

**TOWN OF CONCORD
SELECT BOARD
AGENDA
JUNE 7, 2021
4:00 PM
VIDEO CONFERENCE**

Join Zoom Meeting

<https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBlA21CczdQM0EvWVVFZz09>

Meeting ID: 840 9239 5810

Passcode: 865209

One tap mobile

+16465588656,,84092395810# US (New York)

Dial by your location

877 853 5257 US Toll-free

888 475 4499 US Toll-free

Meeting ID: 840 9239 5810

Find your local number: <https://us02web.zoom.us/j/84092395810?pwd=TnMyWmprWHBlA21CczdQM0EvWVVFZz09>

#	Agenda Item
1.	Call to Order
2.	Consent Agenda <ul style="list-style-type: none"> • Minutes to approve: May 3, 2021 • One Day Special Liquor License <ul style="list-style-type: none"> ○ Verrill Farm 11 Wheeler Road 6/18/21 6:00pm-9:00pm Wines & Malt Beverages Only ○ Voyager Publishing 53 Cambridge Turnpike 6/15/21 5:00pm-7:00pm Wines & Malt Beverages Only • Proclamation for Jane Hotchkiss • Rescind Concord's Declaration of Emergency effective June 15, 2021 • Gift Acceptance: Rotary Club of Concord gift totaling \$8,786.22 in partnership with the Concord Garden Club for the following work on the Veterans' Memorial Site <ul style="list-style-type: none"> ○ Water Fountain \$3,529.06 ○ Landscaping \$5,127.00 ○ New Service Flags \$130.16
3.	Town Manager's Report
4.	Chair's Remarks
5.	Public Hearing: Grant of Location Petition by Comcast of Massachusetts to install new coaxial cable along and across 1150 Main Street and Baker Avenue
6.	Capital Planning Task Force Final Report and Recommendations
7.	Intermunicipal Agreement for the Making the Connections Transportation Program with Sudbury
8.	Monument Street Culvert Funding Update (Article 9 Review)
9.	Discussion of Article 7 and Citizen Amendment and any SB actions to be taken before ATM
10.	FY22 Select Board Liaison Assignments
11.	Recognition for Jane Hotchkiss, Retiring Select Board Member
12.	Committee Nominations: Jack Clymer of 13 River Street to the Tax Relief Committee for a term to expire on April 30, 2024

13.	Town Manager Appointment with Select Board Approval: Rebecca Lemaitre of 3 Abbott Lane to the Historical Commission as an Associate Member for a term to expire on April 30, 2022
14.	Town Manager Appointment (no vote needed): Andrea Solomon of 75 Ash Street to the Public Works Commission for a term set to expire April 30, 2024
15.	Committee Liaison Reports
16.	Miscellaneous Correspondence
17.	Public Comments
18.	Adjourn

PROCLAMATION IN HONOR OF JANE C. HOTCHKISS
June 13, 2021

WHEREAS, Jane C. Hotchkiss was elected by the citizens of Concord to the Select Board from 2015 – 2021, having previously served the town on the West Concord Advisory Committee and Sustainable Energy Committee; and,

WHEREAS, she served as Select Board Chair during the 2017-18 fiscal year meeting the challenges brought before the board with a commitment to transparency, outreach and engagement of citizens in town government; and,

WHEREAS, she has served the Town with distinction being a champion for clean energy advancement and environmental sustainability while looking for and being fearless about seeking results; and,

WHEREAS, her deep understanding of energy policy and environmental impact advanced Concord’s goals and commitment to a greener future; and,

WHEREAS, she has worked with any number of town committees as Select Board liaison during her years of board service including the White Pond Advisory Committee, Clean Energy Advisory Committee, Natural Resources Commission, Long Range Planning Committee, Transportation Advisory Committee and many others, energetically challenging them with questions and directions to consider; and,

WHEREAS, it was not uncommon to spot her in town, helmet-clad, biking to and from a Select Board meeting whether in daylight or darkness, living her passion while demonstrating her sustainability principles; and,

WHEREAS, she has worked to safeguard the health of the public during the COVID-19 pandemic by supporting and clearly communicating social distancing policies for Concord’s schools, businesses and public events; and,

WHEREAS, she, along with her current serving female Select Board colleagues have been recognized as civic leaders in the 2021 Concord Museum exhibit “Every Path Laid Open: Women of Concord and a Quest for Equality”; and, **SO THEREFORE, LET IT BE**

RESOLVED, on behalf of the Town, that we wish to duly recognize Jane C. Hotchkiss, for her spirited leadership on the Select Board and gratefully thank her for so ably serving the Concord community with deep commitment and drive, while challenging us all to aim higher.

Linda L. Escobedo, Chair, Select Board

Susan Bates, Clerk, Select Board

Matthew Johnson, Select Board Member

Terri Ackerman, Select Board Member

**Select Board
May 3 2021
Minutes**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting via video conference on May 3, 2021 at 4:00pm.

Present were Linda Escobedo, Chair; Susan Bates, Clerk; Jane Hotchkiss, Terri Ackerman, and Matthew Johnson. Also present was Stephen Crane, Town Manager.

Call to Order

Roll call

Roll call vote

Ms. Escobedo: Present

Ms. Bates: Present

Ms. Ackerman: Present

Ms. Hotchkiss: Not Present (Joined at 4:01pm)

Mr. Johnson: Present

Consent Agenda

- Town Accountant Warrants: April 29, 2021
- Minutes to approve: March 29, 2021
- One Day Special Liquor Licenses:
 - o Gaining Ground Inc 341 Virginia Road 6/13/2021 5:00pm-7:00pm All Alcoholic Beverages

Upon a motion duly made and seconded, it was UNANIMOUSLY
VOTED: to approve the consent agenda.

Roll call vote

Ms. Escobedo: Aye

Ms. Bates: Aye

Ms. Ackerman: Aye

Ms. Hotchkiss: Aye

Mr. Johnson: Aye

Town Manager's Report

Town Counsel is working with Town staff to prepare draft policies regarding the deployment of 5G networks in Concord. These policies are based, in part, on similar policies that have been drafted for some other area communities. After staff review, the draft policies will be presented to the Select Board at an upcoming meeting.

Office 365 Email migrations began in earnest this week. Twenty accounts have been migrated as a pilot this week, focusing on the Light Plant, Engineering and Town Manager's office. The goal is to complete about 50 next week.

The Town of Concord has partnered with Cloudflare to secure DNS and provide additional security for internet services and websites. DNS is the service that tells devices specifically where to go (which IP

**Select Board
May 3 2021
Minutes**

address) when they have a hostname, like www.concordma.gov. Previously DNS was not directly managed by staff and lacked multiple layers of redundancy. Through the Athenian project, the Town receives this service, which costs about \$5,000 per year, at no cost. The Athenian Project popped up a few years ago and was intended to help municipalities, counties and states help secure election infrastructure that could be susceptible to interference. The concern was that by taking down official election websites, the public could be more easily misinformed about things like polling places, regulations and results.

The 2021 Roadway Improvements Project is primarily for the reconstruction of 1.3 miles of streets in the Peter Spring Rd neighborhood that underwent a water main replacement last year and includes milling and filling of certain sections of roads that need immediate repairs. Five bids were received with costs ranging from \$648,000 to \$974,000. The low bidder, Newport Construction of Nashua, NH that also has the 2020 Roads Project is expected to be awarded the 2021 contract. The engineer's cost estimate was approximately \$1.2 million and these favorable bid results make available additional funding needed for the Complete Streets projects – Hubbard St, Commonwealth Ave and Sudbury Rd crosswalk and the Stowe St municipal parking lot repairs. Remaining funds will potentially allow the adding back of a few streets initially scheduled for 2021 but were cut due to a funding shortage.

The spring water main flushing program has been scheduled to take place the weeks of April 26th and May 3rd. Outreach preparation is underway, and residents have been notified of the schedule and targeted areas to be flushed on the Town's website, in the Concord Journal, and via News & Notice. The northwestern and western portions of Town, as well as the water main in Acton, will be targeted in this flushing program, which will include neighborhoods in the Elm St., Lowell Rd., Barrett's Mill Rd., Baker Ave., Harrington Ave., and Main St. areas.

Chair's Remarks

Ms. Escobedo reported that the Route 2 culvert repair and installation was completed during the prior two weekends.

There is an additional Finance Committee public hearing on May 6 at 7:00pm.

Public Hearing: Grant of Location Petition by National Grid to relay approximately 250 feet of 2-inch Coated Steel gas main with 250 feet of 2-inch Plastic in Warner Street from Pond Street to end

Upon a motion duly made and seconded, it was UNANIMOUSLY
VOTED: to open the public hearing.

Roll call vote

Ms. Escobedo: Aye
Ms. Bates: Aye
Ms. Ackerman: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

**Select Board
May 3 2021
Minutes**

Mary Mulrone of National Grid attended the public hearing. Ms. Mulrone stated that National Grid is submitting this application to ensure that the leak prone pipes are repaired simultaneously while the Town is working on the road improvements. Public Works Engineer Steven Dookran attended on behalf of the Town. Mr. Dookran reported that the proposed repairs are consistent with what they expect of National Grid.

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to close the public hearing.

Roll call vote

Ms. Escobedo: Aye
Ms. Bates: Aye
Ms. Ackerman: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to approve the Grant of Location Petition by National Grid to relay approximately 250 feet of 2-inch Coated Steel gas main with 250 feet of 2-inch Plastic in Warner Street from Pond Street to end with the conditions as outlined by the memo from Concord Public Works dated April 22, 2021.

Roll call vote

Ms. Escobedo: Aye
Ms. Bates: Aye
Ms. Ackerman: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

**Select Board
May 3 2021
Minutes**

Initial Discussion of ATM Warrant Articles Discussed at the April 27 and 29 Public Hearings

The Select Board took positions on 2021 Annual Town Meeting warrant articles as listed in the chart below:

#	Article Name	Sponsor	SB Recommendation	Vote
4.	Finance Committee Guideline Publication	Finance Committee	Affirmative	Unanimous
5.	Ratify Personnel Board Classification Actions	Personnel Board	Affirmative	Unanimous
6.	Classification & Compensation Plan for Regular-Status Positions	Personnel Board	Affirmative	Unanimous
7.	Personnel Bylaw Amendment	Personnel Board	Deferred	No Vote
8.	Use of Free Cash	Finance Committee	Affirmative	Unanimous
9.	FY21 Budget Line Item Adjustments	Chief Financial Officer	Affirmative	Unanimous
10.	FY22 Town Budget	Town Manager	Affirmative	Unanimous
11.	OPEB Trust Fund Appropriation	Chief Financial Officer	Affirmative	Unanimous
12.	OPEB Trust Fund Expense	Chief Financial Officer	Affirmative	Unanimous
13.	Capital Improvement and Debt Plan	Deputy Town Manager	Affirmative	Unanimous
14.	Authorize Expenditure of Revolving Funds Under Mass. Gen. Laws c. 44, § 53E½	Chief Financial Officer	Affirmative	Unanimous
15.	Establishment of Parking Meter Fund and Repeal of the Parking Meter Revolving Fund Bylaw	Chief Financial Officer	Affirmative	Unanimous
16.	Annual Appropriation of Parking Meter Receipts	Chief Financial Officer	Affirmative	4 Aye 1 Nay
17.	Appropriate Funds for Affordable Housing Development	Select Board	Affirmative	Unanimous

**Select Board
May 3 2021
Minutes**

31.	Home Rule Legislation And Bylaw Amendment Regulation of Fossil Fuel Infrastructure	Select Board	Affirmative	Unanimous
33.	Demolition Review Bylaw Amendment	Historical Commission	Affirmative	Unanimous
40.	By Petition: Neonicotinoids Prohibition on New Leases of Town Land	Mark Hanson	Affirmative	3 Aye 2 Nay
41.	By Petition: Fiber/Broadband Study Committee	Gail Hire	No Action	Unanimous

Assign Select Board Narratives on Warrant Articles

The Select Board will be determining who will write their narrative positions for each warrant article in the upcoming meetings.

#	Article Title	Narrative Author
17.	Appropriate Funds for Affordable Housing Development	Mr. Johnson
31.	Home Rule Legislation And Bylaw Amendment Regulation of Fossil Fuel Infrastructure	Ms. Hotchkiss
33.	Demolition Review Bylaw Amendment	Ms. Bates
40.	By Petition: Neonicotinoids Prohibition on New Leases of Town Land	Ms. Escobedo
41.	By Petition: Fiber/Broadband Study Committee	Ms. Ackerman

Update on Middle School Building Discussion

Superintendent Dr. Hunter and Middle School Building Committee co-chairs Pat Nelson and Dawn Guariello attended the meeting.

**Select Board
May 3 2021
Minutes**

At the meeting held on April 15, the Concord Middle School Building Committee (CMSBC) voted to adopt a project delivery method known as Design-Bid-Build for the new middle school building. The vote followed several meetings of dialogue amongst the Committee to determine the best approach for this proposed project and site conditions.

The professionals from Hill International, the owner's project manager, and SMMA, the project architect, both recommended the Design-Bid-Build as the most appropriate approach for the Committee to undertake for this project. Key factors for their recommendations included that the proposed project is straight-forward compared to other projects that would fully realize the value adds of contractor involvement during the design phase and the site logistics are not complicated so construction operations will be easily separated from school operations.

In general, capital projects such as a school building include phases such as planning, design, and construction. With the approach referred to as design-bid-build, the phases run sequentially with a completed design being sent to bid followed by the selection of a contractor based on the public bidding guidelines. Under CM at-risk approach, a general contracting firm is selected early in the design phase and is involved as the design progresses. At an appropriate moment in that process, the municipality and the CM at-risk firm negotiate a guaranteed maximum price (GMP) for the project. CM at-risk is more expensive at the front end of the project with the potential of costs being saved in later phases of the project. Each approach has advantages and challenges and members of the Committee discussed how these related to the specifics of the CMS project, budget, and schedule prior to taking a vote to move forward with design-bid-build.

Total Project Cost and Impervious Surface Caps Approved; Gym and Auditorium Sizes to be Studied

The CMSBC voted to approve a not-to-exceed total project budget of \$108 million as well as a not-to-exceed 15% of impervious surface coverage on the project site. As part of approved motion, the Committee agreed to examine potential increases in the size of the gymnasium and auditorium that would fit within the budget (at or below \$108 million) and impervious surface (15%) caps for the project.

The budget cap level is based on the presentation of the warrant at the 2019 Town Meeting and subsequent approval while the 15% lot coverage is consistent with sustainability goals for the project and Town of Concord.

Currently, the approved space program meets the educational plan and includes a 7,000 square foot gymnasium that supports one MIAA regulation basketball court with 150 bleacher seats, two teaching stations and one alternative teaching station. It could also be divided to support two 55' by 39' cross courts for practices. The space program contains a 270-person auditorium which is currently sized to accommodate one grade level and staff. As part of their community engagement process, the Committee has heard significant feedback from residents seeking to expand both the gym and auditorium.

Concord Middle School Building Committee Contact Information

Interested individuals can find all relevant materials regarding the Concord Middle School Building Committee including meeting dates, agendas and minutes as well as reports that led to the Town Meeting Warrant Article at www.concordps.org/cms-building-project. For questions and comments, individuals can email the Committee at msbc@concordps.org or utilize the form on the aforementioned

**Select Board
May 3 2021
Minutes**

web page, <https://www.concordps.org/cms-building-project/email-the-cms-building-committee/>.

Select Board members broadly supported planning for a building that meets the educational needs and expectation of the community, and if possible want to limit the projected cost to not exceed \$100,000,000. The Select Board is encouraging the Middle School Building Committee to explore alternative methods of funding, particularly if they want the total project cost to exceed \$100,000,000.

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED: to authorize the chair to draft a letter to the Middle School Building Committee affirming our support of excellence in education in the middle school to the extent possible keeping the budget at \$100,000,000 million, and to have the School Committee, the Select Board, and the School Building Committee collaborate on alternate funding mechanisms for the project.

Roll call vote

Ms. Escobedo: Aye
Ms. Bates: Aye
Ms. Ackerman: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

Committee Nominations

There were no committee nominations.

Committee Appointments:

Upon a motion duly made and seconded, it was UNANIMOUSLY

VOTED to appoint Jennifer Hurley-Wales of 66 Old Marlboro Road to the West Concord Junction Cultural District Committee for a term to expire on April 30, 2024. Karlen Reed of 83 Whits End Road to the PEG Access Advisory Committee for a term to expire on April 30, 2024. Town Manager Stephen Crane, Keith Bergman of 56 White Avenue, and Michael Lawson of 1695 Lowell Road to the Concord Municipal Affordable Housing Trust for terms to expire April 30, 2023. Anne Fortier of 150 Old Pickard Road to the Board of Registrars for a term to expire on April 30, 2024.

Roll call vote

Ms. Escobedo: Aye
Ms. Bates: Aye
Ms. Ackerman: Aye
Ms. Hotchkiss: Aye
Mr. Johnson: Aye

**Select Board
May 3 2021
Minutes**

Committee Liaison Reports

Ms. Bates attended the Trails Committee, where they continued reviewing the condition of trails in the community. They are also discussing making 8.5x11 trail maps to distribute, and the possibility of connecting the Thoreau Farm and Battle Road Trails. Conservation Restriction Stewardship Committee received clarification from the Assistant Attorney General regarding Open Meeting Law as it related to their site visits.

Ms. Ackerman attended the Capital Planning Task Force, where they are in the process of writing their draft report. The Capital Planning Task Force is expecting to have a final report in front of the Select Board in June.

Mr. Johnson attended the Housing Authority Board, where they reopened the Executive Director hiring process. The Housing Authority Board authorized the chair to negotiate a contract with one of the finalists, Jennifer Polito.

Ms. Hotchkiss attended the Climate Action Advisory Board, where they discussed Article 31, and home energy scorecard programs intended to improve the energy efficiency of residential buildings. There was also a discussion of priority actions to improve energy efficiency in the commercial building sector as outlined in [Sustainable Concord](#).

Ms. Escobedo attended the Middle School Building Committee-School Committee joint meeting, where they discussed funding mechanisms for the projected budget for the middle school project.

Miscellaneous Correspondence

Correspondence was included in the [meeting materials](#).

Public Comments

John Hickling of 111 Monument Street commended the board on the discussion of the middle school project. Mr. Hickling commented that in order to achieve the needs of the new middle school building project, the monetization of the Peabody School should be a priority.

Dianne Proctor of 57 Sudbury Road announced that the League of Women Voters is holding a First Friday on May 7 from 9:30am-11:00am to discuss the Open Meeting Law.

Pamela Dritt of 13 Concord Greene thanked the board for the weighing of the options for the middle school. Ms. Dritt stated that the building should benefit to the entire community by designating as a refuge in the instance of extreme weather events. Ms. Dritt stated that having an auditorium that could not accommodate the entire school population would be a lost opportunity.

