the Town so PB can review and vote in Feb.
Public Ceremonies & Celebrations Committee	Holly	Legault	Looking for members, in middle of honored citizen event planning. Patriots Day participation applications are due March 6.
PWC - Public Works Commimssion	Andrea	Solomon	Rolled out the stormwater bills. Did have support by FinCom and Town Meeting. This is a fee applied to everyone, not just property tax owners. This will help fix deferred maintenance on culverts, especially Monument Street and Lexington Ave. More equitable way of spreading the cost. Public Works has a web page for more information.
TAC (Transportation Advisory Committee)	Mark	Gailus	Ellen Q. reported that on Feb. 17 the TAC will hear an update on the roadwork plan. TAC is looking at speeds in town. Current standard uses an 85% standard, and TAC is now rethinking that approach. Old Marlboro Road is complex from a speed signage perspective. This road ma by used as a case study on signage.
Town Moderator	Carmin	Reiss	47 articles submitted so far. Need to review with Town Counsel. An abbreviated version of the Warrant will be published as an insert in the Concord Bridge, and a more complete version will be posted on Town Website. After hearings and FinCom Report are done, a copy of the Warrant and all motions will be in the Town Meeting materials book. Encourage all boards to look at the Warrant and have a conversation on their agendas and recommendations about relevant Articles.

TRETF - Tax Relief Evaluation Task Force	Lynn	Salinger	Ellen Q - Our survey has closed, 904 responses; 42 were from renters. Looked at other towns - ours is 15% response rate overall. Having renters involved is important. Yes, the survey is representative of house values. Does it achieve the SB goals? Looking at this via effectiveness of the Residential Tax Exemption (RTE) on targeting low income seniors. Also looking at how efficient it is - how many who aren't low income yet getting the benefit. Tentative conclusion: the RTE is effective but not efficient. What are other impacts? Working on it for the next 3 months.
ZBA - Zoning Board of Appeals	Theo	Kindermans	Light agenda.

Town of Concord

Financial Reserve Policy

Select Board
Approved: December 22, 2025

PREAMBLE

Under Massachusetts General Law c. 40, § 5B, municipalities and districts may create one or more stabilization funds, which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose.

Stabilization funds, along with free cash, overlay surplus, and retained earnings, are fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated for unforeseen expenses, capital expenditures, or other one-time costs.

Stabilization funds differ from free cash. Free cash is the remaining unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash as of July 1 is only available for appropriation once it is certified by the Director of Accounts of the Massachusetts Department of Revenue, Division of Local Services and only until the end of that fiscal year. Stabilization funds are designed to accumulate amounts for capital and other future spending purposes, although the fund may be appropriated for any lawful purpose. Communities may establish one or more stabilization funds for different purposes and may appropriate any amounts into them. Once created, monies accumulated in a stabilization fund carry over from one fiscal year to another, and interest remains with that fund.

A **general purpose stabilization fund** is created for future appropriation for any lawful purpose, and a **special purpose stabilization fund** is created for future appropriation for a more specific purpose or purposes that is designated at the time the fund is created. Appropriations can be made **into** either a general or special purpose stabilization fund by a simple majority vote of Town Meeting. Appropriations **from** a general purpose stabilization fund must be approved by a two-thirds vote. Appropriations **from** a special purpose stabilization fund must only be approved by a simple majority vote. A two-thirds vote is needed to create either type of stabilization fund or to change the purpose of an existing fund.

Through the use of stabilization funds, Concord can protect itself against unanticipated events (such as, an unexpected reduction in revenues or unbudgeted expenses due to a natural disaster) and can set aside funds to help to cover anticipated major expenses in advance such as for major capital expenses including schools or other municipal buildings. The maintenance of adequate reserves is also a factor considered by the bond rating agencies, so the creation and appropriation of general and special purpose stabilization funds may help Concord to maintain its Aaa bond rating.

RESERVES

The Town is committed to building and maintaining reserves to ensure budget flexibility to finance emergencies and unforeseen needs and establish funds to support Town priorities and long-term capital improvement planning. It is a Town goal to maintain reserves, in aggregate, to retain a Aaa rating and consequently reduce long-term borrowing costs. Reserves are intended to be used to fund unanticipated or one-time costs rather than to fund operating expenses (unless provisions are made to replenish reserves).

Fund Type	Minimum Funding Target*	When Available	How To Access	Examples of Appropriate Usage	Description
Annual Reserve Fund	6/10 th of 1% of Town Op. Budget	July 1 st through June 30	Finance Committee Approval	Unforeseen operating budget expenditures	Amount set aside as part of the annual budget to provide for unforeseen or extraordinary costs
Free Cash	4%	From State certification through the end of the fiscal year	Majority vote at Town Meeting	Stabilization fund appropriation; capital projects: retirement & OPEB	Amount remaining from the prior fiscal year, as certified by the Commonwealth
General Stabilization Fund	4%	After creation by 2/3 vote at Town Meeting; additions to fund by majority vote	2/3 vote at Town Meeting	Emergency and unexpected events; non-recurring annual expenditures	Fund established by Town Meeting to accumulate funds for future appropriation; investment returns stay with and potentially increase the fund
Overlay Surplus	No target	When Declared by Board of Assessors	Majority vote at Town Meeting	May be appropriated for any legally permitted purpose, including stabilization funds	Excess amount of the Overlay Reserve certified by the Board of Assessors as available for appropriation
Special Purpose Stabilization	Target to be set for each fund	After creation by 2/3 vote at Town Meeting; additions to fund by majority vote	Majority vote at Town Meeting	Capital expenditures; funding debt service	Fund or Funds established by Town Meeting to accumulate funds for specified purposes; investment returns stay with and potentially increase the fund

* As a percentage of the ensuing General Fund Budget

Annual Reserve Fund

To respond to extraordinary or unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6. The Town will appropriate the Budget Reserve in an amount equivalent to no less than six tenths of 1% of the Town Government Operating Budget within the Finance Committee's spending budget guidelines, exclusive of the budget reserve. The Finance Committee may make transfers from the budget reserve for all Town Operating Budget needs, as allowed under MGL Chapter 40, Section 6.

