



Town of Concord  
Concord Finance Committee

**AGENDA**

Thursday, March 19, 2026, at 6:30 PM  
Concord Town House

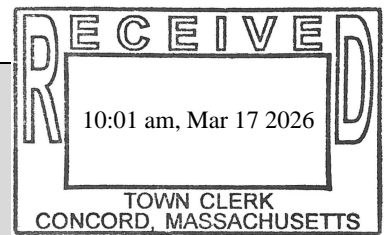
22 Monument St., 2<sup>nd</sup> Fl. Select Board Conference Room

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 | <b>1. Call to Order</b>   |
| 6:30 PM | <b>2. Public Comment</b> <ul style="list-style-type: none"><li>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.</li></ul>  |
| 6:40 PM | <b>3. Correspondence</b> <ul style="list-style-type: none"><li>Review Correspondence (if any)</li></ul>   |
| 6:40 PM | <b>4. Meeting Minutes</b> <ul style="list-style-type: none"><li>Approve the minutes of March 10, 2026 Public Hearing and Meeting, and March 12, 2026 Public Hearing and Meeting, if available</li></ul>   |
| 6:45 PM | <b>5. Finance Committee Report to 2026 Town Meeting</b> <ul style="list-style-type: none"><li>Review of draft report circulated prior to meeting</li></ul>  |
| 7:15PM  | <b>6. Financial Policy Working Group</b> <ul style="list-style-type: none"><li>Report on FPWG meeting of March 11, 2026</li></ul>   |
| 7:30PM  | <b>7. Supplemental presentations on Warrant Articles 11, 12 and 48</b> <ul style="list-style-type: none"><li>Article 11: Town Capital Improvement and Debt Plan (Ryan Ferrara)</li><li>Article 12: Municipal Facilities Planning (Mark Howell)</li><li>Article 48: Beede Center (Jessica Porter or Leigh Jackson)</li></ul> |
| 8:00 PM | <b>8. Recommendations to Town Meeting on Articles 11, 12 and 48</b> <ul style="list-style-type: none"><li>Votes to recommend Affirmation Action, No Action or to Defer to Town Meeting</li></ul>  |
| 8:15 PM | <b>9. Recap of Action Items and Adjournment of Meeting</b>  |

**NEXT FINANCE COMMITTEE REGULAR MEETING: APRIL 16, 2026, 6:30 PM**

**ANNUAL TOWN MEETING: APRIL 27, 2026 AT 6:30PM AT CONCORD CARLISLE HIGH SCHOOL**



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

**1**

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## Call to Order

**Requested by: Finance Committee Chair**

**Action Sought: Open Meeting**

### Proposed Motion(s)

Move to vote to call the March 19, 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

**March 19, 2026**

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## 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

**March 19, 2026**

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## 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

**March 19, 2026**

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## Minutes

**Requested by: Karlen Reed, Clerk**

**Action Sought: Vote/Approval**

### Proposed Motion(s)

MOVE to vote to approve the Finance Committee minutes for the March 10, 2026, Public Hearing and Meeting, and the March 12, 2026, Public Hearing and Meeting.

### 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 March 12, 2026  
Public Hearing and Meeting of Finance Committee  
Hybrid Meeting**

**Members Present:**, Brian Conway (on line), John Garofalo, Pat Geyer (on-line), Gerard Jansen, Don Kupka, Lyndsey Lis, Karlen Reed, Paul Rodriguez, Lois Wasoff.

**Members Absent:** Suresh Bhatia, Peggy Briggs, Kathy Cuocolo, Eric Dahlberg, Quazi Sadruzzaman, Sri Tupil.

**Others Attending:** Kerry Lafleur (Town Manager), Megan Zammuto (Deputy Town Manager), Jennifer Barrett (CFO), Ryan Ferrara (Assistant CFO); Mark Howell, Wendy Rovelli, Mary Hartman, Cameron McKennitt, Paul Boehm (Select Board); Jason Bulger (Concord Municipal Light Plant); Alan Cathcart, Steve Dookran, Darin LaFalam, Aaron Miklosko (Public Works Department); Julie Manoogian (Minuteman Media Network); Jessica Porter (Assistant Town Manager), Leigh Jackson (Recreation Director), Jenny Saccardo (Beede Center); Carmin Reiss (Town Moderator).

**1. Call to Order:** of the Finance Committee Meeting at 7:00 p.m. by Chair Wasoff, who then described the purpose and the flow of tonight's meeting. Slide presentations of today's Articles are in the FinCom meeting packet.

**2. Finance Committee Annual Town Meeting Public Hearing:** Chair Wasoff opened the public hearing, beginning with Article 40.