Adjourn

Upon a motion duly made and seconded, it was UNANIMOUSLY
VOTED: to adjourn.

**Select Board
May 3 2021
Minutes**

Roll call vote

Ms. Escobedo: Aye

Ms. Bates: Aye

Ms. Ackerman: Aye

Ms. Hotchkiss: Aye

Mr. Johnson: Aye

Minuteman Media Network Coverage:

<https://www.youtube.com/watch?v=7GmazrKo1P8&list=PL1TTzrWEKOOkHKXNLQprEz0f0ofHYKj8-&index=5>

Meeting Materials: <https://concordma.gov/DocumentCenter/View/29299/May-3-SB-Packet>

DRAFT

Town of Concord
Finance Department
Memorandum

TO: Stephen Crane, Town Manager
FROM: Kerry A. Lafleur, Chief Financial Officer
SUBJ: Rotary Club of Concord - Veterans' Memorial Site Gift
DATE: June 4, 2021

Please place on the Select Board's agenda, acceptance of the gift to the Garden Club, totally \$8,786.22, for the following work on the Veterans' Memorial Site:

• Water Fountain	\$3,529.06
• Landscaping	\$5,127.00
• New Service Flags	\$130.16
	<hr/> \$8,786.22

Rotary Club of Concord, Inc.
PO Box 540
Concord, MA 01742

0023-180-171-0754-4850-0000

Accepted: _____
Clerk

Date: _____



Hartney Greymont
 2352 Main St
 Concord, MA 01742-3833
 Phone: 978-461-1768 Fax: (978) 461-1767
 Email: JFritz@hartney.com



Client	Service Location	4/25/2021
PETER AND SANDRA CONRAD 1101 LOWELL RD CONCORD, MA 01742-5522	Veteran's Park by Mill Brook Sandra Conrad 10 Main St Concord, MA 01742-2515	Proposal #: 20036278-1619382054 Account #: 1827087 Home: (978) 371-7281 Email: psbp@comcast.net

Landscaping Mar - Jun \$5,127.00 \$5,127.00

Spring Landscape - 'A' shape the arborvitae hedge to improve the shape and appearance. Apply soft lay wires with screw eyes to help support snow load. Widen the depth of the planting bed behind the memorial. Redistribute evenly the rhododendrons to the front of the bed behind the rock wall in the memorial. Furnish and install 12 4-5' 'Blackhawk' Viburnums to help develop a screen behind the memorial. Furnish and install 3.5-4' 'Blue Princess' Blue hollies on either side of the walkway to the back parking lot behind the park. Furnish and install 3 4-5' 'Mary Milton' Viburnums to soften the facade of the building next to the park, 1 #3 'Blue Prince' Blue holly for pollination for the 'Blue Princess' Blue hollies, and 9 'Red Hot Returns' Daylillies to edge the beds on either side of the walkway.

Plant Material:

- 12 4-5' B&B 'Blackhawk' Viburnums: \$251.00 x 12: \$3,012.00
- 3 4-5' B&B 'Mary Milton' Viburnums: \$248.00 x 3: \$744.00
- 2 3.5-4' heavy 'Blue Princess' blue hollies: \$326.00 x 2: \$652.00
- #3 'Blue Prince' holly: \$53.00
- 9 #2 'Red Hot' Returns' Daylillies: \$24.00 x 9: \$216.00

Selection and delivery: \$475.00

Labor: Donated

Total: \$5,127.00

Yes, please schedule the services marked above.

No Deposit may be required upon acceptance	Deposit payment options we accept are check or credit card
\$ _____ Deposit Required / \$ _____ Deposit Received	To pay by check mail to
Upon completion of work, please charge balance to credit card ___Yes ___No	Hartney Greymont 2352 Main St Concord, MA 01742-3833
	To pay by credit card call (978) 461-1768

ACCEPTANCE OF PROPOSAL: The above prices and conditions are hereby accepted. You are authorized to do this work as specified. I am familiar with and agree to the terms and conditions appended to this form. All deletions have been noted. I understand that once accepted, this proposal constitutes a binding contract. This proposal may be withdrawn if not accepted within 30 days.



 Joshua Fritz Authorizing Signature Date

Client Guarantee

We use quality products that are administered by trained personnel. We guarantee to deliver what we have contracted to deliver. If we do not, we will work with you until you are satisfied, or you will not be charged for the disputed item. Our Client Care Guarantee demonstrates our commitment to creating lifelong client relationships.

Tree Care

PRUNING: Performed by trained arborists using industry and Tree Care Industry Association (TCIA) approved methods.

TREE REMOVAL: Removal to within 6" of ground level and cleanup of debris.

STUMP REMOVAL: Mechanical grinding of the visible tree stump to at or just below ground level. Stump area will be backfilled with stump chips and a mound of remaining chips will be left on site unless otherwise stated in the contract. Chip removal, grading and soil backfill are available.

CLEAN-UP: Logs, brush, and leaves, and twigs large enough to rake are removed. Sawdust and other small debris will not be removed.

CABLING/BRACING: Cabling and bracing of trees is intended to reduce damage potential. It does not permanently remedy structural weaknesses, is not a guarantee against failure and requires periodic inspection.

Tree and Shrub Fertilization/SoilCare

Your arborist will assess your property's overall soil conditions either through physical assessment or through soil testing and will recommend a soil management program to help the soil become a better medium to enable healthy plants to thrive or unhealthy plants to regain their vitality. SoilCare programs will include fertilizers, organic humates, fish emulsions and other organic soil conditioners.

Our advanced formula, Arbor Green PRO, works with nature to fertilize without burning delicate roots, building stronger root systems and healthier foliage. It contains no chlorides or nitrates. It is hydraulically injected into the root zone and the nutrients are gradually released over time. Research and experience shows the dramatic benefits Arbor Green PRO provides: greater resistance to insects and diseases, greater tolerance to drought stress, increased vitality, and healthier foliage.

Tree and Shrub Plant Health Care

PRESCRIPTION PEST MANAGEMENT: Customized treatments to manage disease and insect problems specific to plant variety and area conditions. Due to the short term residual of available pesticides, repeat applications may be required.

INSECT MANAGEMENT: Inspection and treatment visits are scheduled at the proper time to achieve management of destructive pests. Pesticides are applied to label specifications.

DISEASE MANAGEMENT: Specific treatments designed to manage particular disease problems. Whether preventative or curative, the material used, the plant variety being treated, and the environmental conditions all dictate what treatment is needed.

EPA approved materials will be applied in accordance with State and Federal regulations.

Other Terms and Contract Conditions

INSURANCE: Our employees are covered by Worker's Compensation. The company is insured for personal injury and property damage liability. Proof of insurance can be verified by requesting a copy of our Certificate of Insurance.

WORKING WITH LIVING THINGS: As trees and other plant life are living, changing organisms affected by factors beyond our control, no guarantee on tree, plant or general landscape safety, health or condition is expressed or implied and is disclaimed in this contract unless that guarantee is specifically stated in writing by the company. Arborists cannot detect or anticipate every condition or event that could possibly lead to the structural failure of a tree or guarantee that a tree will be healthy or safe under all circumstances. Trees can be managed but not controlled. When elevated risk conditions in trees are observed and identified by our representatives and a contract has been signed to proceed with the remedial work we have recommended, we will make a reasonable effort to proceed with the job promptly. However, we will not assume liability for any accident, damage or injury that may occur on the ground or to any other object or structure prior to us beginning the work. Site inspections do not include internal or structural considerations unless so noted. Unless otherwise specified, tree assessment will not include investigations to determine a tree's structural integrity or stability. We may recommend a Risk Assessment be conducted for an additional charge.

TREE CARE STANDARDS: All work is to be performed in accordance with current American National Standards Institute (ANSI) Standard Practices for Tree Care Operations.

OWNERSHIP OF TREES/PROPERTY: Acceptance constitutes a representation and warranty that the trees and property referenced in this quote are either owned by the signee or that written permission has been received to work on trees which are not on the signee's property.

TIME & MATERIAL (T&M): Jobs performed on a T&M basis will be billed for the time on the job (not including lunch break), travel to and from the job, and materials used.

BILLING & SALES TAX: All amounts deposited with us will either be credited to your account or applied against any amounts currently due. Our invoices are due net 30 days from invoice date. Services may be delayed or cancelled due to outstanding account balances. Sales tax will be added as per local jurisdiction.

Clients claiming any tax exempt status must submit a copy of their official exempt status form including their exemption number in order to waive the sales or capital improvement tax.

PAYMENT: We accept checks and credit cards. Paying by check authorizes us to send the information from your check to your bank for payment.

UNDERGROUND PROPERTY: We are not responsible for any underground property unless we have been informed by you or the appropriate underground location agency.

SCHEDULING: Job scheduling is dependent upon weather conditions and work loads.

**\$Town of Concord
 Department of Public Works
 Quotation Form
 (For all purchases between \$5,000 and \$34,999)**

Division Contact Person: Melissa Simoncini

Account Number:

Vendor Tax ID Number:

Description of Item or Service: Procurement of two (1) ground mounted fountains/bottle filling units for Liberty Bell Park - Model LK4420BF1U-GRY

Date	Vendor Name and Address	Vendor Contact	Telephone	Original Quote	Re-quote
5/24/21	BeCause Water Benefit Corp	ian@bottlefillingstations.com; support@bottlefillingstations.com	855-558-9600	\$ 3,529.06	-
5/24/21	Ferguson Franklin	Paul Brooks paul.brooks@ferguson.com	508-528-0006	\$ 4,334.33	-
5/24/21	FW Webb Methuen	Justin JUS@FWWEBB.COM	781-273-9322	\$ 4,312.33	-

Division Contact - Please make a copy of this form for your records before turning it in to the Secretary for Purchase Order Processing

P.O. Number:

Date Ordered:

CHECKLIST FOR QUOTATIONS

PROCUREMENT DOCUMENTS NEEDED IN FILE

1. **Specifications and Description given to Vendors including the Request for Quotation Form.**
2. **Quotation Report Form [listing all persons from whom quotes were sought, with name of contact, telephone number and date]**
3. **Quotes submitted by all firms**
4. **Quote Evaluation Spreadsheet, if price is not simple**

5. **Memo of Recommendation to Department Head from MP evaluating the Bid.**

6. **If over \$5,000 -- contracts, and insurance certificates if needed.**



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

MEMORANDUM

To: Chair Escobedo and Members of the Board

From: Stephen Crane, Town Manager

Date: June 7, 2021

Re: Town Manager Report

Vaccine Update

The Town staff that have part of the emergency operations center (EOC) throughout the pandemic recently had the last EOC meeting. The temporary vaccine clinic at CCHS will be discontinued and the process of removing it will begin at the conclusion of the school year. The work of the EOC was a critical part of the Town's pandemic response and provided valuable information sharing and coordination across multiple departments including the Schools. The decision to end the EOC was made, in part, but the report of no new positive COVID-19 cases since May 13.

Extension of Open Meeting Law Provisions

The Legislature has been debating options for continuing the changes made to the Open Meeting Law (OML) that have enabled the use of virtual platforms like Zoom to conduct board and committee business. If or when there is action by the Legislature to extend the OML provisions, board and committee chairs will receive a notice from the Town for distribution to their members.

Reopening presentation

Attached are the slides that will be presented Monday. It is important to note that while some departments are ready to open for in person service, the Town House is still being renovated and some of the departments (i.e. Town Manager's Office and Finance) are still in temporary offices that may not be accessible and, therefore, will remain closed to the public.

Police Department Certification

Attached is a letter from the Massachusetts Police Accreditation Commission conveying the Certification status of the Concord Police Department (CPD) through May of 2024. As stated in the letter, "Achieving state certification demonstrates your Department's commitment to delivering an exemplary level of police service for your community."

SRTS Award for Bike Week

The Bike to School program of Concord was recently awarded the 2021 Massachusetts Safe Routes to School Award for Community Collaboration Winner. Congratulations to the team

who made this great program happen.

CPW

Nagog Route 2A/Ozone Facility – Completion and testing of the relocated seasonal ozone equipment was completed during the first week of June, with a tank and liquid oxygen (LOX) delivered to the ozone facility site in mid-May. This schedule of work has been made in concert with other preparations for the summer 2021 season, including Phase 1 intake pipe replacement, new intake structure, new airblast pipe, and new airblast compressor (for clearing the intake screen), with the latter installed in the ozone building.

StreetScan Pavement Condition Survey – StreetScan has been given a contract to perform an automated roadway condition survey and evaluation of the road network this spring/summer. StreetScan's data will be used by Streetlogix, an asset management software tool for programming the road repairs, to update the pavement condition index (PCI) and make recommendations on the treatment type for each road segment. The assessment of the roads will help Engineering staff plan for future roadway programs and incorporate additional pavement treatments with a focus on preventative maintenance.

DPLM

Despite being closed to in person business for months, the Building Department has issued 408 building permits compared to 263 building permits for the same time period in 2020 and 325 building permits for the same time period in 2019. This is a 55% increase in building permits issued in 2020 and a 25% increase in building permits issued for 2019.

Projected Town Department Reopening Schedules

Post COVID Workplace Goals:

1. Maintain full services to the public
2. Retain lessons learned during pandemic
3. Pilot new approaches to work and solicit public feedback

- GOAL 1: Maintain full services to public
 - What does “open” mean?
 - In Person Hours: Buildings are open to the public for unscheduled (aka “walk in”) service, by phone, via video conference
 - These hours will be posted at building entrances
 - Operating Hours: Offices are operating; public service available by appointment (in person, over phone, via video conference)
 - These hours are shown in presentation for reference only
 - Operating hours reflect pre-COVID schedules but services have expanded significantly due to technology
 - During pandemic tax payments, permitting, and other traditionally in person services remained high or increased.

Goal 1:

Maintain full services to public

- GOAL 2: Retain lessons learned during pandemic
 - Work and hours are not the same thing!
 - Working remotely works well for many positions but not all.
 - Increased attention placed in on-line services have increased availability and convenience of services.
 - Having time scheduled during the work day to process tasks without in person interruption improves productivity, staff development, and project-based work.
 - Flexible work environment and remote work allow for better work-life balance, reduce peak-time congestion and carbon emissions, and help reduce stress levels.
 - Different types of flexible schedules
 - Routine
 - Non-routine
 - Many people work outside the typical workday and are highly productive.

Goal 2:

Retain lessons learned during pandemic

- GOAL 3: Pilot new approaches to work and solicit public feedback
- Pilot designed to retain flexibility while getting feedback from public about new service models
 - The changes made during pandemic (virtual meetings, drop boxes, etc) have been well-received and should be incorporated into regular operations.
 - These same changes also provide the flexibility to make adjustments in real time.

Comments can be submitted to publicinfo@concordma.gov

Goal 3:

Pilot new approaches to work and solicit public feedback

Sample Return to Work Levels

Level 1

Fully In-Person



■ On site ■ Remote

Police, Fire, Facilities,
Highway, Water & Sewer
Maintainers, Line Workers,
Mechanics, Social Workers,
Geriatric Nurse, Recreation
Staff & Childcare Workers,
Inspectors, Rangers,
Conservation Crews.

Level 2

Mostly In-Person



■ On site ■ Remote

Public-facing
employees who process
paperwork or other
types of transactions
such as the Finance
Department and TMO

Level 3

Partially In-Person



■ On site ■ Remote

Managers, people
who work mostly on
computers, people
who process, design
or handle workflows

Department Name: Concord Public Works

Physical Building/Office Location: 133 & 135 Keyes Road

In Person Hours:	Monday	9 AM – 3 pm
	Tuesday	9 AM – 3 pm
	Wednesday	9 AM – 3 pm
	Thursday	9 AM – 3 pm
	Friday	closed to the public
	Weekends	As needed and authorized

Operating Hours:	Monday	7 AM – 4:30 pm
	Tuesday	7 AM – 4:30 pm
	Wednesday	7 AM – 4:30 pm
	Thursday	7 AM – 4:30 pm
	Friday	7 AM – Noon
	Weekends	As needed and authorized

Pre-COVID Hours:

M-F 7AM to 4:30 PM

Summer;

Mon -Thr 7AM to 4:30 PM

Friday – 7AM to Noon

Department Name: CMLP

Physical Building/Office Location: 1175 Elm Street

In Person Hours:	Monday	10 AM – 3 PM
	Tuesday	10 AM – 3 PM
	Wednesday	10 AM – 3 PM
	Thursday	10 AM – 3 PM
	Friday	closed to the public
	Weekends	As needed and authorized

Operating Hours:	Monday	7 AM – 4:30 PM
	Tuesday	7 AM – 4:30 PM
	Wednesday	7 AM – 4:30 PM
	Thursday	7 AM – 4:30 PM
	Friday	7 AM – 3:30 pm
	Weekends	When Authorized

Pre-COVID Hours:

Public:

Monday – Friday
8:00 AM – 4:30 pm

Line Workers

Monday – Friday
7:00 AM – 3:30 pm

Department Name: Finance

Physical Building/Office Location: 22 Monument Square & Court Lane

In Person Hours:	Monday	9AM – 3pm
	Tuesday	9AM – 3pm
	Wednesday	9AM – 3pm
	Thursday	9AM – 3pm
	Friday	Closed

Operating Hours:	Monday	7 AM – 4:30 pm
	Tuesday	7 AM – 4:30 pm
	Wednesday	7 AM – 4:30 pm
	Thursday	7 AM – 4:30 pm
	Friday	7 AM – noon

Pre-COVID
Hours:

Monday – Friday
8:30 AM – 5:00 pm

Department Name: Human Resources

Physical Building/Office Location: 22 Monument Square

In Person Hours:	Monday	9AM – 3pm
	Tuesday	9AM – 3pm
	Wednesday	9AM – 3pm
	Thursday	9AM – 3pm
	Friday	Closed

Operating Hours:	Monday	7 AM – 4:30 pm
	Tuesday	7 AM – 4:30 pm
	Wednesday	7 AM – 4:30 pm
	Thursday	7 AM – 4:30 pm
	Friday	7 AM – noon

Pre-COVID
Hours:

Monday – Friday
8:30 AM – 4:30 pm

Department Name: Information Technology

Physical Building/Office Location: 1175 Elm Street

In Person Hours:	Monday	8:30 AM – 4:30pm
	Tuesday	8:30 AM – 4:30pm
	Wednesday	8:30 AM – 4:30pm
	Thursday	8:30 AM – 4:30pm
	Friday	8:30 AM – 4:30pm
	Weekends	As needed

Operating Hours:	Monday	8 AM – 5:00 pm
	Tuesday	8 AM – 5:00 pm
	Wednesday	8 AM – 5:00 pm
	Thursday	8 AM – 5:00 pm
	Friday	8 AM – 5:00 pm
	Weekends	As needed

Pre-COVID Hours:

Monday – Friday
8:30 AM – 4:30 pm

Department Name: Planning & Land Management

Physical Building/Office Location: 141 Keyes Road

In Person Hours:	Monday	9 AM – 3 pm
	Tuesday	9 AM – 3 pm
	Wednesday	9 AM – 3 pm
	Thursday	9 AM – 3 pm
	Friday	Closed

Operating Hours:	Monday	7 AM – 5:00 pm
	Tuesday	7 AM – 5:00 pm
	Wednesday	7 AM – 5:00 pm
	Thursday	7 AM – 5:00 pm
	Friday	7 AM – noon

Pre-COVID
Hours:

M-F 8:30 AM – 4:30 pm

Department Name: TMO Main Office

Physical Building/Office Location: 22 Monument Square

In Person Hours:	Monday	9AM – 3pm
	Tuesday	9AM – 3pm
	Wednesday	9AM – 3pm
	Thursday	9AM – 3pm
	Friday	Closed

Operating Hours:	Monday	8:30 AM – 4:30 pm
	Tuesday	8:30 AM – 4:30 pm
	Wednesday	8:30 AM – 4:30 pm
	Thursday	8:30 AM – 4:30 pm
	Friday	9 AM – noon (remote?)