Free Cash

The Division of Local Services (DLS) defines Free Cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year." DLS must certify free cash before the Town can appropriate it. It is Town policy to maintain a minimum Free Cash balance, at or above 4% of the ensuing General Fund Budget with the following stipulations:

1. If Free Cash falls below 4% of the ensuing General Fund Budget, the Town Manager and Chief Financial Officer shall develop a plan to bring Free Cash back up to the minimum level.
2. If Free Cash in combination with the General Stabilization fund rises above 10% of the ensuing General Fund Budget, the Town Manager and Chief Financial Officer shall consider recommending using the excess Free Cash in the following ways:
 - i. Appropriate a portion of the excess Free Cash for a special non-recurring expenditure that could include a capital item that would otherwise be eligible to be funded through borrowing.
 - ii. Appropriate a portion of the excess Free Cash to a General Fund or Special Stabilization Fund. Funds should not be allocated for stabilization that would result in full use of the unused levy limit.

General Stabilization

The General Stabilization Fund is established to provide emergency funds for usage in a major or significant event, such as natural disaster, uninsured loss, damage to a capital asset, or unanticipated decrease in revenue. Withdrawals can be made subject to a 2/3 vote of Town Meeting to mitigate emergencies, unanticipated events or for non-recurring expenditures that cannot be supported by annual general fund appropriations. It is Town policy to establish a minimum funding target at or above 4% of the ensuing General Fund Budget. Where possible, withdrawal of funds, should be limited to an amount where Free Cash in combination with the General Stabilization fund exceeds 10% of the ensuing general fund budget.

If withdrawals from the fund result in a balance below the minimum target, the Town Manager in conjunction with the Chief Financial Officer will develop a plan to replenish funds back up to the minimum level.

Overlay Surplus

The purpose of the Overlay Reserve is to offset unrealized tax revenue resulting from abatements and exemptions. As approved by the Board of Assessors or directed by the Appellate Tax Board, the

Assessing Division grants abatements for real estate and personal property tax. Annually the Board of Assessors will determine an overlay amount, based on the annual recapitulation sheet, to be incorporated into the annual Town tax levy.

At the conclusion of each Abatement year (by May 30th), the Assessor will update the status of the Overlay Reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any potential surplus, where the Overlay Reserve exceeds the amount of potential liabilities. If the Board of Assessors determines that a surplus exists, the Board of Assessors will notify the Chief Financial Officer, Town Manager and Select Board of the potential surplus amount. The Select Board in conjunction with the Chief Financial Officer and Town Manager may request that the Board of Assessors vote to declare that some or all of the surplus be available for appropriation by Town Meeting.

Special Purpose Stabilization

It is Concord's practice to create Special Purpose Stabilization funds to be appropriated for specific purposes that are designated by a vote at Town Meeting. The purpose of a Special Purpose Stabilization fund may be defined narrowly (i.e. one specific project or purchase), or broadly (i.e. to support a capital improvement plan which may include various projects to be completed over a lengthy time period, or as yet undetermined capital projects).

Special Purpose Stabilization funds may be used as a source of funding for capital related projects, equipment, and for major maintenance items. Other special purpose funds may include vehicle replacement, technology upgrades, and road maintenance.

Target balances for a Special Purpose Stabilization Fund are set based on the purpose of the particular fund and anticipated expenditures. Appropriations to Special Purpose Stabilization Funds may come from the Town's General Fund (which is the fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process), from Free Cash, from the Overlay Surplus, or by dedicating a particular fee, charge, or other receipt as funding source(s). Appropriations to any Special Purpose Stabilization Fund will be subject to approval by Town Meeting. All such requests will be subject to review by the Select Board and the Finance Committee, which will make recommendations to Town Meeting.

The target funding balance of a Special Stabilization Fund should be determined and updated regularly by the Town Manager and Chief Financial Officer.



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

6

Updates on FY 2024 Town Audit and FY 2027 Town Budget

Report on Final Management Letter for the Town Audit and FAC
Update on Proposed FY 2027 Town Budget

Requested by: Finance Committee Chair

Action Sought: None

Proposed Motion(s)

None anticipated.

Additional Information

Updates will be provided by the Town Chief Financial Officer regarding the Fiscal Year 2024 Town Audit and the Proposed Fiscal Year 2027 Town Budget (Operating and Capital).

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

FY24 Audit Review

Kerry A. Lafleur, Town Manager
Jennifer Barrett, Chief Financial
Officer



**Accountability
and
Standards**

Accountability rests with the Town Manager

Concord deserves strong
financial stewardship

Issues addressed directly
and transparently

Commitment to restoring
expected standards

Purpose of Tonight's Discussion

FY24 audit identified material weaknesses in internal controls

Goal: transparency, accountability, and direction

Serious and not consistent with Concord's standards

Does not replace the Financial Audit Advisory Committee's independent review

What the Audit
Did

and

Did Not
Find

- Identified material weaknesses in internal controls

- No findings of fraud, misconduct, or noncompliance
- No opinion on effectiveness of internal controls
- Findings relate to process and oversight, not financial condition

What “Material Weakness” Means

Reasonable possibility of a material misstatement

More serious than a
deficiency/
significant
deficiency

Indicates risk and
reliability concerns,
not intent

Unusual for
Concord

Identified Material Weaknesses



Timeliness of reconciliations



Cut-off and capitalization controls



Budget posting and monitoring



Journal entry review and oversight

Reconciliation Timing

- Cash Reconciliation
- Receivables Reconciliation
- General Ledger Reconciling
- Established schedule for completion within 45 days of month-end

Capital & Cutoff Controls

- End of Year Encumbrances
- Categorizing Capital Expenses
- Fiscal Year Invoice processing
- Written Procedure in development for training and deployment May 2026
- Additional scrutiny at EOY