Article 40, Light Plant Expenditures and PILOT – Mr. Bulger presented a high-level summary of the Light Plant's sales, net income, power costs, operating expenses, capital outlay, rate of return, and \$453,500 PILOT (payment in lieu of taxes). He also covered the Light Plant's broadband service offerings, subscription, revenues and net income, revenue sources, and expenses.

Committee members inquired about the rate of return use, depreciation, retained earnings, PILOT calculation, transmission costs, battery storage; broadband net revenue, subscription rate, and competitors.

Article 41, Stormwater System Expenditures – Mr. Dookran led the discussion on this Article, which provided a brief background on the need for this new enterprise fund, budget drivers, prior authorizations by Town Meeting and the Public Works Commission, rate hearing procedure, FY27 budget and uses, projected revenues, rate schedule of fees for residents, non-residents, and multi-family units, credits, and appeal procedures.

Members asked about prior funding of stormwater efforts, catch basin cleaning, revenue funds, budget details, enterprise book listing, addressing deferred maintenance, future budget projections and big projects.

Article 43, Solid Waste Disposal Fund Expenditures – Mr. Miklosko provided an overview of the trash and recycling program, subscribership, FY27 expenditures and revenues, fund balance.

Members asked about the current subscription rate and the 10% increase in participation since moving from dual stream to single stream disposal.

Article 44, Sewer System Expenditures and Article 45, Sewer Improvement Fund Expenditures – Mr. LaFalam began by noting that his presentation will combine information for Articles 44 and 45. He provided an overview of the sewer system, FY27 projected revenues and sources, projected expenses and purposes, FY27 capital improvement plan, 10-year capital plan, and 5% sewer rate increase.

Members asked about the penetration rate of the sewer system, management contract review, constraints on capacity, and value ratio.

Article 46, Water System Expenditures – Mr. LaFalam presented an overview of the Town's water system and supply wells, regulatory challenges including PFAS and cybersecurity, FY27 capital plan, proposed operating expenses, projected revenues, 10-year capital plan, and 12.5% residential water rate increase.

Members asked about the impact of Article 24 PFAS funding on the FY27 capital plan and the status of the prior \$50M borrowing authorization by Town Meeting.

Article 47, Authorize Expenditures from PEG Access and Cable-Related Fund – Ms. Manoogian gave an overview of the PEG function and budget which funds the services of Minuteman Media Network (TV studio), expected revenues and sources, special revenue fund status, subscribership, Comcast franchise agreement renewal terms, success points, goals, FY27 and 5-year capital plan.

Members inquired about upgrading the audio-visual capabilities of the Fowler Library and Harvey Wheeler Community Center, possible sources of additional revenue, and funding from streaming services.

Article 29, Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets – Mr. Cathcart noted that the Town is acting as a funding mechanism for street repairs on private ways to reduce flooding. He stated that the 13 abutting property owners will pay \$15K as betterments assessed as liens on their properties for these improvements, and the Town owns one of the affected parcels. He reviewed the estimated cost (\$195K), scope of work, and Town Meeting action.

Members asked whether the Public Works Commission supported this Article, the repayment terms, number of affected parcels, water discharge location, French drains, and benefits to White Pond water quality and neighborhood.

Article 48, Beede Swim and Fitness Center Enterprise Fund Expenditures – Ms. Porter, Ms. Jackson, and Ms. Saccardo noted the Beede's FY26 accomplishments and FY27 budget goals, expected FY27 revenues and sources, FY27 budgeted expenses, and membership breakdown.

Members asked about revenue changes, membership trends, summer membership increases, retained earnings balance (\$4.33M) and \$1.17M transfer for capital plans, roof replacement schedule, financial sustainability project model, recreation revolving fund, and competition.

Article 39, Authorization of Revolving Funds Under Mass General Laws C. 44, Sec. 53 E1/2 – Ms. Barrett described the revolving fund process under MGL c. 44, Sec. 53E ½ and its cap on certain revolving funds (ambulance, regional housing, road repair, senior services, tree preservation, and visitor center), and the need for Town Meeting to authorize these expenditures.

Members asked about the contribution sources for the Regional Housing Office fund, whether the Ambulance fund would exceed a \$1M cap in FY27, and whether the Recreation Revolving Fund is covered by this statute.

**3: Close the Finance Committee Annual Public Hearing** – With no further testimony, comment, or public input, Mr. Rodriguez moved to close the public hearing. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain.** Chair Wasoff closed the public hearing at 9:21 p.m. The Committee took a short break.