Pre-COVID Hours:

Monday – Friday
8:30 AM – 5:00 pm

Department Name: TMO Branch Office (Deputy TM, PIO, Social Svs., Rec. Admin.)

Physical Building/Office Location: 55 Church Street

In Person Hours:	Monday	8 AM – 4 pm
	Tuesday	8 AM – 4 pm
	Wednesday	8 AM – 4 pm
	Thursday	8 AM – 4 pm
	Friday	8 AM – 12 pm*
		<i>* appointments after 12.</i>
Operating Hours:	Monday	7:30 AM – 6:30 pm
	Tuesday	8 AM – 5 pm
	Wednesday	8 AM – 5 pm
	Thursday	8 AM – 7 pm
	Friday	mix of on-site & remote

Pre-COVID Hours:

Monday – Friday
8:30 AM – 5:00 pm

Department Name: Sustainability

Physical Building/Office Location: 55 Church St.

In Person Hours:	Monday	8:30 AM – 4:30 pm
	Tuesday	8:30 AM – 4:30 pm
	Wednesday	8:30 AM – 4:30 pm
	Thursday	7 AM – 5 pm Remote <small>(Reoccurring Th. 7 AM & 3:30 pm mtgs)</small>
	Friday	8 AM – 2 pm Remote

Pre-COVID
Hours:

Monday – Friday
8:30 AM – 4:30 pm

Department Name: Minuteman Media Network

Physical Building/Office Location: 500 Walden Street

Operating Hours:	Monday	8:30 AM – 4:30 pm (or as needed)
	Tuesday	8:30 AM – 4:30 pm (or as needed)
	Wednesday	8:30 AM – 4:30 pm (or as needed)
	Thursday	8:30 AM – 4:30 pm (or as needed)
	Friday	8:30-1pm
	Weekends	As needed

Pre-COVID
Hours:

Varied

Department Name: Council on Aging/Senior Services

Physical Building/Office Location: Harvey Wheeler

In Person Hours:	Monday	8:00 AM – 5:30 pm
	Tuesday	8:00 AM – 5:30 pm
	Wednesday	8:00 AM – 5:30 pm
	Thursday	8:00 AM – 5:30 pm
	Friday	8:00 AM – 2:30 pm
	Weekends	Closed

Pre-COVID
Hours:

Monday – Friday
8:00 AM – 4:30 PM

Department Name: Facilities, Parks & Playgrounds*

Physical Building/Office Location: 55 Church St.

Business Hours:	Monday	7 AM – 5 pm
	Tuesday	7 AM – 5 pm
	Wednesday	7 AM – 5 pm
	Thursday	7 AM – 5 pm
	Friday	Custodial: 6 AM – 3 pm MP's: 8 AM – 12 pm (remote) Admin: Off
		**Labor A/B: Off Every Other
	Weekends	On Call

**Labor teams A&B allow teams to work extra hrs Mon-Thurs w/every-other Fri off.
Example: Week of 5/17 – Team A: M-Th 7-5:30/Fri off;
Team B: M-F 7-3:30
Week B 5/24 – Team B: M-Th 7-5:30/Fri off;
Team A M-F 7-3:30

*Custodial Services remain the same as Pre-COVID.

Pre-COVID Hours:

Administration:

Mon-Thurs: 8 AM – 5:30 pm

Fri: 7:30 AM – 3:30 pm

Custodial:

Mon-Fri: 7 AM – 3:30 pm

Labor:

Mon-Fri: 7:30 AM – 4:00 pm

Department Name: Recreation

Physical Building/Office Location: 90 Stow St, Hunt Gym & HWCC

Business Hours:	Monday	8:00* AM – 6:30 pm
	Tuesday	8:00 AM – 6:30 pm
	Wednesday	8:00 AM – 6:30 pm
	Thursday	8:00 AM – 6:30 pm
	Friday	8:00 AM – 6:30 pm
	Weekends	Varies, as needed for programs

**(Before School Staff: M-F start at 7:00 AM)*

Beede Hours:	Monday	5:30 AM – 9:00 pm
	Tuesday	5:30 AM – 9:00 pm
	Wednesday	5:30 AM – 9:00 pm
	Thursday	5:30 AM – 9:00 pm
	Friday	5:30 AM – 9:00 pm
	Weekends	7:00 AM – 6:00 pm

Pre-COVID Hours:

Administration:

Mon-Thurs: 8 AM – 5:30 pm

Fri: 7:30 AM – 3:30 pm

Custodial:

Mon-Fri: 7 AM – 3:30 pm

Before School & Carousel:

Mon-Fri: 7:00 AM – 9:00 AM

Mon-Fri: 9:00 AM – 12:30 pm

After School:

Mon-Fri: 2:30 pm – 6:30 pm

Department Name: Fire Department

Physical Building/Office Location: 209 Walden Street and 1201 Main Street.

Admin Business Hours:	Monday	8 AM – 4 pm
	Tuesday	8 AM – 4 pm
	Wednesday	8 AM – 4 pm
	Thursday	8 AM – 4 pm
	Friday	8 AM – 4 pm

Fire and EMS

Operating Hours: 24 / 7

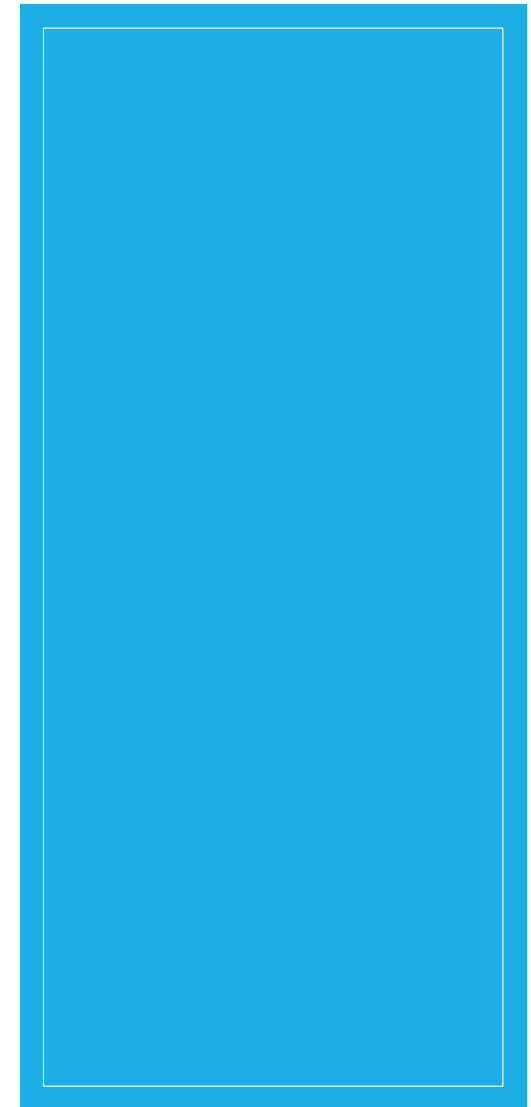
Pre-COVID
Hours:

M-F Admin 8-4

Operation 24/7

- When?

- Most departments are ready to reopen for in person service on June 14
- Town House will remain under renovation through June so several offices will remain unavailable for in person service unless by appointment
 - Some temporary offices are not ADA accessible and not suitable for public access
- UNTIL FURTHER NOTICE, CUSTOMERS SHOULD CHECK THE WEBSITE OR CALL THE DEPARTMENT PRIOR TO ARRIVAL TO ENSURE IT IS OPEN FOR IN PERSON BUSINESS
- Questions/comments?



MASSACHUSETTS POLICE ACCREDITATION COMMISSION, INC.



BOARD OF DIRECTORS

2021

Russell M. Stevens, *President*
Chief of Police
Hamilton Police Department

Brian A. Kyes, *Vice President*
Chief of Police
Chelsea Police Department

Michael J. Bradley, Jr., *Treasurer*
Chief of Police
Upton Police Department

Scott W. MacDonald, *Secretary*
Chief of Police
Orleans Police Department

Adam Chapdelaine
Town Manager
Town of Arlington

Michael DelGrecò
Chief of Police
Merrimack College Police Department

Christopher D. Delmonte
Chief of Police
Bridgewater Police Department

Jody D. Kasper
Chief of Police
Northampton Police Department

James M. Machado
Executive Director
Massachusetts Police Association

Jonathon P. O'Leary
Lieutenant
Brewster Police Department

Scott Showstead
Lieutenant
Wellesley Police Department

Donna Taylor Mooers
Executive Director

May 20, 2021

Chief Joseph F. O'Connor
Concord Police Department
P.O. Box 519
Concord, Massachusetts 01742

Dear Chief O'Connor:

It is my pleasure to confirm that on this date, May 20, 2021, the Massachusetts Police Accreditation Commission voted to award the prestigious status of *Certification* to the Concord Police Department.

Certification status has been awarded for a three-year period ending May 2024. The integrity vested in your Department now presumes functional compliance with program standards in between assessments which includes complying with all new and amended standards adopted by the Commission. To assist you in your efforts to monitor standards compliance, please be advised that a scheduled midpoint review of selected time-sensitive standards will be conducted with your Accreditation Manager during this award period.

Achieving state Certification demonstrates your Department's commitment to delivering an exemplary level of police service in your community. As you know, it is a lot of hard work and a department-wide effort. We commend your Department for its accomplishments and applaud you personally for your leadership role in the process.

We look forward to working with you in your continuous pursuit of professional excellence. On behalf of the Commission, thank you again for your participation in the Massachusetts Police Accreditation Program and congratulations on a job well done!

For the Commission:

Donna Taylor Mooers
Executive Director



241 West Central Street
Natick, MA 01760
Phone: 617-862-8437

April 27, 2021

Jeremy Romanul
Senior Administrative Assistant
Town Manager's Office
Town of Concord, MA

RE: Petition for Grant of Location, 1150 Main Street

Dear Jeremy:

Enclosed please find Comcast's Petition for Aerial Installation of Coaxial Cable at 1150 Main Street. I have also enclosed a draft Order. Please advise when the Board will be able to hear us.

Thank you for your assistance in this matter. Please do not hesitate to contact me should you have any questions, comments or concerns regarding any aspect hereof.

Sincerely,

Gregory Franks

Greg Franks, Senior Manager of Government & Regulatory Affairs
Comcast

PETITION FOR AERIAL INSTALLATION OF COAXIAL CABLE

Concord, Massachusetts

04/27/2021

To the Selectboard of Concord, Massachusetts:

Comcast of Massachusetts III, Inc. requests permission to install coaxial cable to be owned and used by the petitioner, along and across the following public way or ways:

- *Main Street*
- *Baker Avenue*

Wherefore they pray that after due notice and hearing as provided by law, they be granted permission to install coaxial cable over lashed to existing aerial strand coaxial cable as they may find necessary and in accordance with the plan filed herewith.

Comcast of Massachusetts III, Inc.

By: *Gregory Franks*_____

Print name: Gregory Franks

Title: Sr. Manager of Government and Regulatory Affairs

Telephone or e-mail contact info: (617) 862-8437 cell phone

Gregory_Franks@comcast.com

ORDER FOR INSTALLATION OF AERIAL COAXIAL CABLE

In Selectboard of the Town of Concord, Massachusetts

Notice having been given and a public hearing held, as provided by law,

IT IS HEREBY ORDERED: that **Comcast of Massachusetts III, Inc.** be and is hereby granted permission to install coaxial cable as it deems necessary, in the public way or ways hereinafter referred to, as requested in the said petition and accompanying plan.

All construction under this order shall be in accordance with the following conditions:

The new coaxial cable shall be overlashed to existing Comcast network from utility pole # 92 Main St. to utility pole # 109 Main St. to provide service to the occupant Of 1150 Main St, using common industry standards and shall be set substantially at the points indicated upon the plan accompanying said petition. There may be installed by said Comcast of Massachusetts III, Inc. such coaxial cables as are necessary in its business and all said coaxial cables shall be placed in a manner that complies with the National Electrical Safety Code.

The following are the public ways or parts of ways along which the above referred to may be installed thereon under this order:

- *Main Street, Baker Avenue, Old Bridge Road*

I hereby certify that the foregoing order was adopted at a meeting of the Selectboard of the Town of Concord, Massachusetts held the _____ day of _____, 2021.

Clerk of Board of Selectmen

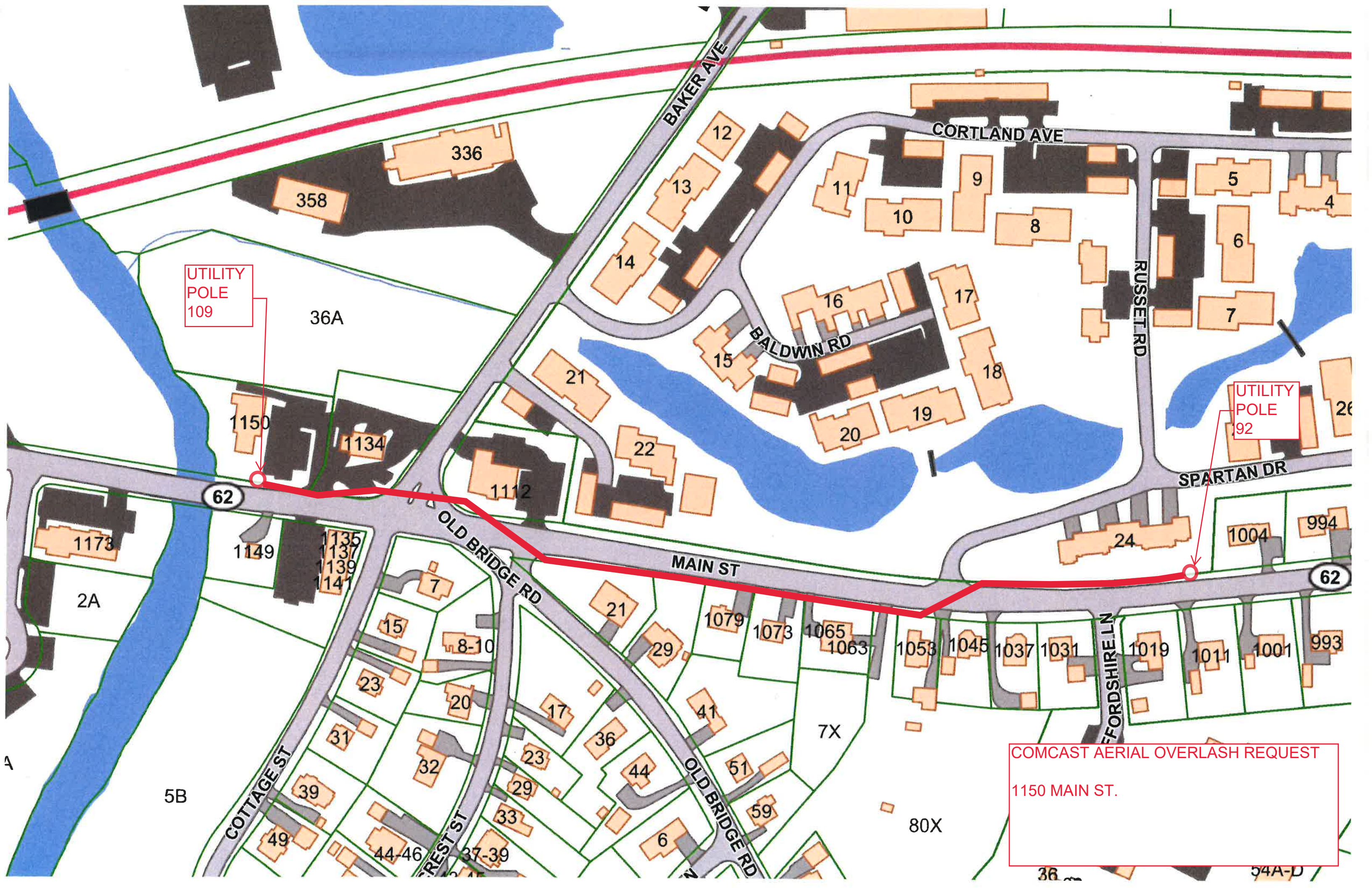
We hereby certify that on _____, at _____ O'clock _____, at Concord, Massachusetts, a public hearing was held on the petition of **Comcast of Massachusetts III, Inc.** permission to install coaxial cables, fixtures and connections described in the order herewith recorded, and that we mailed at least seven days before said hearing a written notice of the time and place of said hearing to each of the owners of real estate (as determined by the last preceding assessment for taxation) along the ways or parts of ways upon which the Company is permitted to install coaxial cables, fixtures and connections under said order. And that thereupon said order was duly adopted.

Selectboard of the Town of Concord, Massachusetts

CERTIFICATE

I hereby certify that the foregoing is a true copy of a location order and certificate of Hearing with notice adopted by the Selectboard of the Town of Concord, Massachusetts, on the _____ day of _____, 2021. This certified copy is made under the provisions of Chapter 166 of General Laws and additions thereto or amendments thereof.

Attest: _____
Town Clerk



UTILITY
POLE
109

UTILITY
POLE
92

COMCAST AERIAL OVERLASH REQUEST

1150 MAIN ST.

133 Keyes Road
Concord, MA 01742



DATE: 05/21/2021

MEMORANDUM

TO: Jeremy Romanul, Senior Administrative Assistant
VIA: Alan Cathcart, Director of Public Works
FROM: Stephen Dookran PE, Town Engineer
PREPARED BY: Justin Richardson, PE, Assistant Town Engineer
SUBJECT: Petition of Comcast of Massachusetts III, Inc. to install new coaxial cable along and across Main Street and Baker Avenue.