Budget posting and monitoring

- Initial Budget Import
- Budget Adjustments backup
- Crosschecking before, during and after approval
- Reestablished Finance Administration oversight for budget verification

Journal Entry processing

- Crosschecking entries for accuracy
- Ownership of entry
- Backup Data Requests Analyzed
- Reestablished segregation of duties in JE posting process

Timeline Overview

FY24: Conditions existed; later documented



FY25: Delayed visibility;
constrained action



FY26: Verified findings,
leadership change, correction

Why FY24 Is an Outlier



Leadership misalignment within Finance



Staffing instability in key finance roles



First-year close in a
new Munis ERP system

G/L Go Live: October 2023

Payroll Go Live: July 2025

HCM Go Live: Spring 2026

Why FY25 Is a Visibility Gap

FY25 closed before FY24 audit findings were finalized



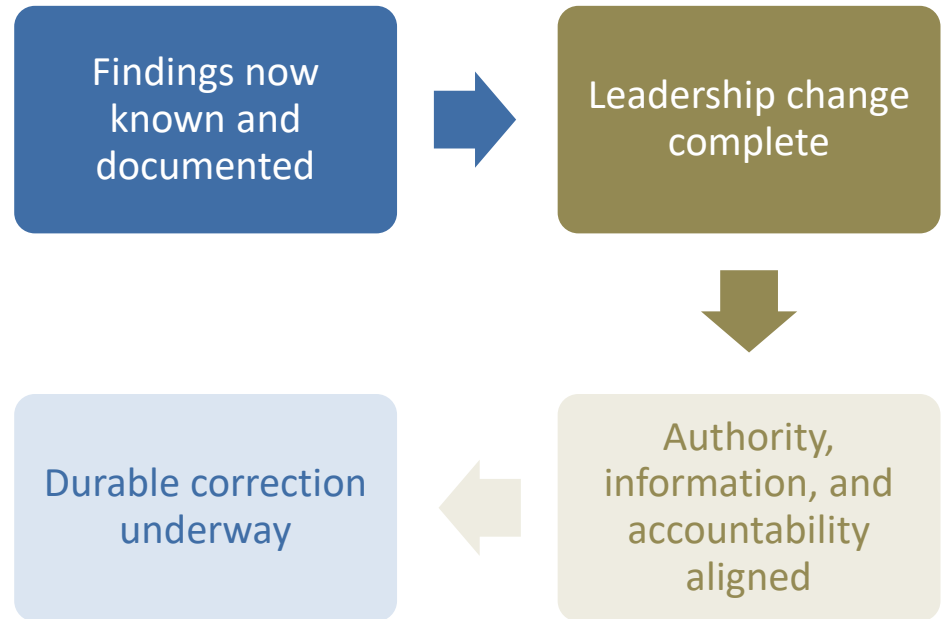
Leadership misalignment continued through FY25



Structural change constrained by timing

Some weaknesses may reappear due to lag

FY26: Correction and Stabilization



Identification ≠ Correction

FY24 audit documents
conditions *in that year*

Audit delays meant findings
not known until early Q2
FY26

Verified findings are
required to drive correction

Corrective Actions Underway



Defined close calendar



Reconciliation cadence and monitoring



Reestablished segregation of duties




Review and escalation protocols



Training and documentation

Oversight and Next Steps

Audit Advisory Committee meets with auditors in February



FAAC conducts independent review and reports to Board

FY25 audit underway; improving structure

Return to normal cadence expected by FY26



Town of Concord

Fiscal Year 2027 Town Government Operating Budget

Select Board

~~Monday, January 26, 2026~~ Tuesday, January 27, 2026

Finance Committee

Thursday, January 29, 2026

Highlights

Revenue Projections

Finance Committee Guidelines

Town Budget

Joint Accounts

Capital Improvement Plan

Overall Outlook

Revenue Projections

	FY25	FY26	FY27 Projected
Total Net State Aid	\$ 6,174,882	\$ 6,484,192	\$ 6,790,680
Local Revenues	\$ 15,820,704	\$ 16,395,425	\$ 17,029,999
Tax Levy	\$ 116,241,894	\$ 121,712,158	\$ 125,335,367
Total Funds Available	\$ 138,237,480	\$ 144,591,775	\$ 149,156,046

Finance Committee Guidelines

-Town Budget

1st Round Budget Submissions: 5.3%

Revised Budget: 2.95%

Budget Guidelines set 12/11: 2.5%

\$34,520,861 Target

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
General Government								
1	A	Town Managers Office	\$ 864,166	\$ 768,505	\$ 683,567	\$ 681,717	\$ 686,225	-10.71%
	B	Human Resources	\$ 481,562	\$ 526,058	\$ 540,804	\$ 540,804	\$ 546,479	3.88%
	C	Information Systems	\$ 1,828,904	\$ 1,735,498	\$ 1,779,429	\$ 1,655,170	\$ 1,710,381	-1.45%
	D	Town Meetings & Reports	\$ 100,000	\$ 122,100	\$ 104,200	\$ 102,750	\$ 122,750	0.53%
	G	Resource Sustainability	\$ 140,000	\$ 149,725	\$ 144,218	\$ 138,018	\$ 139,512	-6.82%
		Sub-total:	\$ 3,414,632	\$ 3,301,886	\$ 3,252,218	\$ 3,118,459	\$ 3,205,347	-2.92%
2	A	Legal Services	\$ 400,000	\$ 400,000	\$ 450,000	\$ 450,000	\$ 450,000	12.50%
		Total: General Government	\$ 3,814,632	\$ 3,701,886	\$ 3,702,218	\$ 3,568,459	\$ 3,655,347	-1.26%