**4: Finance Committee Meeting:** Chair Wasoff reconvened the Finance Committee at 9:31 p.m. to consider and vote on the Articles presented. After discussion, the Committee agreed to combine the motions on Articles 40, 43, 44, 45, 46, 47, 29, and 39. Article 41 was considered separately. Article 48 was deferred until the March 19 meeting, as Committee members sought additional information regarding the balance of retained earnings, capital expenditures, membership, programming, and spending trend lines. Also deferred to March 19 are Articles 11 and 12 for more information on the Town's Article 11 capital plan and debt approach and the expenditure breakdown for Article 12. Ms. Reiss opined that Article 41, Stormwater Enterprise Fund, would most likely not be on the Town Meeting consent calendar as Article 41 is the newest Enterprise Fund.

Article 40, Light Plant Expenditures and PILOT – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 43, Solid Waste Disposal Fund Expenditures – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 44, Sewer System Expenditures – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 45, Sewer Improvement Fund Expenditures – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 46, Water System Expenditures – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 47, Authorize Expenditures from PEG Access and Cable-Related Fund – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 29, Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 39, Authorization of Revolving Funds Under Mass General Laws C. 44, Sec. 53 E1/2 – Mr. Rodriguez moved to recommend affirmative action on this motion. Mr. Jansen seconded the motion. **Vote: 9 Yes, 0 No, 0 Abstain. The motion passed.**

Article 41, Stormwater System Expenditures --- Mr. Kupka moved to recommend affirmative action on this motion. Ms. Reed seconded the motion. Committee members further discussed the authority of Town Meeting (as opposed to the Public Works Commission via rate hearings) to set stormwater rates,

the Public Works Commission's rate hearing process, whether this Article will be on the Town Meeting consent calendar, and prior Town Meeting authorizations of the structure and budget of the new Stormwater Enterprise Fund. **Vote: 8 Yes, 1 No, 0 Abstain. The motion passed.**

**5. Minutes:** Ms. Reed noted the minutes of March 10 and March 12 should be ready for review at the March 19 meeting.

**6: Recap of Action Items and Adjournment of Meeting:** The next FinCom meeting is March 19, 2026, 6:30 p.m. (regular meeting), at which time the Committee will consider Articles 11, 12, and 48. Chair Wasoff adjourned this meeting at 10:06 p.m.

**YouTube: Ctrl+Click to follow link:** [https://www.youtube.com/watch?v=\\_7duhzpE-fw](https://www.youtube.com/watch?v=_7duhzpE-fw)

**Meeting Documents Link:** <https://concordma.gov/DocumentCenter/View/60165/Agenda-Packet-Finance-Committee-13-March-2026>



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

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## **Finance Committee Report**

Finance Committee Report to 2026 Town Meeting

**Requested by: Finance Committee Chair**

**Action Sought: None**

### **Proposed Motion(s)**

None anticipated.

### **Additional Information**

The Finance Committee will review the draft Finance Committee Report to Town Meeting.

### **Board Action**

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



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

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## **Financial Policy Working Group**

**Requested by: Lois Wasoff, Chair**

**Action Sought: Update**

### **Proposed Motion(s)**

None.

### **Additional Information**

Report on the Financial Policy Working Group meeting of March 11, 2026.

### **Board Action**

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



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

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## **Supplemental Presentations on Warrant Articles 11, 12 and 48**

**Requested by: Lois Wasoff, Chair**

**Action Sought: Update**

### **Proposed Motion(s)**

None.

### **Additional Information**

Follow up presentations will be provided related to the 2026 Annual Town Meeting Articles 11, 12 and 48.

- Article 11: Town Capital Improvement and Debt Plan (Ryan Ferrara)
- Article 12: Municipal Facilities Planning (Mark Howell)
- Article 48: Beede Center (Jessica Porter or Leigh Jackson)

### **Board Action**

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



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

# Article 11: Fiscal Year 2027 Capital Improvement and Debt Plan

**Mr. Howell** moves to Raise & Appropriate \$2,294,420 and to borrow \$2,400,000 as printed in the Briefing Book.



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

# Capital Planning Policy

Total annual spending:  
7-8% of total budget

2-3% of spending should be cash funded

No more than 5% of capital spending should be debt-financed

| Tier           | Range Min.   | Range Max.  | Funding           |
|----------------|--------------|-------------|-------------------|
| Capital Outlay | \$0          | \$10,000    | Operating Budget  |
| I              | >\$10,000    | \$250,000   | Cash              |
| II             | >\$250,000   | \$2,500,000 | Debt, within levy |
| III            | >\$2,500,000 |             | Debt, excluded    |



# ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

## FY27 Capital Improvement & Debt Plan: Summary

| Department                        | Tier I (\$0-\$250,000) | Tier II (>\$250,000 - \$2,500,000) | Tier III (>\$2,500,000) | Revolving Fund Balance | Grant Funding    | Enterprise        | Total FY27         |
|-----------------------------------|------------------------|------------------------------------|-------------------------|------------------------|------------------|-------------------|--------------------|
| Total Information Systems         | \$ 478,500             | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 478,500         |
| Total Economic Vitality & Tourism | \$ -                   | \$ -                               | \$ -                    | \$ -                   | \$ 15,000        | \$ -              | \$ 15,000          |
| Total Finance Administration      | \$ 173,500             | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 173,500         |
| Total Natural Resources           | \$ 30,000              | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 30,000          |
| Total Library                     | \$ 33,000              | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 33,000          |
| Total Senior Services             | \$ 100,000             | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 100,000         |
| Total Police                      | \$ 462,000             | \$ -                               | \$ -                    | \$ -                   | \$ 60,000        | \$ -              | \$ 522,000         |
| Total Fire                        | \$ 62,920              | \$ -                               | \$ -                    | \$ 565,000             | \$ -             | \$ -              | \$ 627,920         |
| Total Dispatch                    | \$ 213,000             | \$ -                               | \$ -                    | \$ 55,319              | \$ -             | \$ -              | \$ 268,319         |
| Total Highway Maintenance         | \$ 180,000             | \$ 800,000                         | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 980,000         |
| Total Parks & Trees               | \$ 210,000             | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 210,000         |
| Total Engineer                    | \$ 336,500             | \$ -                               | \$ -                    | \$ -                   | \$ -             | \$ 850,000        | \$ 1,186,500       |
| Total Facilities                  | \$ 15,000              | \$ 750,000                         | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 765,000         |
| Total Cemetery                    | \$ -                   | \$ 850,000                         | \$ -                    | \$ -                   | \$ -             | \$ -              | \$ 850,000         |
| <b>Total Funding Sources</b>      | <b>\$2,294,420</b>     | <b>\$2,400,000</b>                 | <b>\$ -</b>             | <b>\$ 620,319</b>      | <b>\$ 75,000</b> | <b>\$ 850,000</b> | <b>\$6,239,739</b> |



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan FY27 Plan: Funding Sources and Articles

| Entity | Category | Description  | Funding Source        | Amount              | Article |
|--------|----------|--|-----------------------|---------------------|---------|
| Town   | Tier One | Vehicles, Maintenance and Equipment  | Raise and Appropriate | \$ 2,294,420        | 11      |
|        |          | Building Repairs/Renovations, Heavy Vehicle Replacement, Expansion of Sleepy Hollow Cemetery |                       |                     |         |
| Town   | Tier Two |  | Debt                  | \$ 2,400,000        | 11      |
| Town   | Tier One | Emergency Medical Dispatch Software  | Ambulance Revolving   | \$ 55,319           | 39      |
| Town   | Tier Two | Heavy Vehicle Replacement  | Ambulance Revolving   | \$ 565,000          | 39      |
| Town   | Tier Two | Culverts and Bridges   | Stormwater Enterprise | \$ 850,000          | 41      |
| Town   | Tier One | Body Armor Vests & Cameras   | Grants                | \$ 60,000           | NA      |
| Town   | Tier One | Electric Golf Cart   | Grants                | \$ 15,000           | NA      |
|        |          |  | <b>Subtotal</b>       | <b>\$ 6,239,739</b> |         |
| School | Tier One | Equipment and Renovations  | Raise and Appropriate | \$ 501,430          | 14      |
| School | Tier Two | No Request in FY27   | NA                    | \$ -                | NA      |
|        |          |  | <b>Total</b>          | <b>\$ 6,741,169</b> |         |



**Tier I:  
\$10,000-  
\$250,000**

## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

| <b>Tier One Capital</b>                          |                  |
|--|------------------|
| Uninterrupted Power Supply (UPS) Replacement     | 40,000           |
| Town Building Switch Upgrades                    | 60,000           |
| Town Server Upgrades                             | 140,000          |
| Phone System Replacement and Upgrades            | 38,500           |
| Town Building and Property Security Surveillance | 100,000          |
| Computers and Associated Peripheral Devices      | 100,000          |
| <b>Information Systems</b>                       | <b>\$478,500</b> |
| Codification of Bylaws                           | 17,000           |
| Assessors Recertification                        | 125,000          |
| MUNIS POS System                                 | 31,500           |
| <b>Finance Administration</b>                    | <b>\$173,500</b> |
| 2007 Dump Trailer Replacement                    | 15,000           |
| Conservation Land Improvements                   | 15,000           |
| <b>Natural Resources</b>                         | <b>\$30,000</b>  |
| Library Computer Replacements                    | 17,000           |
| Library RFID Technology Replacements             | 16,000           |
| <b>Library</b>                                   | <b>\$33,000</b>  |
| Passenger Van for COA (Replacement)              | 100,000          |
| <b>Senior Services</b>                           | <b>\$100,000</b> |