A new coaxial cable is proposed to be overlashed to the existing areal strand Coaxial Cable from existing Pole #92 to existing Pole #109 on Main Street. Concord Public Works (CPW) Engineering Division has reviewed the attached petition from Comcast of Massachusetts III, Inc. and recommends approval with the following conditions.

1. Prior to construction, the Applicant must schedule and attend a preconstruction meeting with Concord Municipal Light Plant (CMLP) and CPW to discuss the project.
2. Coaxial cables shall be placed in a manner that complies with common industry standard and minimum separation and clearance requirements as described by the most recent National Electric Safety Code must be maintained between Comcast infrastructure and existing overhead facilities.
3. A ROW Permit application shall be submitted to CPW with stamped constructions plans if any alteration of surface features in the ROW is being performed. A ROW permit shall also be applied for if obstructions will be left in the ROW when no work is being performed. If a ROW permit is required, no work shall commence until CPW has completed its review and provides ROW Permit approval to the Applicant.
4. A traffic mitigation plan shall be submitted to the Concord Police Department Traffic Safety Officer and the CPW – Engineering Division for approval.
5. The Applicant will remove the new coaxial cable upon completion of its service life, and the Applicant must remove any infrastructure deemed obsolete as a result of this project.
6. The Applicant and its Contractor, if applicable, shall adhere to the CPW Construction and Tree Protection Standard Operating Procedures including the protection of public shade trees: “No person may plant, trim, cut, or remove a public shade tree without the prior permission of the Tree Warden and Engineering Division. This control includes the cutting of roots during construction.” The contractor shall be responsible for installing wooden tree guards with orange snow fencing on public shade trees located within the work zone.

7. The Applicant shall notify emergency services, the school district, the post office, CPW Solid Waste for trash pickup services via email one week prior to the start of construction. The applicant shall also notify neighborhood residents with door hangers two weeks prior to the start of construction.

8. As-built plans must be provided to CPW and CMLP Engineering prior to the final closeout of the project.





RECOMMENDATIONS TO SELECT BOARD

CAPITAL PLANNING TASK FORCE

JUNE 7, 2021



Capital Planning Task Force Members

- Terri Ackerman, member Select Board
- Stephen Crane, Town Manager
- Laurie Hunter, Superintendent of Schools
- Kerry Lafleur, Town Finance Director
- Karle Packard, citizen (capital budget background)
- Cynthia Rainey, Clerk, member School Committee
- Jared Stanton, Director of Finance & Operations CPS/CCRSD
- Elise Woodward, Chair (architectural background)
- *Open Seat (citizen at-large)*
- Parashar Patel, liaison from Finance Committee

FORMER MEMBERS

- Todd Benjamin, citizen (citizen at-large) 2019-2020
- Dee Ortner, liaison from Finance Committee 2019-2020
- Hugh Lauer, citizen (capital budget background)



Agenda

CONTEXT

- Background, Charge from Select Board
- Options Analysis
- What We Heard from Citizens

RECOMMENDATIONS

- CPTF Recommendations

DISCUSSION



Background

Charge: Capital Planning Task Force (CPTF) charged by the Select Board in September 2019 to develop:

- a process for town-wide capital planning
- 10-year time horizon updated annually

Purpose: Identify a process for anticipating / funding very large projects that may require debt exclusion including:

- Criteria for evaluating projects
- Timing and prioritizing projects
- Protecting from climate impacts (evaluating vulnerability of capital assets)
- Balancing competing priorities
- Balancing affordability and smoothing debt obligation



Background

- **Meetings:** CPTF held 8 public meetings in person November 2019-March 2020 with public comment
- **Paused:** March 2020-September 2020
- **Meetings:** CPTF held 16 public meetings virtually March 2020 – May 2021 with public comment
- **Met with Fin Com:** October 2020
- **Public Forum:** December 2020 to receive citizen comment – maintained email account for comment
- **Met with School Committee:** May 2021
- **Adjusted Timeframe:** Recommendations due to Select Board by June 30, 2021



Capital Planning Options Analysis

- Confirmed authority of Town Manager in Town Charter for capital planning
- Reviewed Best Practices from MMA and Other Towns
- Considered advantages and disadvantages of a Standing Capital Planning Committee vs. enhancing the existing process
- Collected Public Comment
- Considered three options



Capital Planning Options Analysis

Structure	Considerations
<ul style="list-style-type: none"> • Status quo • Schools' and Town's large capital spending project 	<ul style="list-style-type: none"> • Schools' and town's Tier III concepts/potential projects "percolate" independently within each entity's administration and elected bodies • Multiple opportunities for public input, however difficult to know when to provide input for most residents because of lack of clear processes and timelines as potential projects are considered • No clear "milestones", factors, or processes determine when project planning starts • No clear plan or vision that unifies Tier III (or even Tier II) potential projects
<ul style="list-style-type: none"> • Enhance/modify current Town and Schools capital planning processes 	<ul style="list-style-type: none"> • Does not create additional layer to planning and approval • Leverages existing processes within Town departments, Schools • Can build in annual opportunity for public input of consolidated plan (if consolidated plan is recommended as an enhancement) • Can create clear processes, milestones for identifying potential Tier III projects, start of project planning and ongoing monitoring of Tier III projects • Can create unified Tier III plan (or even Tier III) for potential and approved Tier III projects
<ul style="list-style-type: none"> • Advisory standing committee • Membership mix of town, school officials, residents • Includes Finance Committee liaison 	<ul style="list-style-type: none"> • Facilitates sharing of needs/requests across all stakeholders (Town departments, Schools, etc.) • Additional opportunity for public input • "focal" point for long-term planning across all units of town, including identification of potential Tier III projects, start of planning and ongoing monitoring of Tier III project • Additional layer to planning and approval • No authority...makes recommendations to Town Manager and School Board • Could be duplicative of process/work already performed by schools and town • Depending on number of "citizen" volunteers, could be difficult to recruit volunteers • Will require substantial staff support from CFO and School Finance Director



What We Heard from Citizens

- Public interest in 10+ year Capital Planning
- Support for a standing committee
- Support for predictable process with public input
- Important to balance citizen's tax burden with civic values
- Support for climate criteria
- Support for integration of expenditures to meet multiple needs



CPTF Recommendations



Recommendations

- A. A long-term capital planning process for very large projects be adopted by the Select Board and School Committee incorporating the following elements:
- A long-term capital plan that is updated on an annual basis and includes School and Town projects
 - Project evaluation criteria
 - A specific process to create and update the long-term capital plan
 - A specific timetable for presentation of the long-term capital plan in public forums to encourage input from citizens.



Recommendations

B. A “very large project” (referred to as a Tier III project) be defined as any project exceeding a cost of \$5 million or a project that has two or more phases totaling \$5 million or more (2020 dollars).

C. Recommendations from this report be formally integrated into current town and school policies and practices for capital planning to create a 10-year Capital Plan and debt capacity analysis, for use by the Finance Committee for preparation of 5-year tax projections.



Recommendations

D. A debt template be designed to summarize and present future Tier III “very large projects” to analyze impact on taxpayers, potential sequencing of projects, and for updating annually.

E. Annually, make available for citizen input the integrated Town and School Tier III project list showing, priorities, climate criteria evaluation, project timing, and debt sequencing.



Project Evaluation Criteria

(linked to The Sustainable Concord Plan)

- How will the project improve safety for employees, residents, etc.?
- Does the project have a legal mandate?
- How will the project account for climate projections and improve the Town's ability to respond to environmental threats and emergencies?
- How will the project reduce green house gas (GHG) emissions?
- How will the project contribute to the Town's goals for Built Environment, Energy, Mobility, Natural Resources, Preparedness?
- Will the project result in additional municipal expenses and/or create revenue opportunities?
- Is the project a long-term solution to the need being addressed?
- Were alternative solutions, including funding, available?
- How will the project create operational efficiencies or improve interdepartmental coordination?
- Were stakeholders engaged in the planning process?
- Can the project be phased?



Sample Debt Template

06/03/21

Proposed Template for Large Capital Projects

Project Name	Sequence #	Criteria Checked ?	Estimated TOT Cost	Approp. To Date	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Future years
All existing															
non-exempt					\$ 2,838,726	\$ 2,163,971	\$ 1,886,821	\$ 1,594,375	\$ 1,286,065	\$ 1,077,125	\$ 584,275	\$ 248,525	\$ 33,274	\$ -	
exempt					\$ 2,986,504	\$ 2,861,614	\$ 2,730,624	\$ 1,987,494	\$ 1,480,650	\$ 1,425,250	\$ 624,750	\$ -	\$ -	\$ -	
total:					\$ 5,825,230	\$ 5,025,585	\$ 4,617,445	\$ 3,581,869	\$ 2,766,715	\$ 2,502,375	\$ 1,209,025	\$ 248,525	\$ 33,274	\$ -	
New															
Middle School	1	yes	\$100,000,000	1,500,000											
year 1= \$35M (BAN)					\$ 1,225,000										
year 2= \$70M (BAN)						\$ 2,450,000									
year 3= \$100M (BAN)							\$ 3,500,000								
year 4= \$100M (bond, 25 years level)								\$ 7,360,000	\$ 7,360,600	\$ 7,355,800	\$ 7,355,600	\$ 7,359,600	\$ 7,357,400	\$ 7,359,000	\$ 95,655,200
Project A	4	no	\$45,000,000												
Year 1= \$4M (bond, 10 years, R)											\$ 773,919	\$ 730,450	\$ 626,700	\$ -	2,587,900
Year 2= \$45M (bond, 20 years)												\$ 3,690,000	\$ 3,608,000	\$ -	50,922,000
Project B	3	in process	\$30,000,000												
Year 1= \$3M (bond, 10 years, R)						\$ 480,000	\$ 465,600	\$ 451,200	\$ 436,800	\$ 422,400	\$ 288,000	\$ 2,784,010	\$ 268,800	\$ -	508,800
Year 3= \$27M (bond, 20 years)							\$ 2,430,000	\$ 2,376,000	\$ 2,322,000	\$ 2,268,000	\$ 2,214,000	\$ 2,160,000	\$ -	\$ -	24,570,000
Project C	5	no	\$55,000,000												
Year 1= \$5M (bond, 10 years, R)															\$ 5,998,000
Year 3= \$10M (bond, 20 years)															\$ 14,200,000
Year 4= \$20M (bond, 20 years)															\$ 28,400,000
Year 5= \$20M (bond, 20 years)															\$ 28,400,000
Project D	2	yes	\$5,000,000												
Year 1= \$2M (bond, 10 years, R)					\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400	\$ -
Year 2= \$2M (bond, 10 years, R)						\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400
Year 3= \$1M (bond, 10 years, R)							\$ 160,000	\$ 155,200	\$ 150,400	\$ 145,600	\$ 140,800	\$ 96,000	\$ 92,800	\$ 89,600	\$ 169,600



Annual Long-term Capital Planning Process Timeframe

- After Town Meeting, Town and School leadership update long-term capital plan
- September – joint meeting of Select Board and School Committee to present draft long-term capital plan **for public comment**
- November – Town Manager and School Superintendent present long-term capital plan to FinCom with focus on long-range impact to Town finances and residents **for public comment**
- December – joint meeting of Select Board and School Committee to discuss and approve **with public comment** revised long-term capital plan and incorporate specific spending into Warrant



Recommendations

In summary, the recommendations of this Task Force are intended to establish a framework for systematic fiscal planning:

- To strengthen the responsibility and leadership of Town and School for integrated fiscal planning,
- To meet multiple objectives with each investment,
- To maintain high quality facilities,
- To improve community sustainability, and
- To balance citizens' values and tax burdens.



DISCUSSION

7 June 2021

Ms. Linda Escobedo
Chair Select Board
P.O. Box 535
Concord, MA 01742

Re: Capital Planning Task Force Report

Dear Ms. Escobedo:

The Capital Planning Task Force is pleased to submit its Final Report, with recommendations approved at our April 14, 2021, meeting. The Task Force, established by the Select Board in September 2019, met in person from November 2019 – March 2020, when its work was paused by requirements of the Covid-19 pandemic. In September 2020, the Task Force resumed meeting regularly by Zoom through May 2021 in order to fulfill the Select Board's charge.

This Final Report is the product of the Task Force's fact-gathering, public outreach, and deliberations. It is comprised of goals and recommendations, with supporting information. The work of the Task Force was guided by the following:

1. A commitment to articulating a clear and predictable process for planning large projects with attention to sequencing debt evenly over the life of very large projects.
2. A recognition that Concord citizens desire annual information and understanding about the long-term capital planning needs of the community.
3. A recognition that Concord citizens desire opportunities to participate in and contribute to municipal decisions on spending.
4. An interest in formalizing the responsibility and commitment of town and school leadership for integrated town and school project expenses and outcomes.
5. A commitment to Concord's sustainability principles.

We want to express our deep appreciation for the public's participation and support. Many residents attended our meetings and our public forum. We received many useful comments during our work. The commitment these citizens have shown to our community, their genuine interest and attention to detail has been remarkable and inspiring. We have tried hard to listen, and to incorporate the best thinking and practices into these recommendations.

I know I am speaking for all nine members of the Task Force when I say that the work we did was both challenging and gratifying. We thank the Select Board for giving us the opportunity to contribute to better understanding of our Town's capital planning process and to positioning it for the future.

Sincerely

A handwritten signature in black ink that reads "Elise F. Woodward". The signature is written in a cursive, flowing style.

Elise F. Woodward, Chair

Table of Contents	Page No.
I. Executive Summary	3
II. The Capital Planning Task Force	5
Background	5
Task Force Approach	7
What We Heard From Citizens	8
Existing Capital Planning Process (Tier I and II Projects)	8
Options Analysis	9
Best Practices from Massachusetts Municipal Association (MMA) and Other Municipalities	10
Task Force Deliberations	10
III. Recommended Capital Planning Process for 10-year Capital Plan	11
Overall Recommendations – Tier III Projects	11
A Commitment to Integrated Decision Making	12
Evaluating and Prioritizing Projects	12
Sequencing Debt	12
Annual Timeline	16
Project Criteria - Considering Climate Impacts	17
A More Visible and Formally Designed Public Process	17
Putting Recommendations into Action	19
IV. Appendices	21
A. Charge: Concord Capital Planning Task Force	22
B. What We Heard from Citizens	24
C. Best Practices from MMA and Other Municipalities	32
D. Existing Capital Planning Process (Tier I and II Projects)	35
E. Debt Sequencing Template: Executive Summary	39
F. Tax Impact Calculator	46
G. Debt Service Presentation – Impact of Existing & Projected: January 24, 2019	48
H. Facilities Assessment and Master Plan – Municipal Priorities: September 2019	61

I. Executive Summary

The Select Board established the Capital Planning Task Force in November 2019 and charged it to develop a process for town-wide capital planning, anticipating that this process would be used annually to develop a 10-year Capital Plan for all foreseeable Town and School capital expenditures.

This final report is the result of the Task Force's fact-gathering, public outreach, and deliberations. It includes recommendations and supporting information.

A key rationale for the Task Force's recommendations is an actionable strategy including the following ideas:

1. Through responsibility and commitment from Town and School leadership to collaborate, seek citizen input, and use shared decision making to meet community needs, the Town is better positioned to quickly implement an annual capital planning process to identify future capital projects.
2. By evaluating future capital projects to meet departmental and community needs, for climate impact and protection of vulnerable assets, for timing and prioritization, and balancing affordability with utility, the Town will enhance its integrated financial policies.
3. Through commitment to integrated fiscal policy and citizen input, the Town will effectively balance its needs for facility improvements with affordability and predictable debt sequencing.
4. Planning annually for 10+ years with citizen participation, integrated with the annual budget process, will enhance public understanding of Town and School needs, provide opportunities for prioritization of projects, and anticipate future debt and managing the Concord citizens' tax burden.

Recommendations

The Task Force recommends that the following immediate steps be taken:

A. A long-term capital planning process for very large projects be adopted by the Select Board and School Committee incorporating the following elements:

1. **A long-term capital planning process that is updated on an annual basis** and identifies all foreseeable School and Town projects, including findings from the current Town and School building assessments and non-building infrastructure. The plan should also identify strategic land parcels and buildings for potential municipal purchase and use.
2. **Project evaluation criteria** that include elements related to the financial impact to Concord, its residents, and businesses; the potential to improve operational efficiencies;

elements related to climate change, vulnerability of capital assets, and inclusion of stakeholders in the planning process.

3. **A specific process to create and update the long-term capital plan.** The annual update of the long-term capital plan should update project information from the previous year's plan and continue identifying non-building infrastructure and strategic land parcels and buildings for potential municipal purchase and use. The long-term capital plan should include a projection of future debt and debt service payments and an itemized summary, by project and total, of the projected tax impact of very large projects.
4. **A specific timetable for presentation of the long-term capital plan in public forums** to encourage input from citizens, aligned with the annual operating budget sequence (September to January for illustration purposes).

B. A "very large project" (hereafter referred to as a Tier III project) be defined as any project exceeding a cost of \$5 million or a project that has two or more phases totaling \$5 million or more (2020 dollars).

C. The long-term capital planning recommendations from this report be formally integrated into current town and school policies and practices for capital planning to create a 10-year Capital Plan and debt capacity analysis, for use by the Finance Committee for preparation of 5-year tax projections.

D. A debt template be designed to summarize and present future Tier III "very large projects" to analyze impact on taxpayers, potential sequencing of projects, and for updating annually.

E. Annually, make available for citizen input the integrated Town and School Tier III project list showing, priorities, climate criteria evaluation, project timing, and debt sequencing.

These recommendations are intended to establish a framework for systematic fiscal planning:

- To strengthen the responsibility and leadership of Town and School for integrated fiscal planning,
- To meet multiple objectives with each investment,
- To maintain high quality facilities,
- To improve community sustainability, and
- To balance citizens' values and tax burdens.

II. The Capital Planning Task Force

Members (2020-2021)

- Terri Ackerman, member Select Board
- Stephen Crane, Town Manager
- Laurie Hunter, Superintendent of Schools
- Kerry Lafleur, Town Finance Director
- Karle Packard, citizen (capital budget background)
- Cynthia Rainey, Clerk, member School Committee
- Jared Stanton, Director of Finance & Operations CPS/CCRS
- Elise Woodward, Chair (architectural background)
- Parashar Patel, liaison from Finance Committee
- *Open Seat (citizen-at-large)*

Former Members (2019-2020)

- Todd Benjamin, citizen (citizen at-large)
- Hugh Lauer, citizen (capital budget background)
- Dee Ortner, liaison from Finance Committee

Background

In the past few years there has arisen the potential for a number of large capital projects that are expected to be funded by debt that will require approval by Town citizens to override the limits of Mass. General Law Chapter 59, Section 21C (Proposition 2-1/2). In addition to a new Middle School, potential large projects may include development of the 2229 Main Street site, and major work on the Public Works Complex, the Public Safety Complex, the Town House, and the West Concord Fire Station. The time frame for implementing these projects has not been determined, but the needs appear to exist at the present time. In addition, there may be opportunities for land acquisition as envisioned in, and aligned with, Concord's Comprehensive Long Range Plan.