1A: Reduction of 1 FTE → Public Safety

1G: Sustainability reduced to historical trends, reduced outsourced services

1B: Recruiting costs increased to historical trends, town-wide

2A: Legal increased for upcoming projects

FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Finance								
3	A	Finance Administration	\$ 756,342	\$ 633,518	\$ 632,896	\$ 620,596	\$ 601,604	-5.04%
	B	Treasurer - Collector	\$ 476,700	\$ 492,272	\$ 488,307	\$ 488,307	\$ 472,150	-4.09%
	C	Town Accountant	\$ 392,374	\$ 514,449	\$ 516,702	\$ 516,502	\$ 501,188	-2.58%
	D	Assessors	\$ 442,730	\$ 488,760	\$ 495,791	\$ 494,391	\$ 508,918	4.12%
	E	Town Clerk	\$ 457,834	\$ 492,931	\$ 515,195	\$ 547,665	\$ 544,033	10.37%
	F	Elections	\$ 60,289	\$ 54,261	\$ 130,528	\$ 121,178	\$ 121,178	123.32%
	G	Registrars	\$ 13,458	\$ 14,315	\$ 18,715	\$ 18,715	\$ 15,715	9.78%
		Total: Finance	\$ 2,599,727	\$ 2,690,507	\$ 2,798,134	\$ 2,807,354	\$ 2,764,786	2.76%

3A, B & C: Reduced outsourced services in all divisions

3F&G: Added costs for 3 elections in FY27

3D: Additional Legal Services for ATB cases

3E: Realigned equipment costs; added support for Records Management

FY27 Proposed Budget

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Planning & Land Management								
4	A	Planning Administration	\$ 631,968	\$ 663,781	\$ 681,428	\$ 666,898	\$ 680,876	2.58%
	B	Natural Resources	\$ 456,982	\$ 455,897	\$ 482,906	\$ 437,036	\$ 440,587	-3.36%
	C	Inspections	\$ 608,664	\$ 628,929	\$ 646,719	\$ 644,893	\$ 651,028	3.51%
	D	Health	\$ 598,077	\$ 563,463	\$ 588,726	\$ 588,726	\$ 566,830	0.60%
	E	Economic Vitality & Tourism	\$ 329,887	\$ 338,073	\$ 345,378	\$ 344,628	\$ 347,058	2.66%
	F	141 Keyes Road	\$ 3,143	\$ -	\$ -	\$ -	\$ -	0.00%
Total: Planning & Land Management			\$ 2,628,721	\$ 2,650,144	\$ 2,745,157	\$ 2,682,181	\$ 2,686,379	1.37%

4A: Increased Housing Services Assessment, added Grant Match

4E: Added costs for Economic Vitality Outreach

4B: Reduced Seasonal Conservation Crew Costs

4C: Realigned Weights & Measures services and PT/On Call Inspectors

FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Human Services								
5	A	Library	\$ 2,505,138	\$ 2,669,176	\$ 2,717,666	\$ 2,717,066	\$ 2,724,187	2.06%
	B	Senior Services						
		B1. Senior Services	\$ 670,851	\$ 701,597	\$ 808,072	\$ 720,856	\$ 730,557	4.13%
		B2. Harvey Wheeler Community Cent.	\$ 67,277	\$ -	\$ -	\$ -	\$ -	0.00%
	D	Human Services	\$ 97,738	\$ 209,679	\$ 223,621	\$ 222,821	\$ 226,285	7.92%
	E	Veteran's Services	\$ 84,525	\$ 95,082	\$ 86,082	\$ 86,082	\$ 86,082	-9.47%
	F	Ceremonies & Celebrations	\$ 63,422	\$ 70,150	\$ 113,580	\$ 113,580	\$ 73,580	4.89%
		Total: Human Services	\$ 3,488,951	\$ 3,745,684	\$ 3,949,021	\$ 3,860,405	\$ 3,840,691	2.54%

5B: Realigned custodial & programs staffing

5E: Reduced Benefits budget, historical low eligibility rates

5D: Realigned staffing with Human Resources

5F: Additional event support, increased number of events

FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Public Safety								
6	A	Police Department	\$ 5,232,210	\$ 5,688,494	\$ 5,143,269	\$ 5,002,307	\$ 5,112,858	-10.12%
	B	Animal Control Office	\$ 29,393	\$ 30,900	\$ 31,900	\$ 31,900	\$ 31,900	3.24%
	C	Police - Fire Station	\$ 40,406	\$ -	\$ -	\$ -	\$ -	0.00%
	D	Dispatch	\$ -	\$ -	\$ 772,065	\$ 772,065	\$ 1,098,298	100.00%
	E	Fire Department	\$ 6,789,002	\$ 6,916,152	\$ 7,371,945	\$ 7,207,730	\$ 7,008,825	1.34%
	F	Emergency Management	\$ 14,194	\$ 14,700	\$ 15,142	\$ 6,284	\$ 6,284	-57.25%
	G	West Concord Fire Station	\$ 1,691	\$ -	\$ -	\$ -	\$ -	0.00%
		Total: Public Safety	\$ 12,106,896	\$ 12,650,246	\$ 13,334,321	\$ 13,020,286	\$ 13,258,165	4.81%

6A & D: Segregated Dispatch for clarity; Net increase combined = 9.18%

6E: Costs for ALS supplies removed to Revolving

6A & C: Added 0.5FTE each for Business Manager

6F: Realigned costs to Fire/Revolving

FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Public Works								
7	A	Public Works Admin	\$ 458,696	\$ 402,389	\$ 486,583	\$ 485,953	\$ 407,410	1.25%
	B	Engineering	\$ 693,132	\$ 698,698	\$ 730,554	\$ 718,904	\$ 703,546	0.69%
	C	Highway Administration	\$ 2,031,753	\$ 2,009,376	\$ 2,121,029	\$ 2,094,894	\$ 2,027,810	0.92%
	D	Winter Maintenance	\$ 655,500	\$ 655,500	\$ 655,500	\$ 655,500	\$ 655,500	0.00%
	E	Parks & Trees	\$ 873,271	\$ 1,062,064	\$ 1,261,137	\$ 1,223,964	\$ 1,263,508	18.97%
	F	Cemetery	\$ 282,838	\$ 250,191	\$ 456,834	\$ 444,254	\$ 291,654	16.57%
	G	133/135 Keyes Rd	\$ 75,000	\$ -	\$ -	\$ -	\$ -	0.00%
	H	Street Lighting	\$ 42,029	\$ 79,703	\$ 82,094	\$ 82,094	\$ 82,094	3.00%
	I	Facilities Administration	\$ 2,077,139	\$ 2,064,052	\$ 2,142,236	\$ 2,027,871	\$ 2,047,166	-0.82%
	J	Parks & Playgrounds	\$ 110,848	\$ 56,318	\$ 38,278	\$ 38,278	\$ -	-100.00%
		Total: Public Works	\$ 7,300,206	\$ 7,278,290	\$ 7,974,245	\$ 7,771,712	\$ 7,478,688	2.75%