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

**Tier I:**  
**\$10,000-**  
**\$250,000**

|  |                  |
|--|------------------|
| Ford Police Interceptor Utility AWD Hybrid (3) | 260,000          |
| Speed Alert Sign Boards                        | 38,000           |
| Public Safety Equipment                        | 30,000           |
| Tasers (non-lethal weapons)                    | 66,000           |
| Motorola Portable Radios                       | 23,000           |
| Cruiser laptops                                | 20,000           |
| Mobile Radios for Police Cruisers              | 25,000           |
| <b>Police</b>                                  | <b>\$462,000</b> |
| Misc Equipment                                 | 62,920           |
| <b>Fire</b>                                    | <b>\$62,920</b>  |
| Public Safety Radio Upgrades                   | 80,500           |
| Fire Station Alerting Systems                  | 132,500          |
| <b>Dispatch</b>                                | <b>\$213,000</b> |



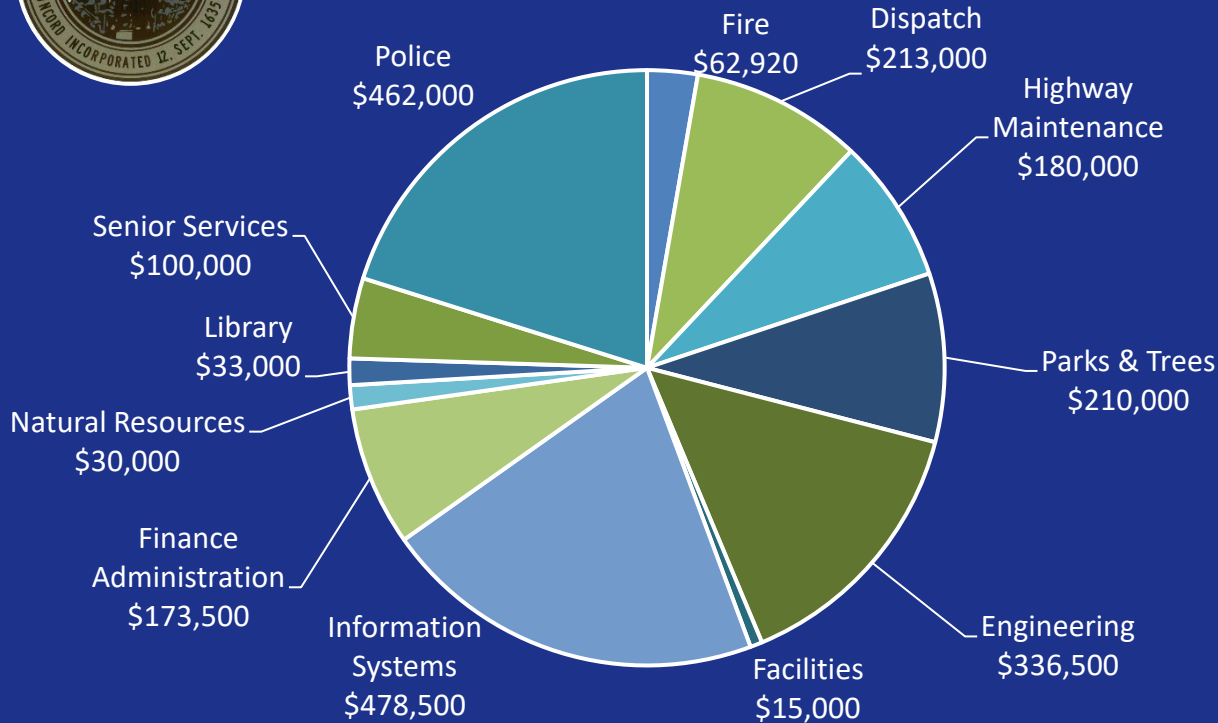
## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

**Tier I:**  
**\$10,000-**  
**\$250,000**

|   |                    |
|---|--------------------|
| Small Equipment Highway                               | 10,000             |
| Replace G73 CAM Equipment Trailer                     | 20,000             |
| Replace H78 2003 Screener Plant                       | 150,000            |
| <b>Highway Maintenance</b>                            | <b>\$180,000</b>   |
| Small Equipment Park & Tree                           | 10,000             |
| Tree Planting - Public Shade Trees and Set-back Trees | 50,000             |
| Replace G57 2000 Vermeer BC1800A Chipper              | 150,000            |
| <b>Parks &amp; Trees</b>                              | <b>\$210,000</b>   |
| Asset Management Tools                                | 31,000             |
| Street Pavement Markings                              | 116,500            |
| Roadside Safety                                       | 189,000            |
| <b>Engineering</b>                                    | <b>\$336,500</b>   |
| Small Equipment & Tools Facilities                    | 15,000             |
| <b>Facilities</b>                                     | <b>\$15,000</b>    |
| <b>Total: Capital - Tier One (Town)</b>               | <b>\$2,294,420</b> |



# ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan



**Tier I:  
\$10,000-  
\$250,000**



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

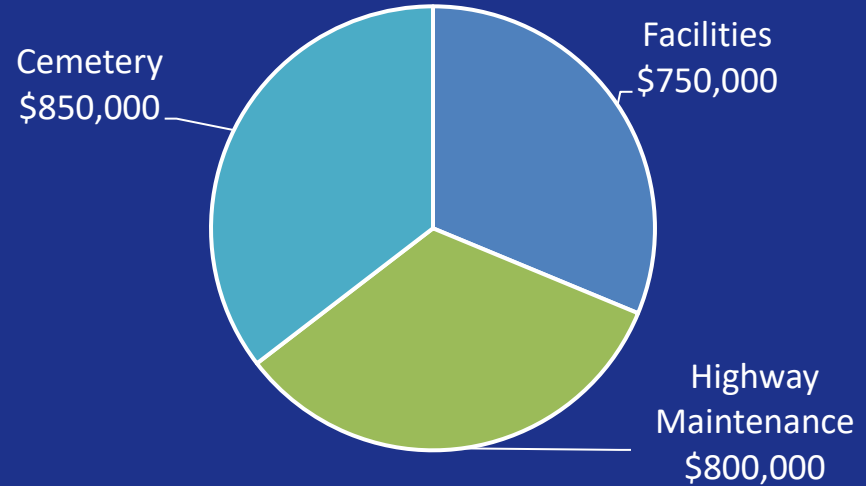
**Tier II:**  
**\$250,000-**  
**\$2,500,000**

|   |                    |
|---|--------------------|
| <b>Tier Two Capital</b>   |                    |
| Building Repairs & Renovations                                      | 750,000            |
| <b>Facilities</b>   | <b>\$750,000</b>   |
| Replace H32 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR   | 400,000            |
| Replace H33 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR   | 400,000            |
| <b>Highway Maintenance</b>  | <b>\$800,000</b>   |
| Sleepy Hollow Cemetery Grave Lot Expansion and Roadway Construction | 850,000            |
| <b>Cemetery</b>   | <b>\$850,000</b>   |
| <b>Total: Capital - Tier Two (Town)</b>                             | <b>\$2,400,000</b> |



## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

**Tier II:  
\$250,000-  
\$2,500,000**





## ARTICLE 11: Fiscal Year 2027 CIP and Debt Plan

# Article 11: Fiscal Year 2027 Capital Improvement and Debt Plan

**Mr. Howell** moves to Raise & Appropriate \$2,294,420 and to borrow \$2,400,000 as printed in the Briefing Book.



**TOWN OF CONCORD**  
**RECREATION DEPARTMENT**  
 90 STOW STREET, CONCORD, MA 01742  
 PH: (978) 2871057



**To:** Finance Committee  
 Lois Wasoff – Chair

**From:** Leigh Jackson, Recreation Director  
 Jessica Porter, Assistant Town Manager/HR Director

**Date:** March 18, 2026

**Subject:** FY27 Beede Enterprise Budget Presentation – Follow-Up Information

**Purpose**

The Recreation Department received three follow-up questions from the Finance Committee after our presentation on Thursday, March 12, 2026. The questions and corresponding responses regarding Article 48 are provided below.

**1. Membership Category Breakdown and Trends Since FY23**

The Finance Committee requested a breakdown of membership categories and trend data since FY23.