In January 2019, the Finance Committee, with assistance from the Finance Director, analyzed how Concord's taxes might be affected IF the debt service requirements of these projects were to be added to existing debt for recent projects within a five-year schedule. The analysis showed that the impact of the debt service on taxes paid by households with properties in the median range of value for these projects alone would be significant.¹

A similar situation faced the Town in 2002-2003 when six major building projects, including rebuilding the three elementary schools, the middle school, and the high school were foreseen. At that time, a Facilities Planning Committee was charged with considering conditions at all Town buildings and developing a timing and sequencing plan including financing, "which will

¹ *Debt Service - Impact of Existing & Projected*, powerpoint presentation dated January 24, 2019. See Appendix G.

adequately provide for the upkeep of Town buildings and their improvement as required, either by obsolescence or needs, most immediately school buildings, in such a manner as to minimize the impact on the Town's resources.”² A twenty-year plan was developed with a priority given to the school building projects that would be initiated at five year intervals. Recommendations for the capital planning process, for maintenance budgets for the Town’s buildings, and for implementation of other construction projects were also included in the Committee’s report.

With inspiration from this model, in 2019 the Finance Committee submitted a letter to the Select Board suggesting that a committee be formed to develop a plan for the Town’s capital projects. In response, the Charge (see Appendix A) for the current Capital Planning Task Force was developed by the Select Board and the Task Force was convened to develop a process for town-wide capital planning.

The charge was also informed by the fiscal planning recommendations of “Envision Concord 2030” the Comprehensive Long Range Plan completed in 2018. This plan recommended 4 goals:

1. Establish a process for long-term (12-15 year) fiscal planning including a long-term capital spending plan, a department-by-department illustration of anticipated level of service provision corresponding to three fiscal scenarios.
2. Establish a process for setting a “fiscal guardrail” (i.e., identify the highest amount of spending-without commensurate revenue generation- that protects the Town’s ability to maintain the balance between livability and values described in the Community Criteria.)
3. Evaluate new spending opportunities using integrated planning principles with a view to achieving multiple objectives with any specific investment. This includes actively seeking short-term capital investment ideas that will result in long-term cost-savings or revenue generation (e.g., transit, centralization of Town offices, etc.).
4. Proactively strengthen Town-School fiscal coordination.

In carrying out this charge, the Task Force has confronted several distinct important issues:

- At present the Town does not publish a comprehensive estimate of future capital costs that is easily accessible and clear to voters. “Easily accessible” in this context means that the information appears in one place, is easily available for citizen review, and is consistent in its timeframe.
- The current process for sequencing and evaluating capital projects, regardless of the size, is not presented in a predictable way that is clear to voters.
- Currently, the scope of the capital planning process covers projects and equipment purchases that are funded within the Levy Limit as part of an annual Capital Plan article at Town Meeting and that individually cost less than \$5 million (Tier I and Tier II projects).

² See *Facilities Planning Committee Report* dated June 25, 2003.
<https://concordma.gov/DocumentCenter/View/4143/Facilities-Planning-Report-PDF?bidId=>

Larger (Tier III) capital projects are developed “ad-hoc” outside of the current annual budget plan process. The need for a process to identify and plan for these large projects is paramount. Consequently, one of the first issues that the Capital Planning Task Force undertook was to define the scope of capital planning that it was considering (i.e., very large Tier III projects).

- The current five-year time horizon does not capture Tier III projects until funds are appropriated for early feasibility studies thereby giving taxpayers a perception that such projects “came out of the blue”. A longer-range view than five years is needed to more accurately anticipate future projects, the needs they will address, and the funding implications for the Town.
- Better collaboration between Town and Schools is needed so that projects do not conflict with one another, facility needs for both entities are met efficiently, and sharp, cumulative increases in debt service costs are avoided.

The recommendations of the Capital Planning Task Force are intended to respond to these issues and to maintain our Town’s fiscal sustainability over the long term.

Task Force Approach

In September 2019, the Capital Planning Task Force (CPTF) was charged by the Select Board to develop a process for town-wide capital planning to be used annually to develop a 10-year capital plan. The Charge is included in Appendix A. Its purpose was to identify a process for anticipating and funding very large projects that may require debt exclusion with criteria for:

- Evaluating projects
- Timing and prioritizing projects
- Protecting from climate impacts (evaluating vulnerability of capital assets)
- Balancing competing priorities
- Balancing Affordability

The Task Force met first in November 2019, and held 8 public meetings, approximately every two weeks, between November 2019 and March 2020, when its work was paused due to restrictions by the Covid-19 pandemic. From September 2020 – May 2021, the Task Force reconvened for 16 virtual meetings via Zoom.

The Task Force maintained minutes of each meeting to record its actions, votes, and discussions. Minutes are posted on the town website. <https://concordma.gov/2540/Capital-Planning-Task-Force>

All Task Force meetings were attended by members of the public who had opportunities to comment at each meeting. In addition, the Task Force held one public forum in December 2020. The public meeting was attended by approximately 16 Concord citizens. Public engagement has been steady and insightful.

The Task Force also met virtually with the Finance Committee in October 2020, and with the School Committee in May 2021, and received comment from those committees. Finally, the Task Force maintained an email account for citizens to submit comments at any time. The Task Force also received four letters with suggestions for its deliberations. As part of its data gathering, the Task Force collected information from other cities and towns regarding the capital planning processes in those municipalities, and collected relevant information on best capital planning practices from the Massachusetts Municipal Association (MMA). Relevant materials gathered during this work are included in Appendix C.

What We Heard from Citizens

Public input has been important to the work of the Task Force. Relevant materials gathered during this work are included in Appendix B. From the outset, the Task Force invited participation from people attending regular Task Force meetings and at the public forum, and through email. Response was steady with several dedicated attendees at regular meetings. Much of the public comment was supportive of the Task Force's efforts. General comments included:

- Public interest in 10+ year Capital Planning
- Support for a standing committee
- Support for predictable process with public input
- Important to balance citizen's tax burden with civic values
- Support for climate criteria
- Support for integration of expenditures to meet multiple needs

In addition, the Task Force contacted individuals in other municipalities to consider best practices of interest to the committee's work and received several letters from the Finance Committee, League of Women Voters, and citizens.

Existing Capital Planning Annual Process (Tier I and II Projects)

Existing Town and School Capital Planning annual processes and timelines are complementary and coordinated with the annual budget process in advance of the annual town meeting. (See Appendix D.) The Five-Year Capital Improvement Plans identify Tier I and Tier II projects that are funded within the levy limit annually. Because these existing processes are well-established, accommodating capital expenditures for smaller investments within the annual budget, the Task Force recommends the large capital expenditure planning process be synchronized with these existing budgetary processes to allow the maximum opportunity for citizen input. The Town's 5-year capital budget may be found on the Finance Department page of the Town's website www.concordma.gov and the School's 5-year capital budget may be found on the Concord Public Schools website. <https://www.concordps.org/wp-content/uploads/2021/02/FY22-Capital-Plan-900K-for-SC-2-9-21.pdf>

Options Analysis

The Task Force’s approach was considered and deliberative, discussing options, best practices, receiving public comment, considering the advantages and disadvantages of options and the impact our recommendations would have on taxpayers.

- As part of the deliberations, it was noted that a Capital Planning process exists and is used each year for Tier I and Tier II projects, as well as for Tier III projects once they are approved. It was agreed that the process needs to be more clear to voters with descriptions and rationale for the capital planning decisions that are proposed each year.
- There was agreement that Fiscal Sustainability should be referred to and utilized, based on the definitions put forth by Envision Concord and the Finance Committee and that the threshold of \$1 million should be in 2020 dollars.
- The Task Force defined a "very large project" as one exceeding a cost of \$5 Million or any project with two or more phases totaling \$5 Million.
- To systematize considerations for new projects, including impact on climate, the Task Force proposed and developed evaluation criteria for all potential Tier III projects.

The Task Force evaluated several options for a long-term capital planning process ranging from keeping the current process to enhancing the current process to creating a standing committee responsible for long-term capital planning. (See Table 1 below.)

Table 1 Options for Capital Planning Structure

Structure	Considerations
<ul style="list-style-type: none"> • Status quo • Schools' and Town's large capital spending project 	<ul style="list-style-type: none"> • Schools' and town's Tier III concepts/potential projects "percolate" independently within each entity's administration and elected bodies • Multiple opportunities for public input, however difficult to know when to provide input for most residents because of lack of clear processes and timelines as potential projects are considered • No clear "milestones", factors, or processes determine when project planning starts • No clear plan or vision that unifies Tier III (or even Tier II) potential projects
<ul style="list-style-type: none"> • Enhance/modify current Town and Schools capital planning processes 	<ul style="list-style-type: none"> • Does not create additional layer to planning and approval • Leverages existing processes within Town departments, Schools • Can build in annual opportunity for public input of consolidated plan (if consolidated plan is recommended as an enhancement) • Can create clear processes, milestones for identifying potential Tier III projects, start of project planning and ongoing monitoring of Tier III projects • Can create unified Tier III plan (or even Tier II) for potential and approved Tier III projects
<ul style="list-style-type: none"> • Advisory standing committee • Membership mix of town, school officials, residents • Includes Finance Committee liaison 	<ul style="list-style-type: none"> • Facilitates sharing of needs/requests across all stakeholders (Town departments, Schools, etc.) • Additional opportunity for public input • "focal" point for long-term planning across all units of town, including identification of potential Tier III projects, start of planning and ongoing monitoring of Tier III projects • Additional layer to planning and approval • No authority...makes recommendations to Town Manager and School Board • Could be duplicative of process/work already performed by schools and town • Depending on number of "citizen" volunteers, could be difficult to recruit volunteers • Will require substantial staff support from CFO and School Finance Director

Many of the citizen comments advocated for a new standing Capital Planning Committee, and the Task Force considered this information in depth. However, we concluded that the essence of the challenge for capital planning in Concord is to predictably balance meeting future needs while predicting debt so that citizens’ tax burdens are managed for fiscal sustainability. The Task Force determined that the authority and responsibility for these fiscal decisions rests with the leadership of the town and the schools. Commitment on the part of leadership to proactively

plan to meet future needs, support Concord's sustainability principles, coordinate to meet multiple objectives with each investment, and strengthen citizen access and input to the planning process will deliver the desired results, without encumbering the process with additional committees.

Best Practices from Massachusetts Municipal Association (MMA) and Other Municipalities

Important to the Task Force was an understanding of MMA standards for capital planning and climate change. The recommended framework includes developing and maintaining a multi-year Capital Improvements Program integrated with the overall revenue and spending plan of the municipality. The primary goals of this program include assessment of capital assets, identifying the need for new assets, debt affordability analysis and protecting capital assets from the impact of climate change. MMA standards highlighted the importance of keeping the public informed regarding future needs and projects, coordinating overlapping units of government to reduce duplication, and careful planning and focusing attention on community objectives and fiscal capacity. No mention of a municipality's organizational structure was included in the MMA analysis.

The Task Force also obtained information regarding the capital planning processes of other municipalities: Westford, Longmeadow, Lincoln, Bedford, Chelmsford, and Arlington. These towns have differing governmental structures, but all have a Capital Planning Committee or Capital Expenditures Committee that are advisory to the Town Manager, the Town Meeting, and/or the Select Board. In each context, the committee considers all capital expenditures, not only the very large expenditures, and the committee is established by each town's charter. Concord's Town Charter, by contrast, does not mention the capital planning function, and assigns authority and responsibility to the Town Manager and elected boards for all decisions. In addition, the CPTF's charge is to develop recommendations only for very large capital projects, not all capital expenditures.

Despite these differences, the Task Force found the elements of "best practices" within these samples of capital planning entities to be useful in formulating our recommendations.

A summary is included in Appendix C.

Task Force Deliberations

After much discussion and debate, consensus formed on many items. However, the Task Force was divided on whether or not to recommend a new standing Capital Planning Committee be established. There was agreement on the importance of achieving a robust capital planning process that would be predictable and renewed annually. The Task Force also agreed that the process should provide clear information to town residents, multiple opportunities for public input, and improved collaborations between Town and School committees and boards. Yet there was concern about creating another committee and adding bureaucracy. Further debate, as well as research into other towns' systems and best practices, did not yield a clear path

forward. Finally, a consensus emerged to create a specific process without a standing Capital Planning Committee, but including the best elements of such committees. These elements describe specific meetings, timetables, debt templates and project evaluation criteria with multiple opportunities for public input. This final recommendation, if adopted, will achieve a strong and specific annual capital planning process in the smoothest and least complicated manner, and will provide predictable debt sequencing and information to citizens, updated annually.

III. Recommended Capital Planning Process for 10-year Capital Plan

Overall Recommendations – Tier III Projects

The Capital Planning Task Force presents the following recommendations:

A. A long-term capital planning process for very large projects be adopted by the Select Board and School Committee incorporating the following elements:

1. A long-term capital plan that is updated on an annual basis and includes School and Town projects.
2. Project evaluation criteria
3. A specific process to create and update the long-term capital plan
4. A specific timetable for presentation of the long-term capital plan in public forums to encourage input from citizens.

B. A “very large project” (hereafter referred to as a Tier III project) be defined as any project exceeding a cost of \$5 million or a project that has two or more phases totaling \$5 million or more (2020 dollars).

C. The long-term capital planning recommendations from this report be formally integrated into current town and school policies and practices for capital planning to create a 10-year Capital Plan and debt capacity analysis, for use by the Finance Committee for preparation of 5-year tax projections.

D. A debt template be designed to summarize and present future Tier III “very large projects” to analyze impact on taxpayers, potential sequencing of projects, and for updating annually. See Appendix E.

E. Annually, make available for citizen input the integrated Town and School Tier III project list showing, priorities, climate criteria evaluation, project timing, and debt sequencing.

A Commitment to Integrated Decision Making

Concord’s financial strength and economic soundness will be reinforced through regular communication, coordination of funding requests, seeking public ideas and comments, and the integrated decision making of town and school leaders. As demographics are changing in the community, annual fiscal coordination must ensure equity for the fiscal stability of all residents.

These recommendations acknowledge the responsibility and commitment of town and school leadership for integrated town and school capital planning and make provisions for improving the overall visibility and efficiency of fiscal planning to benefit everyone.

The existing collaboration between the Town Manager, the School Superintendent and the department heads of the Senior Management Team has been in place for more than a decade. Prioritizing facility maintenance, improvement and replacement projects is part of this coordinated decision-making. While not yet formalized into a 10-year Capital Plan, with a specific sequence of projects, the prioritization of municipal projects is summarized in the Facilities Assessment and Master Plan – Municipal Priorities – September 2019, included as Appendix H.

Evaluating and Prioritizing Projects

Concord's long-term capital plan should include all Tier III projects and have a ten-year time horizon.³ The plan should include all known information necessary for a clear and effective process, such as (but not limited to) projected project location(s), demonstrated need, estimated construction cost, potential offsets or savings, estimated annual operating cost, climate impacts, and vulnerabilities. The initial long-term capital plan should incorporate findings from the current Town and School building assessments and incorporate non-building infrastructure. The initial plan should also identify strategic land parcels and buildings for potential municipal purchase and use.

Sequencing Debt

An important aspect of a 10-year Capital Plan is the integration of priorities for capital improvements across all town and school departmental needs. In addition, long-term capital planning will be supported by debt capacity analysis to consider the maximum amount of spending necessary to meet community needs and maintain fiscal stability of citizens. Because capital planning is an iterative process, an annual update of the long-term capital plan should update project information from the previous year's plan and continue identifying non-building infrastructure and strategic land parcels and buildings for potential municipal purchase and use.

The long-term capital plan should also include a projection of future debt and debt service payments (see Figure 1).

³ See Appendix D for definitions of Tier I and Tier II projects and the capital planning process for those investments.

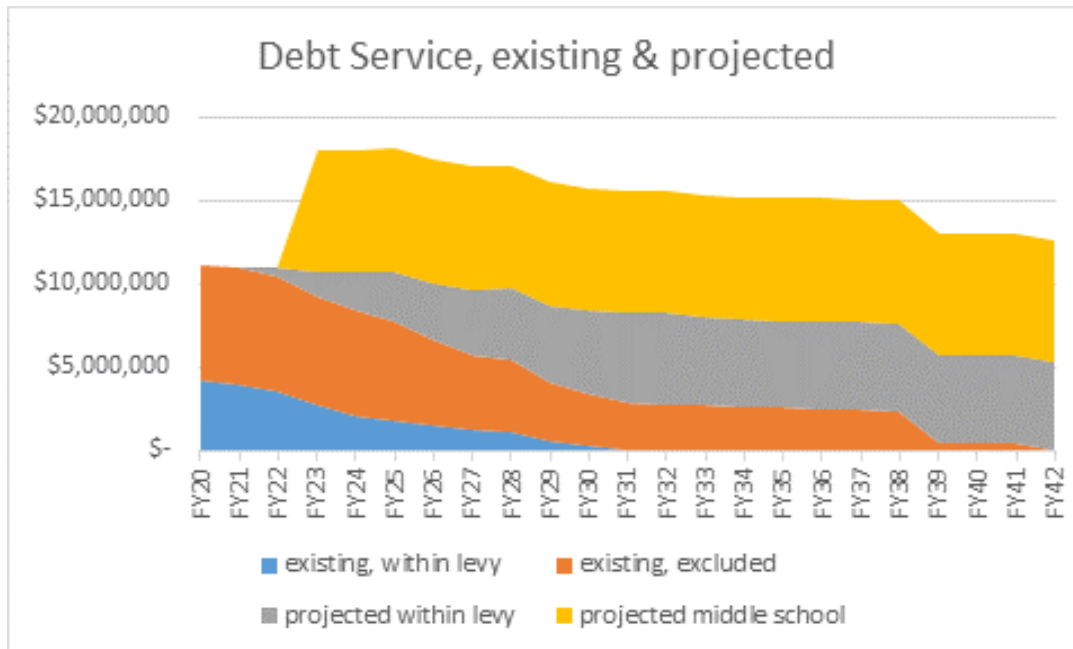


Figure 1 – Debt Service FY20 – FY42: existing & projected

The Figures below show sample templates of upcoming projects. They include the recommended sequence number of the project, a checkbox for whether the criteria have been evaluated, the estimated total project cost, and the estimated annual cost of the debt service.