7E & F: CBA settled in Aug 2025, new rates incorporated

7J: Realigned Parks, Trees & Playgrounds

FY27 Proposed Budget

Town Government Operating Budget								
Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Unclassified								
8		Employee Wellness	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	0.00%
		Sub-total:	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	0.00%
9		Reserve Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 205,000	2.50%
10		Salary Reserve Fund	\$ 581,506	\$ 737,133	\$ 737,133	\$ 737,133	\$ 606,805	-17.68%
		Total: Unclassified	\$ 806,506	\$ 962,133	\$ 962,133	\$ 962,133	\$ 836,805	-13.03%

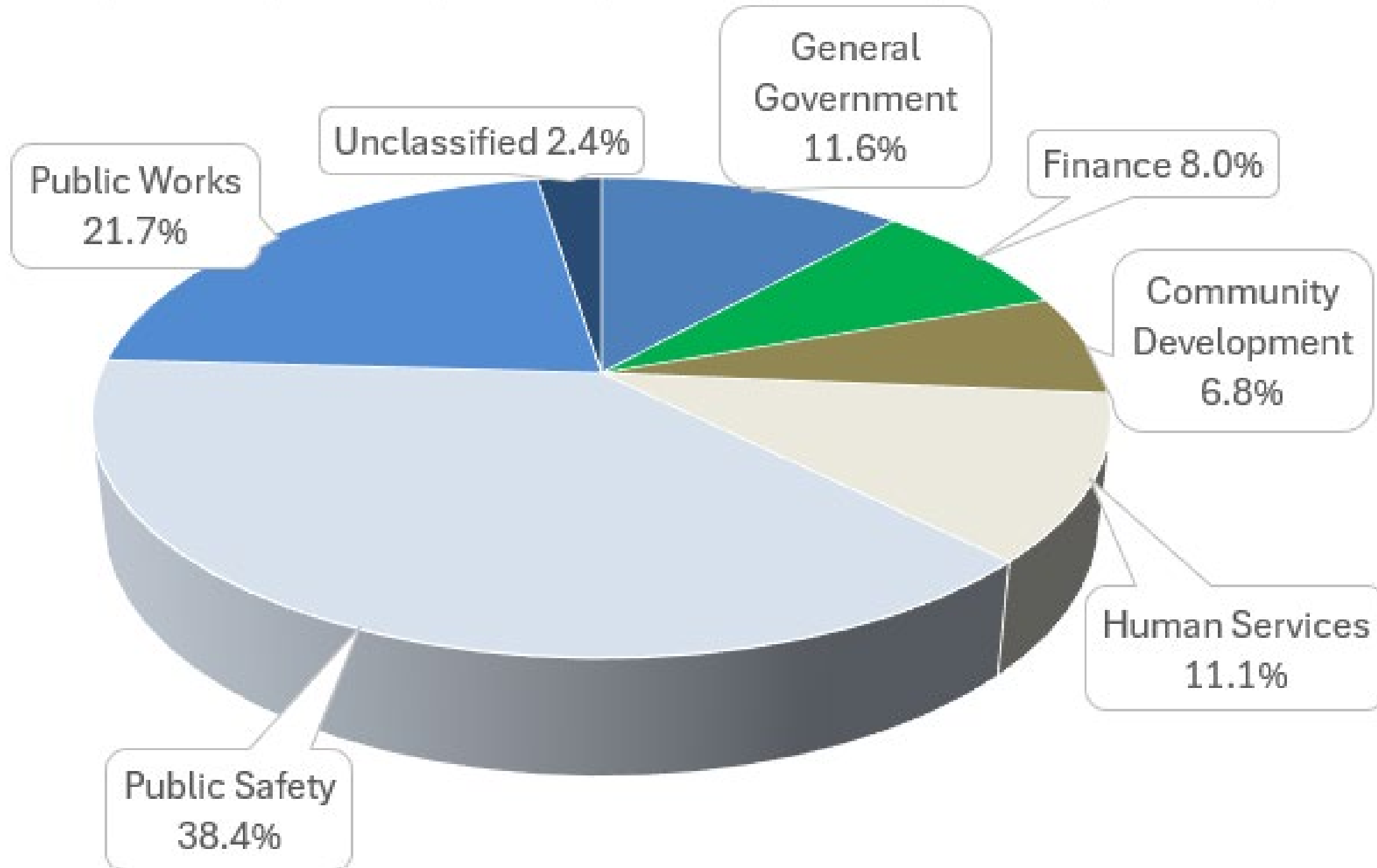
9: Increase per Financial Reserve Policy (6/10 of 1%)

10: Includes CBA Settlement estimates, Non-union Merit Pay & Compensated Absences Allowance

FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25	FY26	FY27 Requested (5.3%)	FY27 Proposed 12/11/25 (2.95%)	FY27 Proposed 1/19/26 (2.5%)	FY26-27 %Change
Total Town Government								
		Total: Town Government	\$ 32,745,639	\$ 33,678,889	\$ 35,465,229	\$ 34,672,530	\$ 34,520,861	2.50%