| Membership Type/Trends | FY23      |        |             | FY24      |        |              | FY25      |        |              | YTD FY26  |        |                 |
|------------------------|-----------|--------|-------------|-----------|--------|--------------|-----------|--------|--------------|-----------|--------|-----------------|
|                        | Recurring | Annual | 3month      | Recurring | Annual | 3month       | Recurring | Annual | 3month       | Recurring | Annual | 3month          |
| Adult                  | 153       | 15     | 294         | 169       | 16     | 423          | 172       | 18     | 422          | 186       | 13     | 274             |
| Couple                 | 72        | 5      | 101         | 59        | 5      | 102          | 74        | 8      | 107          | 70        | 4      | 82              |
| Family                 | 256       | 7      | 234         | 206       | 10     | 269          | 195       | 12     | 203          | 209       | 7      | 146             |
| 65+ Adult              | 155       | 29     | 260         | 174       | 27     | 357          | 172       | 42     | 387          | 185       | 27     | 280             |
| 65+ Couple             | 75        | 9      | 41          | 61        | 7      | 55           | 71        | 10     | 61           | 82        | 4      | 62              |
| 14-18                  | 36        | 0      | 142         | 17        | 0      | 222          | 14        | 0      | 162          | 16        | 0      | 120             |
| 80+                    |           | 122    |             |           | 175    |              |           | 209    |              |           | 182    |                 |
| <b>Total/Per Year</b>  |           |        | <b>2006</b> |           |        | <b>2,354</b> |           |        | <b>2,339</b> |           |        | <b>YTD 1949</b> |

## Membership and Pass Trends – FY23–FY26 (YTD)

- **Recurring memberships continue to grow**, particularly in Adult and 65+ categories, indicating more members are choosing long-term memberships and providing more predictable revenue.
- **Senior membership remains one of the strongest segments.** Participation among residents ages 65+ and 80+ continues to be strong, reflecting the facility’s role in supporting health, wellness, and active aging in the community.
- **Short-term (3-month) memberships fluctuate seasonally** and are often influenced by programming and seasonal participation. FY26 numbers are lower as the fiscal year is still in progress.
- **Day pass usage has increased significantly since FY23.** Individual day pass revenue increased from **\$24,090 in FY23 to \$49,806 in FY25**, while couple day pass revenue increased from **\$1,930 in FY23 to \$31,145 in FY25**, indicating strong demand from non-members and occasional users.
- **Family day pass revenue remains strong**, increasing from **\$23,720 in FY23 to \$40,930 in FY24**, and totaling **\$22,760 year-to-date in FY26**, demonstrating continued family participation for occasional visits.
- **Member guest pass revenue has remained stable**, ranging from **\$14,055 in FY23 to \$18,580 in FY25**, with **\$15,495 year-to-date in FY26**, suggesting members regularly bring guests and helping introduce new users to the facility.

## 2. Clarification on the \$1,170,000 Transfer From Retained Earnings

The motion includes a request for a \$1,170,000 transfer from retained earnings; however, the original presentation did not specify its intended use. These funds will support capital projects; we will clarify and update that in the motion presentation as follows: “Transfer from retained earnings of \$1,170,000 for capital projects.” We regret the omission of this language in the original version that was presented on the 12<sup>th</sup>. In addition, attached is the Recreation Department’s 10-Year Capital Project Plan. Slated projects for FY2027 include an expansion feasibility study; structural repair to the back wall; carpeting; painting; deck equipment; pool pumps and motors; and cardio equipment.

## 3. Retained Earnings Balance, Replenishment Plan, and the Financial Sustainability Project

As of March 3, 2026, the Beede Swim and Fitness Center's retained earnings balance is **\$5,933,359**, as confirmed by the Chief Financial Officer. The previously reported 2025 certified retained earnings of **\$4,344,000** (per the Department of Revenue) were presented on March 12, 2026.

Building sufficient reserves to fund major capital projects has taken many years, as the enterprise fund is fully supported by membership and drop-in fees. Our strategy for replenishing retained earnings centers on evaluating our fee structure and establishing a model that ensures adequate long-term funding for both planned and unforeseen capital needs. The proposed FY27 budget will keep the Center financially secure, continuing its ability to be 100% self-reliant without the need to use or request assistance from the general fund.

We are currently working with the firm Berry Dunn on a Financial Sustainability/Cost Recovery Model that examines fee structures for both the Enterprise Fund and the Revolving Fund. This study will assess the long-term impact of operating, personnel, goods and services, depreciation, and inflationary cost increases. The final product will be a Financial Sustainability Model that guides fee-setting decisions and helps determine when future adjustments are necessary to maintain financial stability.

**Conclusion**

The Beede Swim and Fitness Center is a valued regional asset. Since joining Concord Recreation, our focus has been to enhance the member and guest experience while advancing a budget that positions the Center for long-term success.