The template should include all potential Tier III projects known at that time, including those far in the future. For example, the hypothetical Project A is estimated to begin in FY30, is #4 in the sequence because its criteria are not yet evaluated. Project B is in the process of criteria evaluation and is otherwise ready to proceed as soon as debt-smoothing will allow. Very little is known at this point about Project C, listed as sequence #5, and is not expected to begin until at least FY32. Project D illustrates a multi-phase project with a total expenditure exceeding \$5 million, and will be sequenced when debt-smoothing will allow.

It is envisioned that each year, the template from the previous year will be updated in the capital planning process outlined in this report.

These templates are included in Appendix E as full pages.

Proposed Template for Large Capital Projects

Project Name	Sequence #	Criteria Checked ?	Estimated TOT Cost	Approp. To Date	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Future years
All existing															
non-exempt					\$ 395	\$ 301	\$ 263	\$ 222	\$ 179	\$ 150	\$ 81	\$ 35	\$ 5	\$ -	
exempt					\$ 416	\$ 398	\$ 380	\$ 277	\$ 206	\$ 198	\$ 87	\$ -	\$ -	\$ -	
total:					\$ 810	\$ 699	\$ 642	\$ 498	\$ 385	\$ 348	\$ 168	\$ 35	\$ 5	\$ -	
New															
Middle School	1	yes	\$10,000,000	1,500,000	\$ 170										
year 1 = \$35M (BAN)						\$ 341									
year 2 = \$70M (BAN)							\$ 487								
year 3 = \$100M (BAN)								\$ 1,024	\$ 1,024	\$ 1,023	\$ 1,023	\$ 1,024	\$ 1,024	\$ 1,024	\$ 13,809
year 4 = \$100M (bond, 25 years level)															
Project A	4	no	\$45,000,000									\$ 108	\$ 102	\$ 87	\$ 360
Year 1 = \$4M (bond, 30 years, R)													\$ 513	\$ 502	\$ 7,085
Year 2 = \$45M (bond, 20 years)															
Project B	3	in process	\$30,000,000			\$ 67	\$ 65	\$ 63	\$ 61	\$ 59	\$ 40	\$ 387	\$ 37	\$ 71	
Year 1 = \$3M (bond, 30 years, R)								\$ 338	\$ 331	\$ 323	\$ 316	\$ 308	\$ 301	\$ 3,419	
Year 3 = \$27M (bond, 20 years)															
Project C	5	no	\$55,000,000												\$ 835
Year 1 = \$5M (bond, 30 years, R)															\$ 1,976
Year 3 = \$10M (bond, 20 years)															\$ 3,951
Year 4 = \$10M (bond, 20 years)															\$ 3,951
Year 5 = \$10M (bond, 20 years)															\$ 3,951
Project D	2	yes	\$ 5,000,000		\$ 45	\$ 43	\$ 42	\$ 41	\$ 39	\$ 27	\$ 26	\$ 25	\$ 24	\$ 23	
Year 1 = \$2M (bond, 30 years, R)						\$ 45	\$ 43	\$ 42	\$ 41	\$ 39	\$ 27	\$ 26	\$ 25	\$ 24	\$ 23
Year 2 = \$2M (bond, 30 years, R)							\$ 22	\$ 22	\$ 21	\$ 20	\$ 20	\$ 13	\$ 13	\$ 12	\$ 24
Year 3 = \$1M (bond, 10 years, R)															
totals:					\$ 1,025	\$ 1,128	\$ 1,304	\$ 1,691	\$ 1,911	\$ 1,849	\$ 1,646	\$ 1,586	\$ 2,401	\$ 2,011	\$ 35,003
Total Assesed Value	\$		6,670,507,850												
Median Value	\$		928,330												

Figure 2: Illustrative Projected Tax Impact of Tier III Projects

The long-term capital plan should also include an itemized summary, by project and total, of the estimated debt service payments for Tier III projects (see Figure 3). The relevant elements of both the initial plan and annual updates should be included in the annual Finance Committee report. In addition, the entire long-range plan should be easily accessible in one location on the town website.

Proposed Template for Large Capital Projects

Project Name	Sequence #	Criteria Checked ?	Estimated TOT Cost	Approp. To Date	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Future years
All existing															
non-exempt					\$ 2,838,726	\$ 2,163,971	\$ 1,886,821	\$ 1,594,375	\$ 1,286,065	\$ 1,077,125	\$ 584,275	\$ 248,525	\$ 33,274	\$ -	
exempt					\$ 2,986,504	\$ 2,851,814	\$ 2,730,624	\$ 1,987,494	\$ 1,480,650	\$ 1,425,250	\$ 628,750	\$ -	\$ -	\$ -	
total:					\$ 5,825,230	\$ 5,025,585	\$ 4,617,445	\$ 3,581,869	\$ 2,766,715	\$ 2,502,375	\$ 1,209,025	\$ 248,525	\$ 33,274	\$ -	
New															
Middle School	1	yes	\$100,000,000	1,500,000		\$ 1,225,000									
year 1 = \$35M (BAN)						\$ 1,225,000									
year 2= \$70M (BAN)						\$ 2,450,000									
year 3 = \$100M (BAN)						\$ 3,500,000									
year 4= \$100M (bond, 25 years level)							\$ 7,360,000	\$ 7,360,600	\$ 7,355,800	\$ 7,355,600	\$ 7,359,600	\$ 7,357,400	\$ 7,359,000	\$ -	95,655,200
Project A	4	no	\$45,000,000												
Year 1 = \$4M (bond, 10 years, R)											\$ 773,919	\$ 730,450	\$ 626,700	\$ -	2,587,900
Year 2= \$43M (bond, 20 years)											\$ 3,690,000	\$ 3,608,000	\$ -	\$ -	50,922,000
Project B	3	in process	\$30,000,000												
Year 1= \$8M (bond, 10 years, R)						\$ 480,000	\$ 465,600	\$ 451,200	\$ 436,800	\$ 422,400	\$ 288,000	\$ 2,784,010	\$ 268,800	\$ -	508,800
Year 3= \$27M (bond, 20 years)								\$ 2,490,000	\$ 2,376,000	\$ 2,322,000	\$ 2,268,000	\$ 2,214,000	\$ 2,160,000	\$ -	24,570,000
Project C	5	no	\$55,000,000												
Year 1 = \$5M (bond, 10 years, R)															\$ 5,998,000
Year 3 = \$10M (bond, 20 years)															\$ 14,200,000
Year 4= \$20M (bond, 20 years)															\$ 28,400,000
Year 5 = \$20M (bond, 20 years)															\$ 28,400,000
Project D	2	yes	\$5,000,000												
Year 1= \$2M (bond, 10 years, R)					\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400	
Year 2= \$2M (bond, 10 years, R)					\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400	
Year 3 = \$1M (bond, 10 years, R)						\$ 160,000	\$ 155,200	\$ 150,400	\$ 145,600	\$ 140,800	\$ 96,000	\$ 92,800	\$ 89,600	\$ 86,400	

Figure 3: Illustrative Estimated Debt Service Payments for Tier III Projects.

Tax Impact Calculator

Also useful to citizens will be an interactive Tax Impact Calculator to show the changes to an individual’s taxes with the anticipated debt sequence shown here as an example. The Task Force recommends this be available to citizens on the town’s website with the capital plan. See Appendix F.

Data:	
Total Assessed Valuation	\$ 6,670,507,650
Median Value	\$ 928,100
Average Value	\$ 1,018,214
Formula: (Amount to Fund/ Total Assessed Value) * Assessed Value	
Amount to Fund:	\$ 100,000,000
Total Assessed Value:	\$ 6,670,507,650
Assessed Value	\$ 900,000
Estimated Impact:	\$ 13,492.23
Input in highlighted cells only	
Assessed Value is the value of an individual's property	

Figure 4 – Calculator for individual tax impact prediction

Annual Timeline

The Task Force recommends that the Select Board and School Committee adopt the following process for updating the long-term capital plan:

- Every year, following the annual Town Meeting, the School Committee and Select Board should publish specific dates for the steps described below. (Months below are for illustrative purposes.)
- The Town Manager and School Superintendent should begin updating the initial long-term capital plan. The Select Board and School Committee should provide guidance, as necessary, during the update process. This process should also provide opportunities for town residents to be informed of potential changes and updates to the long-term capital plan.
- In September, the Select Board and School Committee should hold a public forum to present the draft long-term capital plan. In addition to input at the forum, the public should have an opportunity to provide input through written comments within 45 days of the hearing.
- In early November or December, the Finance Committee should hold a meeting for the Town Manager and School Superintendent to present a revised draft long-term capital plan and to invite public comment. The meeting should focus on the long-range impact to town residents and town finances, including sustainability, resilience, maintenance

costs, and smoothing of the debt curve. The revised plan reviewed at the meeting should summarize public comments received by the deadline.

- After the presentation to the Finance Committee, the Town Manager and School Superintendent should revise the draft plan and present it to a joint hearing of the School Committee and Select Board in December. The School Committee and Select Board should discuss and approve the final annual long-term capital plan at this joint hearing.
- Any specific spending proposed for the upcoming Town Meeting should be incorporated into the warrant articles for that Town Meeting.
- The process should be repeated for the next annual update to the long-term capital plan.

Project Criteria – Considering Climate Impacts

Each Tier III project should be evaluated using project evaluation criteria that includes elements related to the financial impact to Concord, its residents, and businesses; the potential to improve operational efficiencies; and inclusion of stakeholders in the planning process. The criteria should also include elements related to climate change, vulnerability of capital assets, such as drinking water, wastewater systems, communications and utility systems, buildings and other structures.

The Task Force recommends each project be evaluated with the following criteria:

- Does the project have a legal mandate?
- Is the project a long-term solution to the need being addressed?
- How will the project account for climate projections and improve the Town's ability to respond to environmental threats and emergencies?
- How will the project reduce greenhouse gas (GHG) emissions?
- How will the project contribute to the Town's goals for Built Environment, Energy, Mobility, Natural Resources, Preparedness?
- Will the project result in additional municipal expenses and/or create revenue opportunities?
- Were alternative solutions, including funding, available?
- Will the project be phased?
- How will the project create operational efficiencies or improve interdepartmental coordination?
- How will the project improve safety for employees, residents, etc.?
- Were stakeholders engaged in the planning process?

A More Visible and Formally Defined Public Process

As noted earlier, the Task Force quickly agreed that Concord's long-range capital planning process should be more visible and allow for multiple opportunities for public input. The Task Force concludes that the formally defined annual process described in this report will raise the visibility of Tier III projects, the debt implications of such investments, and provide additional opportunities for public input.

A more visible process, the recommended ten-year time horizon and a distinct section in the annual Finance Committee Report, will diminish perceptions that Tier III projects have “come out of the blue”. In addition to visibility of early Tier III projects at public meetings of the relevant authorizing body, the recommended process will provide at least three meetings each year for public input on all Tier III projects. Because such projects frequently take several years to move from concept to feasibility, even before design, there will be at least six to nine opportunities over the course of two to three years for the public to offer input at the earliest stages.

Additional opportunities for input, at least three times per year through the long-range capital planning process, will to be available during the course of the project. In addition, opportunities for public input will also be available through public meetings of any committees formed to oversee individual Tier III projects as well as during meetings of the responsible Board or Committee. Such an enhanced, predictable opportunity for public input will provide citizens a maximum opportunity to understand and to influence the process.

As stated in the Background section of this report, in order to carry out its Charge, the Task Force confronted several distinct, important issues. The Task Force recommendations will address these issues as follows:

- At present the Town does not publish a comprehensive estimate of future capital costs that is easily accessible and clear to voters. “Easily accessible” in this context means that the information appears in one place, is easily available for citizen review, and is consistent in its timeframe.

The Long Term Capital Plan and template recommended by the Task Force will create a collaborative process between the Town and School resulting in a comprehensive view of total Tier III expected capital costs over the next 10 years. See Recommendations A3 and A4.

- The current process for sequencing and evaluating capital projects, regardless of the size, is not presented in a predictable way that is clear to voters.

The Task Force recommendation of specific project criteria for evaluating and sequencing large capital projects will be accessible to the public for questions and comment. See Recommendations A2, A3, and A4.

- Currently, the scope of the capital planning process covers projects and equipment purchases that are funded within the Levy Limit as part of an annual Capital Plan article at Town Meeting and that individually cost less than \$5 million (Tier I and Tier II projects). Larger (Tier III) capital projects are developed “ad-hoc” outside of the current annual budget plan process. The need for a process to identify and plan for these large projects is paramount.

The Task Force recommends that the Long Term Capital Plan apply specifically to Very Large Tier III Projects. See Recommendation B.

- The current five-year time horizon does not capture Tier III projects until funds are appropriated for early feasibility studies thereby giving taxpayers a perception that such projects “came out of the blue”. A longer-range view than five years is needed to more accurately anticipate future projects, the needs they will address, and the funding implications for the Town.

The Task Force recommends a plan with a 10-year template, as specified in its charge, and that the plan and template be updated annually. See Recommendations B and C.

- Better collaboration between Town and Schools is needed so that projects do not conflict with one another, facility needs for both entities are met efficiently, and sharp, cumulative increases in debt service costs are avoided.

The recommended process specifies tasks and meeting dates by which Town and School officials collaborate each year to build the capital plan. See Recommendations A3 and A4.

Putting Recommendations into Practice

An important lesson learned from the 2003 effort to develop a long-term capital plan for Concord is that the process recommendations were not adopted. While individual projects of that plan were eventually completed, no process was put in place to ensure that the plan would be updated on a regular basis, or that the projects would be sequenced in a predictable timeframe. Instead, planning for all capital projects continued within the respective Town and School processes with no integrated process established for very large projects.

By contrast, the Capital Planning Task Force’s recommendations support an actionable strategy including the following ideas:

1. Through responsibility and commitment from Town and School leadership to collaborate, seek citizen input, and use shared decision making to meet community needs, the Town is better positioned to quickly implement an annual capital planning process to identify future capital projects.
2. By evaluating future capital projects to meet departmental and community needs, for climate impact and protection of vulnerable assets, for timing and prioritization, and balancing affordability with utility, the Town will enhance its integrated financial policies.
3. Through commitment to integrated fiscal policy and citizen input, the Town will effectively balance its needs for facility

improvements with affordability and predictable debt sequencing.

4. Planning annually for 10+ years with citizen participation, integrated with the annual budget process, will enhance public understanding of Town and School needs, provide opportunities for prioritization of projects, and anticipate future debt and managing the Concord citizens' tax burden.

In summary, the recommendations of this Task Force are intended to establish a framework for systematic fiscal planning:

- To strengthen the responsibility and leadership of Town and School for integrated fiscal planning,
- To meet multiple objectives with each investment,
- To maintain high quality facilities,
- To improve community sustainability, and
- To balance citizens' values and tax burdens.

The members of the Task Force invite the Select Board and School Committee to discuss these recommendations and take public comment. After receiving public input, the recommendations (or a modified version) should be adopted formally and immediate steps taken to integrate the recommendations into Town and School processes for capital planning in the autumn of 2021. In addition to a new Middle School, potential large projects may include development of the 2229 Main Street site, and major work on the Public Works Complex, the Public Safety Complex, the Town House, and the West Concord Fire Station. The time frame for implementing these projects has not been determined, but the needs appear to exist at the present time. In addition, there may be opportunities for land acquisition as envisioned in, and aligned with, Concord's Comprehensive Long Range Plan. By implementing and trialing these recommendations, refinements may be identified and implemented to improve the capital planning process.

IV. APPENDICES

- A. Charge: Concord Capital Planning Task Force
- B. What We Heard from Citizens
- C. Best Practices from MMA and Other Municipalities
- D. Existing Capital Planning Process (Tier I and II Projects)
- E. Debt Sequencing Template: Executive Summary
- F. Tax Impact Calculator
- G. Debt Service Presentation – Impact of Existing & Projected January 24, 2019
- H. Facilities Assessment and Master Plan – Municipal Priorities September 2019

Charge
Concord Capital Planning Task Force

A. Purpose and Background

The purpose of the Concord Capital Planning Team is to develop a process for town-wide capital planning. This process will then be used annually to develop a 10-year capital plan, including all foreseeable Town and Concord Public School capital projects.

The major objectives of capital planning are to provide a comprehensive view of the expected capital costs and to help integrate fiscal policies among the Select Board, the School Committee, and the Finance Committee, with the offices of Town Manager, School Superintendent, and their staffs. Integrated fiscal policy among these officials is essential because the Town and Schools desire to:

- Build and maintain high quality infrastructure
- Manage Concord citizens' tax burden, with minimal reliance on Proposition 2-1/2 Overrides and Exclusions
- Maintain Concord's Aaa bond rating
- Have a transparent process for capital planning, with input from the public.

Currently, Capital Planning in Concord has three distinct funding layers;

- Minor capital items are funded within the operating town and CPS budgets, as recommended by the Town Manager and the School Superintendent.
- Intermediate and large capital expenditures for the Town and CPS are generally funded within the Levy Limit via an annual Capital Plan article at Town Meeting, as recommended by the Town Manager.
- Very large projects are each funded in a distinct article(s) at Town Meeting and usually funded via debt exclusions to Proposition 2 ½.

The current process for the first two layers is fairly well-developed and transparent. The Capital Planning Task Force is charged with developing a process for the third layer of funding, the very large projects.

B. Membership

The Capital Planning Committee shall be comprised of nine members appointed by the Select Board. The term of office shall be 6 months.

Membership shall be as follows:

- One member of the Select Board, or their designee
- One member of the CPS and CCHS School Committee, or their designee
- Town Manager, or their designee
- Town Finance Director, or their designee
- Superintendent of Schools, or their designee
- School Director of Finance & Operations, or their designee
- One citizen with a background in architecture

- One citizen with a background in capital budget planning
- One citizen at large

In addition, the Finance Committee shall appoint a representative to be a liaison to the Task Force.

The Committee shall elect a chair, keep minutes of its deliberations, observe the Open Meeting and Public Records law, and comply with other laws and regulations fostering a free and open discussion of ideas.

C. Duties and Responsibilities

The Concord Capital Task Force shall develop a process for town-wide capital planning:

- Determine and define specifically what constitutes a “very large” project to be included in the annual Capital Plan
- Develop a template format for the Town and Concord Public Schools to complete annually. The template shall include all the information that will be needed for a transparent and effective process, such as (but not limited to) projected project location(s), demonstrated need, estimated construction cost, potential offsets/savings, estimated annual operating cost, climate impacts and vulnerabilities.
- Determine the process for evaluation, timing, and prioritization of projects, balancing the priorities of different stakeholders, and balancing service demand with affordability.
- Recommend specific policies and practices to ensure that planning of capital projects will take into account protection from climate impacts. This includes evaluation of the vulnerability of capital assets, such as drinking water, wastewater systems, communications and utility systems, buildings and other structures.
- In developing this process, the Task Force should seek to apply “best practices” used in other towns’ and states’ capital plans.
- The Task Force should also study the 2002-3 report of the Concord Facilities Planning Committee and explore why the report’s recommendations were not implemented. In some cases, the committee will want to incorporate elements of that report; in other cases they will recommend improvements for the new process.