FY27 Proposed Budget

Town Government Operating Budget

Line No.	Item No.	Department	FY25 Appropriation	FY26 Appropriation	FY27 Proposed	FY26-27 %Change
Joint Accounts (Town - Concord Public Schools)						
12	A	Group Insurance	\$ 8,000,000	\$ 9,405,564	\$ 10,765,438	14.5%
	B	Property/ Liability Insurance	\$ 539,412	\$ 617,087	\$ 705,992	14.4%
	C	Unemployment	\$ 140,760	\$ 143,575	\$ 143,575	0.0%
	D	Worker's Compensation	\$ 176,149	\$ 193,764	\$ 276,175	42.5%
	E	Social Security & Medicare	\$ 1,028,735	\$ 905,172	\$ 941,379	4.0%
		sub-total:	\$ 9,885,056	\$ 11,265,162	\$ 12,832,559	
13	A	Retirement Assessment, General Fund	\$ 4,349,746	\$ 3,584,157	\$ 3,727,523	4.0%
	B	Retirement Assessment, Pension Reserve	\$ 1,650,000	\$ 1,567,124	\$ 1,618,040	3.2%
		sub-total:	\$ 5,999,746	\$ 5,151,281	\$ 5,345,563	
14	A	Debt Service, Within Levy Limit				
		A1. Town, Principal & Interest	\$ 3,576,699	\$ 4,707,036	\$ 3,715,223	-21.1%
		A2. CPS, Principal & Interest	\$ 806,651	\$ 861,510	\$ 669,852	-22.2%
		A3. Interest on Short-Term Notes	\$ 70,000	\$ -	\$ 35,000	100.0%
		sub-total:	\$ 4,453,350	\$ 5,568,546	\$ 4,420,075	
	B	Debt Service, Excluded from Levy Limit				
		B1. Town, Principal & Interest	\$ 303,794	\$ 295,294	\$ 967,000	227.5%
		B2. CPS, Principal & Interest	\$ 6,286,880	\$ 7,670,889	\$ 7,716,675	0.6%
		B3. Interest on Short-Term Notes		\$ -	\$ -	
		sub-total:	\$ 6,590,674	\$ 7,966,183	\$ 8,683,675	
		total: Joint Accounts	\$ 26,928,826	\$ 29,951,172	\$ 31,281,872	4.4%

Group insurance rates from MIIA expected first week of February

Liability insurance rates expected mid-February

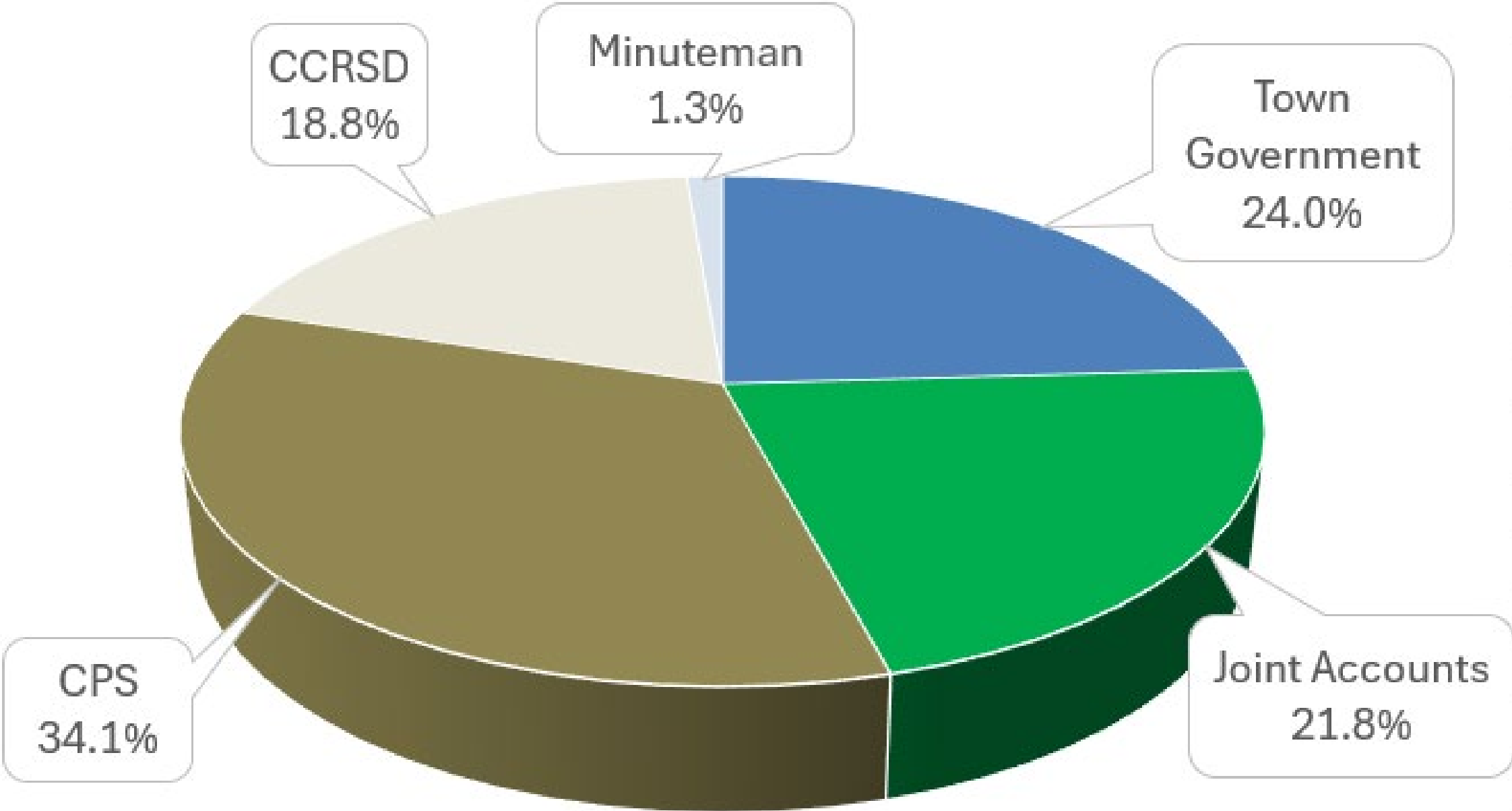
Worker's Comp claims run about 12-18 months behind, several claim resolutions in progress