We appreciate the Finance Committee’s continued support and thoughtful review of the FY27 Budget and the additional information provided here. We welcome the opportunity to offer any further clarification or supplemental details as needed.

| Enterprise Fund - Beede Swim and Fitness - Long Term Capital Budget                       | FY27            | FY28            | FY29         | FY30          | FY31          | FY32          | FY33          | FY34          | FY35         | FY36          | FY37            |
|---|-----------------|-----------------|--------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|-----------------|
| Wall Repair Natatorium  | \$ 500,000.00   |                 |              |               |               |               |               |               |              |               |                 |
| Painting and Repair Inside Pool Area  |                 | \$ 750,000.00   |              |               |               |               |               |               |              |               |                 |
| Expansion Feasibility Study for Beede Swim & Fitness                                      | \$ 50,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Expansion Construction Beede Swim & Fitness   |                 | \$ 300,000.00   |              |               |               |               |               |               |              |               |                 |
| Parking Lot patching and partial repaving   | \$ 60,000.00    |                 |              |               |               | \$ 35,000.00  |               |               |              |               |                 |
| External Risk Management Analysis   | \$ 50,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Locker Room upgrades  |                 |                 |              |               |               |               |               |               |              | \$ 600,000.00 |                 |
| Elevator Renovation   |                 |                 |              |               | \$ 500,000.00 |               |               |               |              |               |                 |
| Replacement of Domestic Hot Water System  | \$ 60,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Locker Room Mirrors   |                 | \$ 25,000.00    |              |               |               |               |               |               |              |               |                 |
| Upper/ lower lobby and offices carpets  | \$ 40,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Interior Painting Throughout Beede Facility   | \$ 40,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Pool Pump and Motors for All Pools  | \$ 40,000.00    | \$ 40,000.00    |              | \$ 40,000.00  | \$ 40,000.00  | \$ 40,000.00  |               |               |              |               |                 |
| Deck Equipment (diving board, new steps, lane lines, pool lifts, ladders)                 | \$ 25,000.00    |                 |              | \$ 8,000.00   |               | \$ 8,000.00   |               | \$ 8,000.00   |              |               |                 |
| ADA Pool Lifts  |                 | \$ 48,000.00    |              |               |               |               |               |               |              |               |                 |
| Filter Sand Media Replacement   |                 |                 |              | \$ 40,000.00  |               |               |               |               |              |               |                 |
| Chlorination System-Prominent All Pools (4)   |                 |                 |              |               | \$ 25,000.00  |               |               |               |              |               |                 |
| Replacement of Lap Pool and Dive Well Main Drain Valve                                    |                 |                 |              |               |               |               | \$ 25,000.00  |               |              |               |                 |
| Natatorium VFD Replacement (4) Pumps and Motors   |                 |                 |              |               |               |               |               | \$ 50,000.00  |              |               |                 |
| Cardio Room/Floor Equipment   | \$ 30,000.00    |                 |              |               |               |               |               |               |              |               |                 |
| Annual Reoccurring Valve and Plumbing for Natatorium-unplanned                            | \$ 25,000.00    | \$ 25,000.00    | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00    |
| Miscellaneous Building Improvements unplanned   | \$ 25,000.00    | \$ 25,000.00    | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00    |
| Miscellaneous Pumps & Motors Natatorium   | \$ 25,000.00    | \$ 25,000.00    | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00  | \$ 25,000.00 | \$ 25,000.00  | \$ 25,000.00    |
| Replacement Cardio Equipment  | \$ 200,000.00   |                 |              |               |               |               |               |               |              |               |                 |
| Accutab Chlorination System Dive Well   |                 |                 |              |               |               | \$ 32,000.00  |               |               |              |               |                 |
| HVAC RTU Replacement  |                 |                 |              |               |               | \$ 35,000.00  |               |               |              |               |                 |
| Total   | \$ 1,170,000.00 | \$ 1,238,000.00 | \$ 75,000.00 | \$ 163,000.00 | \$ 640,000.00 | \$ 225,000.00 | \$ 100,000.00 | \$ 133,000.00 | \$ 75,000.00 | \$ 675,000.00 | \$ 75,000.00    |
| Note: Capital Outlay Operating FY27: Repalcment Lobby Furniture 30K, ADA Door Openers 10K |                 |                 |              |               |               |               |               |               |              | Total         | \$ 4,569,000.00 |



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

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## **Recommendations to Town Meeting on Articles 11, 12 and 48**

**Requested by: Lois Wasoff, Chair**

**Action Sought: Vote**

### **Proposed Motion(s)**

MOVE to vote affirmative action/no action/deferral on 2026 Annual Town Meeting Articles 11, 12 and 48.

### **Additional Information**

Votes to recommend affirmative action, no action, or to defer to Town Meeting.

### **Board Action**

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



**Concord Finance Committee**  
AGENDA ACTION REQUEST

**March 19, 2026**

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## **Recap of Action Items - Adjournment**

**Requested by: Finance Committee Chair**

**Action Sought: Vote/Adjourn**

### **Proposed Motion(s)**

Move to vote to adjourn the March 19, 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> |
|---------------|---------------|-----------------|----------------|--------------------|
|               |               |                 |                |                    |