The Capital Planning Task Force shall encourage input from the public, including at least one public hearing. It is also recommended that task force members meet with groups such as the Tax Fairness Committee to understand the “affordability” component of capital projects.

The Task Force shall report their recommendations to the Select Board no later than March 1, 2020.

D. Other Considerations

The Committee shall comply with the provisions of the Open Meeting Law, the Public Records Law, the Conflict of Interest Law and all other applicable laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town.

What We Heard From Citizens

Citizen Comment

The Capital Planning Task Force welcomed citizen comments at each of its meetings. Input was received from 4 citizens at 9 different meetings between September 2019 and May 2021. Their comments and questions are included in the meeting minutes and also in this Appendix.

In addition, the Task Force held a Public Forum via Zoom on December 9, 2020. 4 citizens commented at the Forum, and their comments are included in this Appendix.

The Town Web site included a page for the Capital Planning Task Force, with an email address that citizens could utilize to send input and ask questions. No emails were received at this address. However, the Task Force received two letters from the Concord Finance Committee and one letter from the Concord Carlisle League of Women Voters. Additionally, the Task Force received an email from Dean Banfield, commenting as a citizen. These communications recommended a standing Capital Planning Committee and are included in this Appendix.

Including:

- Public Comments received at CPTF meetings
- Public Comments received at Public Forum held Dec 9, 2020
- Emails received to the CPTF email address-NONE as of May 26, 2021
- Correspondence received from the Finance Committee (2) and the League of Women Voters (1) and email from Dean Banfield (1)

Public Comments Received at CPTF Meetings – November 2012 through May 2021

Nov 5, 2019: Under Public Comment, Karlen Reed recommended the Task Force update and utilize its page on the Town website.

A letter was read into the record from Dorie Kehoe, who was unable to be present at this meeting:

Hi Kerry, I am SO pleased that this committee is going to get off the ground this evening. I had hoped to attend as an observer, but my car decided to get sick and is now in the car clinic overnight! However, I am hoping that you will be willing to pass along my suggestion, below, at the Public Comment Period.

“Concord can learn from similar communities. I very strongly urge the Capital Planning Task force to reach out—from the very beginning—to other Towns which have a Capital Planning Group to ask for tips for success. With a short tenure, it is important that the Task Force make every week count. This Task Force is extremely important to Concord and we can do the job better if successful approaches are learned from other Nov 4wns at the very beginning.”

Many thanks,

Dorrie Kehoe

Jan 6, 2020: Ms. Reed suggested that the Appendices for the report include the current Capital Plans from the Town, School, and Enterprise Funds.

Jan 14, 2020: Ms. Reed inquired who will be the parties to decide if a project is “very large”? She also commended the Task Force for its work.

Nov 4, 2020: Karlen Reed asked that the committee be clear on the status quo option at the public forum.

Nov 18, 2020: Karlen Reed asked 3 questions:

1. Why did you choose 5 million vs. 3 million as a very large project?
2. If you choose to have an advisory standing committee will it be a public body?
3. If you choose a standing committee, why must it be advisory?

Jan 6, 2021: Karlen Reed, 83 Whits End. Ms. Reed is looking forward to more detail on the Enhanced Process

Mar 3, 2021: Karlen Reed noted the importance of the Task Force’s deliberations and cheered us on.

Pamela Dritt noted the importance of considering all areas and not benefit one area while costing another, such as broadband.

Mar 17, 2021: Karlen Reed commented that she recommends the enhanced process. As this allows more flexibility for the town and schools. She sees some merits in a standing committee, but does not feel it is necessary at this time.

Dean Banfield commented that the Finance Committee is looking to the town to establish a committee. He referenced the 2003 report that he did not feel was followed. He believes that the standing committee would be most successful as this would be their only job. He referenced the CPC and the Finance Committee as most successful in their process. He strongly recommends a committee.

Mar 31, 2021: Ms. Reed commented that the graph would be very useful. Please keep in mind that how you choose an enhanced process or a standing committee—this will not be perfect. Allow flexibility of adjustment, because you will need that flexibility.

April 28, 2021: Karlen Reed, 83 Whit’s End. Ms. Reed stated that the committee is doing a good job and she looks forward to reading the report, because it is starting to make sense.

Susan Bates was in agreement with Ms. Reed and was glad to attend and see the discussion.

May 12, 2021: Karlen Reed, 83 Whit’s End. Ms. Reed asked Mr. Patel to specifically state the role of the Finance Committee in this process.

May 26, 2021: Karlen Reed, 83 Whit’s End. Ms. Reed requested that a final paragraph be added in the Putting Recommendations into Action section to identify possible Tier III projects in the coming 10-year time frame as examples.

Karlen Reed: Why was the 5-million-dollar threshold selected vs. a 3-million-dollar for a very large project? Mr. Crane's answered the question. He indicated that the committee was trying to find the right number to get to a debt exclusion for a project.

Dorie Kehoe, 51 McArthur Rd., Asked that we explain if this is a standing committee that we are proposing. Ms. Woodward described Option 3 which is a Standing Committee. Ms. Kehoe commented that she really wants it to be a standing committee and asked if the committee had looked at other towns that have standing committees. Mr. Parashar commented that he had looked at other communities. Ms. Woodward stated that there are many neighboring towns have standing building committees which is not part of our charge. Ms. Kehoe would like to see something more all-encompassing.

Mary Hartman, Concord Finance Committee, thanked the committee for their work. The Finance Committee sent a letter to the task force and she read a short portion of the letter. Mr. Crane and Ms. Woodward both addressed Ms. Hartman's comments. Mr. Parashar also commented on the value of a ten-year plan

Linda Escobedo, chair of the Concord Select Board, thanked the committee for their work.

Emails received to the CPTF email address – NONE

Correspondence

Letter received from the League of Women Voters dated February 9, 2020 (see attached)

Letter received from the Concord Finance Committee dated October 30, 2020 (see attached)

Letter received from the Concord Finance Committee dated February 15, 2019 (see attached)

Email received from Dean Banfield dated March 31, 2021

Dear Chair Woodward,

I have been following the progress of the Capital Planning Task Force and I do think some very good work has been done by the committee. As there has yet to be a final determination regarding exactly how the Town moves forward with planning for large capital projects (I think the \$5M number is a very good definition), I thought I would offer my thoughts.

Your committee has arrived at some very good steps that will drive a good annual cycle of re-assessment: a) a facilities assessment, with anticipated maintenance schedule, b) a template for 'pipeline' projects, identifying urgency, scope and stage of evaluation, c) a parallel inventory of land, both available and possibly needed to accomplish priorities.

The question for me is, whether this set of steps and artifacts should be undertaken by the administrations of both the Town and the Schools, and then presented for approval to a joint School

Committee/Select Board session OR whether the work of assembling and prioritizing those projects will be the work of a committee, taking input from both administrations. I would prefer to see this be the work of a standing committee, rather than a collaboration between the Town and School administrations.

These are the primary benefits of a standing committee in my view:

- A committee can help arbitrate between separate administrative priorities from different segments, schools and the town.
- A committee will have citizens, who are primary participants in the prioritization process. In addition, citizens who wish to weigh in will have a clear avenue, the committee itself, to which to voice their opinions, and meetings to attend at which they can offer public comment during the annual priority development. An administrative process will be a bit more opaque and would need multiple public hearings each year to allow citizens to see 'how the sausage is made' and offer critiques before each year's joint review meeting.
- While the joint Select Board/School Committee/FinCom review of the priorities established by the committee may choose to adjust the priorities recommended, the chances of this are low, as the detailed analysis undertaken would need to be considered deficient in some way and in need of adjustment.
- And finally, I believe that a committee is the best vehicle to ensure that the process established by the Task Force is both executed AND reviewed annually for improvements. No matter how detailed the initial process specification is, there are bound to be elements that are identified as either unworkable, or could benefit from adjustment. Having a committee overseeing this process as its sole function will ensure that the way it arrives at its annual prioritization schedule is subject to some form of continuous improvement.

To me, the need for something structural in the town, whether it is an 'enhanced process' or a standing committee executing an annual review has been made clear this year. A very structured capital effort to create a new middle school has recently been destabilized after arriving at a unanimous conclusion regarding the scope, budget and preferred design for the new building. A vocal group of concerned citizens has injected new priorities into the committee process and is requesting that the scope be expanded for the project to support 'community needs' beyond those requested by the school administration. If we had a stronger process, there might have been some placeholder for these apparently unmet needs, and those might have been incorporated into the plans at the outset, rather than at the 11th hour.

Best,
 Dean Banfield
 73 Walden Terrace

MA Ethics Commission Disclaimer: I am a member of the Concord Finance Committee, but I have written this letter in my capacity as a citizen. I am representing only myself and not the views of any other person or group.

Date: February 9, 2020

To: Capital Planning Task Force, Todd Benjamin Chair
Concord Select Board, Mike Lawson, Chair

Subject: Suggestions for Capital Planning Task Force Report

Dear Mr. Benjamin and Mr. Lawson,

The League of Women Voters appreciates the work of the Capital Planning Task Force and hopes that its final recommendations to the Concord Select Board and Town Manager include a recommendation for the establishment of a permanent Capital Planning Committee. The critical role such a committee can play was made clear to us at the League's January First Friday, where Mark Kost, Chair of the Westford Capital Planning Committee, described the role that such an entity can play. We recommend that any final recommendation that the Task Force presents to the Concord Select Board and Town Manager include the following:

- · That the Concord Select Board establish a permanent Capital Planning Committee to evaluate and recommend to the Select Board and Town Manager its evaluations and views on large capital projects;
- · That the Task Force define the meaning of the word "large" when referring to capital projects as meaning \$2 million or more, either as a single sum or a total in multi-year installment phases;
- · That all applications for funding a large capital project include reasonably accurate and complete cost estimates or quotes;
- · That all applications for large capital projects include information on total implementation and long-term operating costs and that these costs be included in determining whether the threshold of "large" is reached; and
- · That all offers of large capital gifts to the Town go first to the Capital Planning Committee for review and analysis to assess implementation and long-term operating costs.

Mr. Kost has advised our members that he is willing to answer any questions the Capital Planning Task Force may have regarding the merits of a permanent Capital Planning Committee.

We appreciate the daunting challenge and work of your Task Force, and we look forward to hearing your thoughts as your deliberations progress.

Julie Rohwein, President
League of Women Voters of Concord-Carlisle

CC: Stephen Crane, Concord Town Manager
Concord Finance Committee



Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742-0535

To: Elise Woodward, Chair, Capital Planning Task Force

MCH

From: Mary Hartman, Chair, Finance Committee

Cc: Select Board, Kerry Lafleur, Stephen Crane

Date: October 30, 2020

Thank you for your presentation to the Finance Committee (FinCom). We have some suggestions as you develop your recommendations for consideration by the Select Board.

The FinCom is responsible for advising the town on financial matters including making recommendations on articles at Town Meetings. We review operating budgets annually and recommend guidelines for changes in property taxes that balance the need for continued delivery of excellent services with affordable, stable tax growth. Large Capital projects, on the other hand, are reviewed by the FinCom when requested, generally at the time they are added to the Warrant. These large funding requests can significantly increase tax bills over periods of ten plus years. We estimate that the impact of a \$90 million Middle School would impact the median tax bill by over 6% or \$1,000/year. Without the context of a long-term capital plan, our ability to understand the financial implication of funding such requests is limited to the request at hand.

The FinCom believes it would be helpful to have a Capital Plan that smooths debt service for these legitimate yet expensive capital needs. A Capital Plan, together with the institutional commitment to adhere to that plan, enables the town to integrate priorities among the school and town departments and time these projects and their resulting debt service to smooth out the impact on property tax. Recommendations at Town Meeting by the FinCom will be supported by a debt capacity analysis tied to the Capital Plan. Additionally, the FinCom can more accurately compile their 5-Year tax projection, to include planned capital spending. This information will provide citizens with a clearer forecast of their tax bills and avoid unpleasant surprises. In short, it will make it easier to have predictable and stable year-over-year tax increases.

Thank you for asking for our input. We hope you find these helpful.



Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

30

February 15, 2019

Thomas McKean
Chair of the Concord Select Board

Re: The need for a new Facilities Planning Committee

Dear Mr. McKean

Various entities within Concord's Town government are considering the need for large scale capital projects, with an estimated total value of \$155 million. The entities concerned would like to see these projects completed or substantially under way in the next five years.

If, in a five year time frame, the required debt service for these new projects were to be added to the Town's existing debt service obligations, it would have a significant effect on the Town's overall real estate tax burden. Based on very rough estimates of the total capital required by each of the contemplated projects, the Finance Director recently completed an analysis of how Concord's taxes might be affected if the debt service requirements of these projects were to be added to those of our existing facilities. That analysis is attached for reference.

In January 2002, faced with a similar confluence of desired capital projects, the Select Board appointed a "Facilities Planning Committee". Taken from that committee's report, which is attached for reference, the committee's charge was:

"Purpose: To develop and recommend to the Board of Selectmen, and also for the use of the School Committee, a needs assessment, sequencing, and financing plan for the maintenance, upkeep, repair, reconstruction, additions, and new construction for all Town buildings, particularly School Buildings, and those projects not part of the Capital Plan, over the next twenty (20) years. This plan will take into account and coordinate with any and all expected capital expenditures over the same time period. The goal is to develop a timing and sequencing plan, including financing, which will adequately provide for the upkeep of Town buildings and their improvement as required, either by obsolescence or needs, most immediately school buildings, in such a manner as to minimize the impact on the Town's resources."

Having reviewed the Finance Director's debt service analysis, the Finance Committee, at its meeting on Monday, February 11, 2019, voted unanimously to recommend to the Select Board that it consider establishing a new Facilities Planning Committee.

Given the discussed exigencies of the new middle school, the Select Board may wish to abridge both the scope and time frame for such a new planning committee. At a very minimum, "to minimize the impact on the Town's resources", the new committee should develop a priority order and schedule for the undertaking of the contemplated capital projects.

Thank you very much for your consideration.

Regards,

Tom Tarpey, Chair

APPENDIX C

Best Practices from MMA and other Municipalities

MMA Capital Planning and Climate Change

- Develop and maintain a multi-year Capital Improvements Program (CIP) integrated into the overall revenue and spending plan of the municipality
 - Assess the state of repair of existing capital assets
 - Assess need for new assets
 - Capital debt policy and debt affordability analysis
 - Schedule for approval and funding of repair, renovation, and new construction projects
 - Identify sources of revenue and finance
 - Protect capital assets from impact of climate changes
- Division of Local Services (DLS) CIP manual
 - Facilitate coordination between capital needs and operating budgets
 - Encourage careful planning and design to avoid costly mistakes
 - Focus attention on community objectives and fiscal capacity
 - Enhance credit rating, control of tax rate and avoid sudden changes in debt service
 - Identify the most economical means of financing capital projects
 - Coordinate overlapping units of government to reduce duplication
 - Keep public informed regarding future needs and projects

Westford Capital Planning Committee

- Members appointed by the Town Manager to make recommendations to Town Manager
- Capital Definition: Major non-recurring tangible assets and projects which are;
 - Purchased or undertaken at intervals not less than 5 years
 - Have a useful life of at least 5 years, and,
 - Cost over \$10,000
- Process: Fully integrated into annual budget process
 - 5-year capital submissions integrated into annual department budget process and due at same time (August/September)
 - Committee meets roughly 8-10 times (September-November) on Friday mornings from 8:30-10:30 (open meetings) and schedules each department to review their requests
 - Each request is prioritized by the department from 1-5 (most to least critical)
 - Each project labeled such as: safety, maintenance, regulatory, etc.
 - Committee's Final meeting (November) includes a "straw-person" developed by the Chair to start the deliberation process and narrow the numerous projects reviewed to something more manageable

- Project list voted on by members by end of meeting for Town Manager to go forward with to BOS, FinCom and ultimately to Town Meeting
- Considers all capital funding sources
 - Operating Funds
 - Excluded and non-excluded debt (“fall-off” schedules for 20 years are in their models)
 - Treasurer determines whether project is 5/10/15/20 year qualified
 - Enterprise funds (ie, ambulance, recreation, water, etc)
 - CPA (CPC must approve those projects as well)
 - Capital Stabilization (established to have a rainy-day fund to deal with down years)
 - Chapter 90

Town of Longmeadow – Capital Planning Committee

- Six members appointed by Select Board make recommendations to SB before Annual Town Meeting
- Function and Purpose:
 - Solicit and review requests from all Town departments for capital projects:
 - Major repairs exceeding \$25,000 with a useful life of 5+ years
 - Purchase of major equipment exceeding \$10,000 with a useful life of 5+ years
 - Submit a recommendation to the Select Board for funding from the Capital Stabilization Fund (2.5% of the General Fund revenue)
 - Review past capital appropriations
 - Develop a long-range plan for replacement of town capital assets

Lexington Capital Expenditures Committee

- Members appointed by the Town Moderator to make recommendations to Town Meeting
- Representative Town Meeting
- Capital Expenditure Requests (5 year horizon)
 - Identified by Town Boards and Departments
 - Relative need, timing, cost
 - Effect of expenditures on financial position of the Town
- Report and recommendations issued annually with proposed dates

Lincoln Capital Planning Committee

- Five At-Large members plus 4 representative members make recommendations to Town
- Mission: to act as an effective advisory board to review proposed capital projects, and to make annual recommendations to the town for responsible capital planning and budgeting

- The CapCom shall work with the FinCom to enhance the Town’s capacity to identify, prioritize, and understand the financial implications of capital projects and land acquisitions.
- The CapCom reviews and makes recommendations regarding capital projects and maintenance expenditures funded by annual appropriations.
- The CapCom develops and consults with the FinCom on a long-term capital plan to address timing and estimated costs of capital projects of the Town, LSRHS and water department.