• 14 projects coming off debt schedule in FY27, half are Town Non-excluded

• Excluded debt increases (roads project & Middle School) are estimated

FY27 Proposed Budget

Town Government	\$ 34,520,861
Joint Accounts	\$ 31,281,872
CPS	\$ 48,941,915
CCRS	\$ 26,994,601
Minuteman	\$ 1,831,476
Total Budget	\$ 143,570,725



Capital Improvement Plan

Tier 1		
General Government		Amount
Information Systems	Uninterrupted Power Supply (UPS) Replacement	\$ 40,000
Information Systems	Town Building Switch Upgrades	\$ 60,000
Information Systems	Town Server Upgrades	\$ 140,000
Information Systems	Phone System Replacement and Upgrades	\$ 38,200
Information Systems	Town Building and Property Security Surveillance	\$ 100,000
Information Systems	Computers and Associated Peripheral Devices	\$ 100,000
Finance		Amount
Town Clerk	Codification of Bylaws	\$ 17,000
Treasurer/Collector	MUNIS POS System	\$ 31,430
Community Development		Amount
Natural Resources	2007 Dump Trailer Replacement	\$ 15,000
Natural Resources	Conservation Land Improvements	\$ 15,000

Capital Improvement Plan

Tier 1		
Human Services		Amount
Library	Computer Replacements	\$ 17,000
Library	RFID Technology Replacements	\$ 16,000
Senior Services	Passenger Van Replacement	\$ 100,000
Public Safety		Amount
Police	Ford Interceptor (4)	\$ 260,000
Police	Speed Alert Sign Boards	\$ 38,000
Police	Public Safety Equipment	\$ 30,000
Police	Tasers (non-lethal weapons)	\$ 66,000
Police	Motorola Portable Radios	\$ 23,000
Police	Cruiser Laptops	\$ 20,000
Police	Mobile Radios for Police Cruisers	\$ 25,000
Fire	Misc Equipment	\$ 62,920
Dispatch	Public Safety Radio Upgrades	\$ 80,504
Dispatch	Fire Station Alerting System	\$ 132,252

Capital Improvement Plan

Tier 1		
Public Works		Amount
Engineer	Asset Management	\$ 30,600
Engineer	Landfill Monitoring	\$ 31,200
Engineer	Street Pavement Markings	\$ 116,300
Engineer	Roadside Safety	\$ 188,600
Highway Maintenance	Small Equipment	\$ 10,000
Highway Maintenance	Replace G73 CAM Equipment Trailer	\$ 20,000
Highway Maintenance	Replace H78 2003 Screener Plant	\$ 150,000
Park & Trees	Small Equipment	\$ 10,000
Park & Trees	Tree Planting - Public Shade Trees and Set-Back Trees	\$ 50,000
Park & Trees	Replace G57 2000 Vermeer BC1800A Chipper	\$ 150,000
Facilities	Small Equipment	\$ 15,000
Concord Public Schools		\$ 501,430
Tier 1 Capital Improvement Plan Total		\$ 2,700,436

Capital Improvement Plan

Tier 2

Department	Item(s)	Amount
Highway Maintenance	Replace H32 2011 Swap loader w/ spreader and 11' plow 35,000 GVW	\$ 400,000
Highway Maintenance	Replace H33 2011 Swap loader w/ spreader and 11' plow 35,000 GVW	\$ 400,000
Facilities	Building Repairs & Renovations	\$ 750,000
Cemetery	Sleepy Hollow Cemetery Grave Lot Expansion and Roadway Constructi	\$ 850,000
Tier 2 Capital Improvement Plan Total		\$ 2,400,000

Overall Outlook

	FY25	FY26	FY27 Projected
Total Net State Aid	\$ 6,174,882	\$ 6,484,192	\$ 6,790,680
Local Revenues	\$ 15,820,704	\$ 16,395,425	\$ 17,029,999
Tax Levy	\$ 116,241,894	\$ 121,712,158	\$ 125,335,367
Total Funds Available	\$ 138,237,480	\$ 144,591,775	\$ 149,156,046
Town & Joint Accts	\$ 59,604,465	\$ 63,630,061	\$ 65,802,733
CPS	\$ 46,515,714	\$ 47,632,034	\$ 48,941,915
Tier I	\$ 2,180,000	\$ 2,811,720	\$ 2,700,436
CCRSD & Minuteman	\$ 27,873,714	\$ 28,981,930	\$ 28,826,077
OPEB	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851
Overlay	\$ 500,000	\$ 500,000	\$ 500,000
Total Expense Budget	\$ 136,173,893	\$ 143,192,545	\$ 148,239,012



Town of Concord

Thank You

22 Monument Square ~ Concord, MA ~ 978-318-3000
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Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

7

Initial Review of Warrant Articles for 2026 Town Meeting

Overview of articles on warrant with financial implications

Requested by: Finance Committee Chair

Action Sought: None

Proposed Motion(s)

None anticipated.

Additional Information

Attached is a draft listing of proposed 2026 Annual Town Meeting warrant articles. The inclusion of the articles and the order of the articles are subject to change. The Select Board was scheduled to review the proposed slate of warrant articles for the 2026 Annual Town Meeting at their January 27th meeting. This conversation is being postponed to the Select Board's Monday, February 2nd meeting when the Select Board plans to begin to discuss the draft list of warrant articles and the order the articles will appear in the 2026 Annual Town Meeting warrant.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Preliminary Draft List of 2026 Annual Town Meeting Warrant Articles as of January 26, 2026

1	Choose Town Officers
2	Hear Reports
3	Meeting Procedure
4	Ratify Personnel Board Actions
5	Ratify Personnel Board Classification & Compensation Plan
6	Fiscal Year 2026 Budget Line-Item Adjustments
7	Fiscal Year 2027 Town Budget
8	Fiscal Year 2027 Capital Improvement Plan
9	Concord Public Schools Operating Budget
10	Concord Public Schools Capital Budget
11	Concord-Carlisle Regional School District Budget
12	Establish Special Education Reserve Fund
13	Minuteman Regional Technical School District Budget
14	Restore Fund Balances Erroneously Returned to Free Cash
15	Establish a Capital Stabilization Fund
16	Capital Stabilization Fund Appropriation
17	General Stabilization Fund Appropriation
18	OPEB Trust Fund Appropriation
19	OPEB Trust Fund Expense
20	Retroactive salary Dispatch Union Collective Bargaining Agreement
21	Transfer of COVID Fund Balance Deficit - 2020 Expenses
22	Fiscal Year 2027 Middle School Stabilization Fund Transfer
23	Fiscal Year 2027 Peabody Middle School Upkeep
24	Appropriation of PFAS Settlement Funds Received from Multi-District Litigation
25	Adopt Conservation Fund Bylaw
26	Amendment to Door-to-Door Solicitation and Sales Bylaw
27	Select Board to Accept Easements
28	Betterments for Temporary Improvements to a Private Way - Darton and Dover Streets
29	Municipal Facilities Planning
30	Citizen Petition: Solar Rooftop Bylaw
31	Citizen Petition: Revolutionary War Monument
32	Zoning Bylaw Amendment: Exterior Lighting Bylaw
33	Zoning Bylaw Amendment: Zoning Map & MBTA Communities Multi-family Overlay District
34	Zoning Bylaw Amendment: Section 1.3 Definitions & Section 4.2.3 Combined Business/Residence (Mixed-use) Zoning Amendment
35	Zoning Bylaw Amendment: Section 2.2 Zoning Map & Section 7.8 Personal Wireless Communications Facility Zoning Bylaw Amendment
36	Zoning Bylaw Amendment: Section 7.7.2.4 Joint Parking Facilities & Section 7.7.2.7 Location
37	Zoning Bylaw Amendment: Limited Business District 1 Maximum Height
38	Zoning Bylaw Amendment: Various Sections – Building Inspector to Building Commissioner
39	Community Preservation Appropriation Recommendations
40	Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2
41	Light Fund Expenditures and PILOT Payment
42	Stormwater Enterprise Fund Expenditures
43	Citizen Petition: Proposed Composting Rate Payer Plan
44	Solid Waste Disposal Fund Expenditures
45	Sewer System Expenditures
46	Sewer Improvement Fund Expenditures
47	Water System Expenditures
48	PEG Access and Cable Related Funds
49	Beede Swim and Fitness Center Enterprise Fund Budget
50	Unpaid Bills
51	Rescind Debt Authorization
52	Citizen Petition: Vision Zero Policy for Concord Municipal Roadway Projects

**Note: Warrant articles and warrant article order are in draft form and subject to change.*



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

8

Overview of the Finance Committee Report

Review of trend charts from prior year's report; discuss on trends to highlight in this year's report

Discussion of committee member assignments for writing report sections

Requested by: Finance Committee Chair

Action Sought: None

Proposed Motion(s)

None anticipated.

Additional Information

The Finance Committee will be reviewing the plan for developing the Finance Committee Report for the 2026 Annual Town Meeting.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>

Link to FinCom FY 2026 Report:

<https://concordma.gov/4015/2026-Finance-Committee-Report>

List of Possible Trends – for FY27 Finance Committee Report

Draft 1.24.26

Q: Too many? Sequence? Need anything else? What messages do we want to give Town Meeting?

1. Where the Money Goes (need update from FY26 report – pie chart)
2. Debt Service of FY27 is a key driver of higher spending (need update from FY26 report – chart)
3. Sources of FY27 Revenue – most from property taxes (need update from FY26 report)
4. FY26 Debt Balance and Debt Growth – Debt continues to increase (need update from FY26 report and chart)
5. Finance Policy Working Group chart on Financial Reserve Policies (use final version)
6. Town Revenue growth 2016-2025 (Local receipts, state aid, tax levy, enterprise funds, all others – from Mass.gov)
7. Local Receipts as a percentage of budget 2016-2025 (Mass.gov)
8. Concord Assessed Values 2016-2026 (residential, commercial, Mass.gov)
9. Concord Property Tax Rate changes (create chart, 2016 – 2025?)
10. Total budget and total budget per capita spending, 2016-2025 (Mass.gov)
11. Annual change in US Consumer Price Index, 2020 – 2025 (Reuters.com)
12. History of Concord Town Levy 2020-2025 (Concordma.gov, Assessor's office)
13. Levy Ceiling & Excess Capacity 2016-2025 (shows excess capacity as 5 of max. levy and levy ceiling, Mass.gov)
14. Total Concord outstanding debt 2016-2024 (Mass.gov)
15. Average tax bill FY16 – FY25 (needs update from FY26 FinCom Report)
16. Local Receipts FY22 actual to FY30 projected (needs update from FY26 FinCom Report)
17. State Aid FY21 – FY30 projected (needs update from FY26 FinCom Report)
18. Outstanding Debt & Annual Cost FY16 – FY26 est (needs update from FY26 FinCom Report, data from Concord Finance Dept., with chart on current debt and with new debt Articles)
19. CPS enrollment FY20 – FY26 and CCHS enrollment FY20 – FY26 (needs update from FY26 FinCom Report, source are CPS and CCRSD budget books, Finance Dept.)



Concord Finance Committee
AGENDA ACTION REQUEST

January 29, 2026

9

Recap of Action Items - Adjournment

Requested by: Finance Committee Chair

Action Sought: Vote/Adjourn

Proposed Motion(s)

Move to vote to adjourn the January 29, 2026, Finance Committee meeting at XX:XX PM.

Additional Information

None.

Board Action

<i>Motion</i>	<i>Second</i>	<i>In favor</i>	<i>Opposed</i>	<i>Disposition</i>