Bedford Capital Expenditure Committee

[Chelmsford has similar model]

- Established by Charter – mission differs from FinCom
- Role: The CapEx shall review and comment upon all studies of capital requirements of the Town and all warrant articles for capital expenditures
- Definition of Capital Expenditures: items and projects that are expected to last more than one year and have significant value (level reviewed annually)
- Role: Prepare and annually update a 6 year plan for capital projects (new construction, major improvements to existing town property, major purchase of equipment by all departments) submitted to the Selectmen and Fin Com
- Based on Town wide priorities
- “Guard rails”
 - Percent of Town overall budget
 - Overall debt burden
 - Department by department capital needs
 - Facilities update
 - Vehicles/heavy equipment

Town of Arlington – Capital Planning Committee

- Produces an annual Capital Report to Town Meeting
 - Focuses on major projects
 - Highlights spending strategy with a year to year comparison
- Role
 - Sets standards and priorities
 - Provides continuity and institutional memory
 - Inspires managers to plan ahead
 - Communicates short-term and long-term needs to Town Manager, FinCom, Town Meeting, Citizens
 - Exhibits predictability
- Five year Capital Plan
 - Current FY Capital Budget
 - List of Town-owned buildings and their status
 - Three year history of capital budgets
 - Forecasts new debt service in the 5-year plan

APPENDIX D

Existing Capital Planning Annual Process (Tier I and II Projects)

Existing Town and School Capital Planning annual processes and timelines are complementary and coordinated with the annual budget process in advance of the annual town meeting. The Five Year Capital Improvement Plans identify Tier I and Tier II projects that are funded within the levy limit annually. Because these existing processes are well-established, accommodating capital expenditures for smaller investments within the annual budget, the Task Force recommends the large capital expenditure planning process be synchronized with these existing budgetary processes to allow the maximum opportunity for citizen input.

Existing Town Capital Planning Annual Process (Tier I and II Projects)

Each year, the Town Manager is responsible for presenting a Five Year Capital Improvement Plan (CIP). This plan is separate and distinct from the Operating Budget and must meet the Town's Capital Spending Policy Target that seeks to allocate 7 – 8% of the Town's budget to capital replacement and acquisition. Of this amount, no more than 5% should be allocated to debt service. The remaining 2 – 3% of capital expense is paid from cash. The restriction on the total debt service allocation from the budget establishes the "within levy limit" amount of new debt that can be issued during the program years.

The debt portion of the CIP is intended for the replacement and acquisition of items costing \$100,000 or more and having a useful life of five (5) or more years, while the cash portion is intended for items costing less than \$100,000 and having a useful life of one (1) or more years. The plan is prepared after careful review of all requests submitted, and keeping within the spending targets.

The process for developing the 5-Year Capital Improvement Program usually takes several months. In a normal year, the Chief Financial Officer (CFO) initiates the process by emailing out a packet of documents to Department Heads and Concord Public Schools to formally request information on departmental needs. These documents include an Instructions Memo, the previous year's 5-Year Capital Outlay Plan and 5-Year Debt Schedule, and the following forms: Form 1 – Land Acquisition, Form 2 – Equipment Request, Form 3 – Equipment Request Inventory, Form 4 – Capital Projects Request, and Form 5 – Withdrawal Request. Department Heads and CPS are given about 5 weeks to assess their capital needs and respond to this inquiry.

After receiving the submitted forms, the Chief Finance Officer gathers all the capital requests and organizes them into cash projects and Debt projects. If additional information about an item is required, the CFO will communicate with the Department Head. The next steps in the process are outlined below:

- Step 1- Review Approved Capital Outlay Plan: This is the summary of all items included in the portion of the CIP funded through cash. While a 5-year plan is prepared and presented, only the first year of the plan is appropriated and funded by Town Meeting; years 2 – 5 serve as a guide for future capital spending. Reviews focus on explaining any changes in the timing, scope or cost of items included.
- Step 2- Review Approved Debt Plan: This is the summary of all items included in the portion of the CIP funded through the issuance of debt. While a 5-year plan is prepared and presented, only the first year of the plan is appropriated and funded by Town meeting; years 2 – 5 serve as a guide for future capital spending. Reviews focus on explaining any changes in the timing, scope or cost of items included.
- Forms 1, 2 and 4 are required for all additions to the Capital Improvement Plan, regardless of the year in which funding is requested. A Purchase Priority Value is proposed by the Department based on being “urgent” if it is required within the next fiscal year, “necessary” if the item is an integral part of the department’s long-term plan, or “desirable” for department success.
- Step 3- Form 1, Land Acquisition Request: This request would be submitted if a land acquisition were identified as part of the plan. Special attention is paid to the funding source section, particularly if other matching sources of revenue are available.
- Step 4 – Form 2, Capital Equipment Request: The costs reflect the current year cost. A uniform methodology is then used to quantify future costs.
- Step 5- Form 3, Capital Equipment Request Inventory: Departments provide a full inventory of capital equipment requests, specifically noting estimated trade-in value where appropriate.
- Step 6 – Form 4, Capital Project Request: This form is used for any non-equipment capital requests, including any special projects or studies costing \$10,000 or more that are not included in the Operating Budget request.
- Step 6- Form 5, Capital Item Withdrawal Request: This form identifies any item currently shown in the CIP the Department proposes to withdraw. Reasons for withdrawal and expectations for resubmittal should be noted at the time.
- Step 7 – Submit all forms: The Department submits all forms for the Finance Department by a date certain.

Existing Town Capital Planning Annual Process Timeline

- Early August
 - Capital request forms distributed to Departments for current fiscal year and five year plan
- Early September
 - Departments submit requests to Finance Department for current fiscal year and five year plan
- October – November

- Compare requests to available funds per policy
- Finance Department Compiles Capital Plan
- Town Manager reviews requests with Departments
- Town Manager recommendation submitted to Select Board as part of Annual Town Budget (ATB)
- December
 - DRAFT ATB preview presented and posted on website

Existing Town Capital Planning Annual Needs Assessment

- Annual update to Town building assessment
- Review non-building infrastructure and project life cycle/replacement schedule
- Identify strategic parcels/buildings for possible municipal purchase and use

Existing CPS and CCHS Capital Planning Annual Process Timeline (Tier I and II Projects)

- July 1 to August 31
 - Prior year's funded capital projects are completed before school resumes
 - Capital Planning list is reviewed at each school and site
- September 1 to October 31
 - Concord Public Schools
Town Manager releases preliminary Capital Project amounts to each department; Projects budgeted within this amount
 - Concord Carlisle Regional School District
Completion of Building Project (road, parking, restrooms)
5 Year Capital Plan is being developed for CCHS
- November 1-December 31
 - CPS and CCRSD capital projects are voted by the School Committee, presented to Finance Committee and Select Board
- January 1-Town Meeting
 - Concord Finance Committee Hearing
 - Additional School Committee, Finance Committee and Select Board presentations
 - Town Meeting
- May 1-June 30
 - Award contracts and prepare final project timelines

Existing CPS and CCHS Annual Needs Assessment

(scope and scale of project determines level of need: Tier I, II)

- Environmental Concerns (Asbestos & Lead)
- Painting (Interior and Exterior)
- Flooring, Stairwells, Security

- Classrooms, Libraries, Labs, Bathrooms, and Modular Units
- Carpeting Needs
- Furniture Needs
- Lawnmowers, Snow Blowers, Snow Plows
- Roofs, Roof Top Units (RTU's), HVAC Systems (Energy Recovery Units), Boilers, AC Chillers
- Windows, Doors, Ceiling Tiles, and Lighting
- Walkways and Sidewalks, Parking Lots, and Driveways
- Fields and Playgrounds (including Fencing)
- Water, Sewer, Gas, Electrical, Sprinklers, & Plumbing
- Gyms (Weight Room), Auditoriums, Kitchens, and Cafeterias
- District Vehicles & Buses

New Facilities are generally projects too large to fund within the annual budget and are considered very large, Tier III, projects, such as the replacement Concord Middle School.

APPENDIX E

Debt Sequencing Template: Executive Summary

Two proposed templates for large capital projects are shown in the recommendations: Figure 2 – Illustrative Projected Tax Impact of Tier III Projects and Figure 3 – Illustrative Debt Service Payments for Tier III Projects. The recommendations anticipate that both templates will be useful in the annual Capital Planning process. Samples are shown on the two following pages.

An Executive Summary is included to amplify the information on the templates.

Proposed Template for Large Capital Projects

Project Name	Sequence #	Criteria Checked ?	Estimated TOT Cost	Approp. To Date	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Future years
All existing															
non-exempt					\$ 2,838,726	\$ 2,163,971	\$ 1,886,821	\$ 1,594,375	\$ 1,286,065	\$ 1,077,125	\$ 584,275	\$ 248,525	\$ 33,274	\$ -	
exempt					\$ 2,986,504	\$ 2,861,614	\$ 2,730,624	\$ 1,987,494	\$ 1,480,650	\$ 1,425,250	\$ 624,750	\$ -	\$ -	\$ -	
total:					\$ 5,825,230	\$ 5,025,585	\$ 4,617,445	\$ 3,581,869	\$ 2,766,715	\$ 2,502,375	\$ 1,209,025	\$ 248,525	\$ 33,274	\$ -	
New															
Middle School	1	yes	\$100,000,000	1,500,000											
year 1 = \$35M (BAN)					\$ 1,225,000										
year 2 = \$70M (BAN)						\$ 2,450,000									
year 3 = \$100M (BAN)							\$ 3,500,000								
year 4 = \$100M (bond, 25 years level)								\$ 7,360,000	\$ 7,360,600	\$ 7,355,800	\$ 7,355,600	\$ 7,359,600	\$ 7,357,400	\$ 7,359,000	\$ 95,655,200
Project A	4	no	\$45,000,000												
Year 1 = \$4M (bond, 10 years, R)											\$ 773,919	\$ 730,450	\$ 626,700	\$ 2,587,900	
Year 2 = \$45M (bond, 20 years)												\$ 3,690,000	\$ 3,608,000	\$ 50,922,000	
Project B	3	in process	\$30,000,000												
Year 1 = \$3M (bond, 10 years, R)					\$ 480,000	\$ 465,600	\$ 451,200	\$ 436,800	\$ 422,400	\$ 288,000	\$ 2,784,010	\$ 268,800	\$ 508,800		
Year 3 = \$27M (bond, 20 years)							\$ 2,430,000	\$ 2,376,000	\$ 2,322,000	\$ 2,268,000	\$ 2,214,000	\$ 2,160,000	\$ 24,570,000		
Project C	5	no	\$55,000,000												
Year 1 = \$5M (bond, 10 years, R)														\$ 5,998,000	
Year 3 = \$10M (bond, 20 years)														\$ 14,200,000	
Year 4 = \$20M (bond, 20 years)														\$ 28,400,000	
Year 5 = \$20M (bond, 20 years)														\$ 28,400,000	
Project D	2	yes	\$5,000,000												
Year 1 = \$2M (bond, 10 years, R)					\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400	
Year 2 = \$2M (bond, 10 years, R)						\$ 320,000	\$ 310,400	\$ 300,800	\$ 291,200	\$ 281,600	\$ 192,000	\$ 185,600	\$ 179,200	\$ 172,800	\$ 166,400
Year 3 = \$1M (bond, 10 years, R)							\$ 160,000	\$ 155,200	\$ 150,400	\$ 145,600	\$ 140,800	\$ 96,000	\$ 92,800	\$ 89,600	\$ 169,600

Executive Summary: FY 2023 Long-Term Capital Plan

Project	LTCP Criteria Status	Initial Spending Estimate (\$ mil.)	Initial Project Time (years)	Previous Yrs. Spend (\$ mil.)	FY 2023 Request? (\$ mil.)	Remaining Years Spend (\$ mil.)	Total Est. Spending (\$ mil.)
Middle School	Yes	100.0		0.0	5.0	95.0	100.0
Project A	Too Early	45.0	5	0.0	0.0	45.0	45.0
Project B	Yes	30.0	2	0.0	0.0	30.0	30.0
Project C	In Process	55.0	3	0.0	0.0	55.0	55.0
Project D	Yes	50.0	4	0.0	0.5	49.5	50.0
Total		280.0	N/A	N/A	5.5	274.5	280.0

NOTE: Projects are hypothetical examples for illustrative purposes only.

Executive Summary: Impact to Average Single-Family Tax Bill

Project	Initial Spending Estimate (\$ mil.)	Length of Debt (years)	Impact of Debt and Deb Service on Tax Bill During Debt Periodd (2021\$)	FY 2023 Impact on Tax Bill	Impact in Peak Year (2021\$)	Peak Fiscal Year
Middle School	100.0	20	20,000	500	1,200	2028
Project A	45.0	10	5,000	0.0	750	2029
Project B	30.0	3	1,200	0.0	500	2024
Project C	55.0	5	2,500	0.0	600	2027
Project D	50.0	5	2,400	200	600	2024
Total	280.0	N/A	N/A	700	N/A	N/A

Assumptions:

- Median value of single-family home
- Tax bill for median value single-family home
- Assumptions re: future growth in property values, etc.

NOTE: Projects are hypothetical examples for illustrative purposes only.

Executive Summary:

FY 2023 Long-Term Capital Plan

Project	LTCP Criteria Status	Initial Spending Estimate (\$ mil.)	Initial Project Time (years)	Previous Yrs. Spend (\$ mil.)	FY 2023 Request? (\$ mil.)	Remaining Years Spend (\$ mil.)	Total Est. Spending (mil.)
Existing Debt				500	10	590	1100
Middle School	Yes	100	3	0	5	95	100
Project A	Too Early	45	5	0	0	45	45
Project B	Yes	30	2	0	0	30	30
Project C	In Process	55	3	0	0	55	55
Project D	Yes	50	4	0	0.5	49.5	50
Total		280	N/A	N/A	15.5	864.5	1380

NOTE: Projects A thru D are hypothetical examples for illustrative purposes only.

Executive Summary: FY 2023 Long-Term Capital Plan

Project	LTCP Criteria Status	Initial Spending Estimate (\$ mil.)	FY 2023 Est. Cost (Median house)	Peak Year Est. Cost (Median house)
Existing Debt		1100	810	498
Middle School	Yes	100	170	1024
Project A	Too Early	45	0	0
Project B	Yes	30	0	65
Project C	In Process	55	0	111
Project D	Yes	50	45	105
Total		1380	1025	1803

NOTE: Projects A thru D are hypothetical examples for illustrative purposes only.

APPENDIX F

Tax Calculator

Use the calculator below to estimate the tax impact of a Tier 3 capital project

Instructions:

1. Enter your Assessed Value without commas or decimal points into the form below and click Calculate.

2. If you do not know your assessed value, you can look it up here:
<http://gis.vgsi.com/concordma/Search.aspx>

Enter Assessed Property Value:				
			Reset Form	Calculate
Fiscal Year Tax Bill:	Estimated Rate Impact:	Monthly	Quarterly	Annual
2022	\$0.07			
2023	\$0.36			
2024	\$0.57			
2025	\$0.90			
2026	\$1.07			

* Estimates are based on FY2021 Tax Rate and assessed property values and are subject to change. Intended for informational purposes only.

** Bond term is estimated at xx years [10 – 30 years depending upon project]. Debt payments and associated tax rate impact may drop over the course of the repayment term depending upon how the debt is structured.

If you have any questions about this calculator, contact the Finance Department at (978) 318-3090.

If you have questions about your property's assessed value, please contact the Assessors' Office at (978) 318-3072.

APPENDIX G

Debt Service Presentation – Impact of Existing & Projected
January 24, 2019

Debt Service Impact of Existing & Projected

--Draft Document--

January 24, 2019

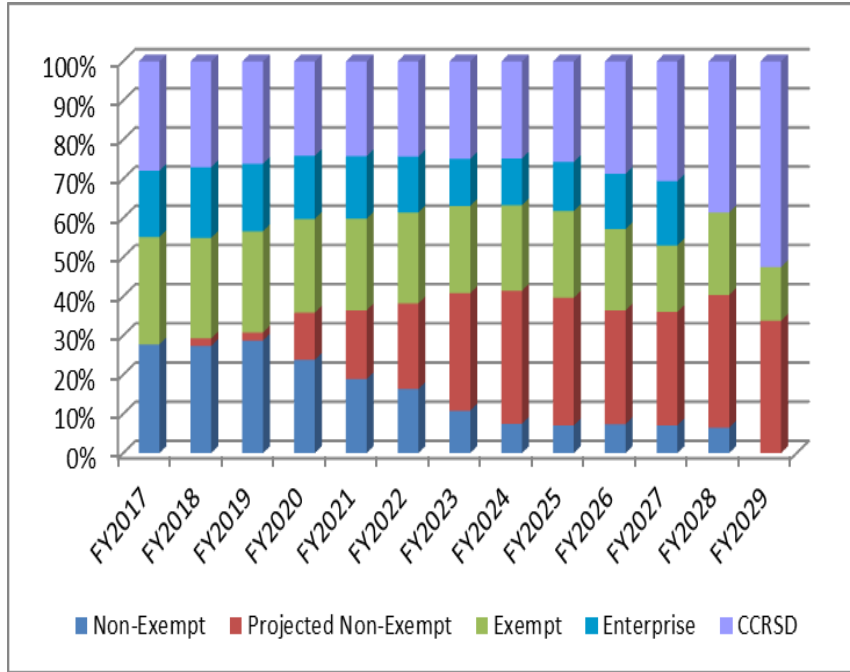
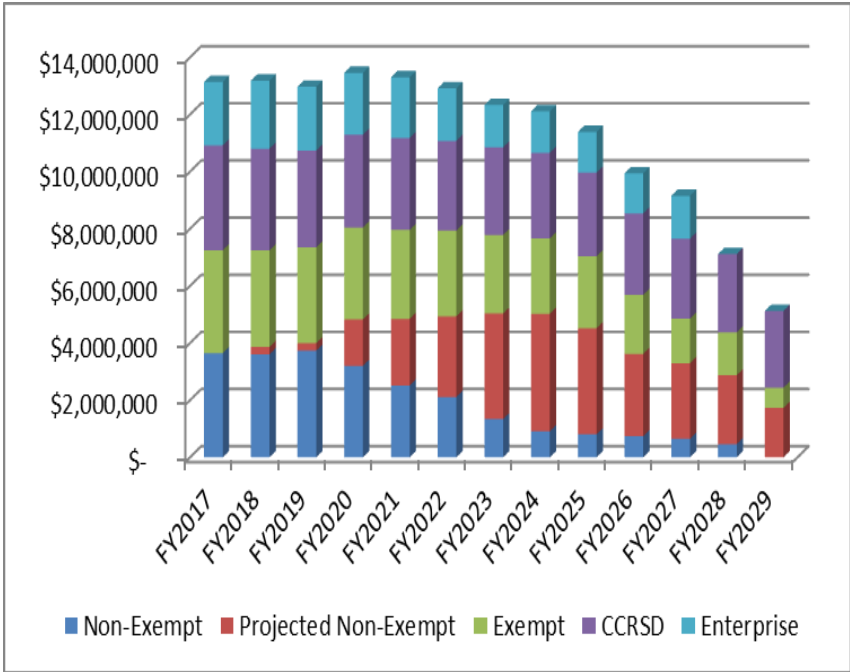
Debt Issuance

- **Non-Exempt**- projects authorized & financed within the levy limit
 - Town meeting vote
- **Exempt**- projects authorized & financed outside the levy limit
 - Town meeting vote; and
 - Ballot approval

All Debt, FY17 -29

Annual Debt Service Payments

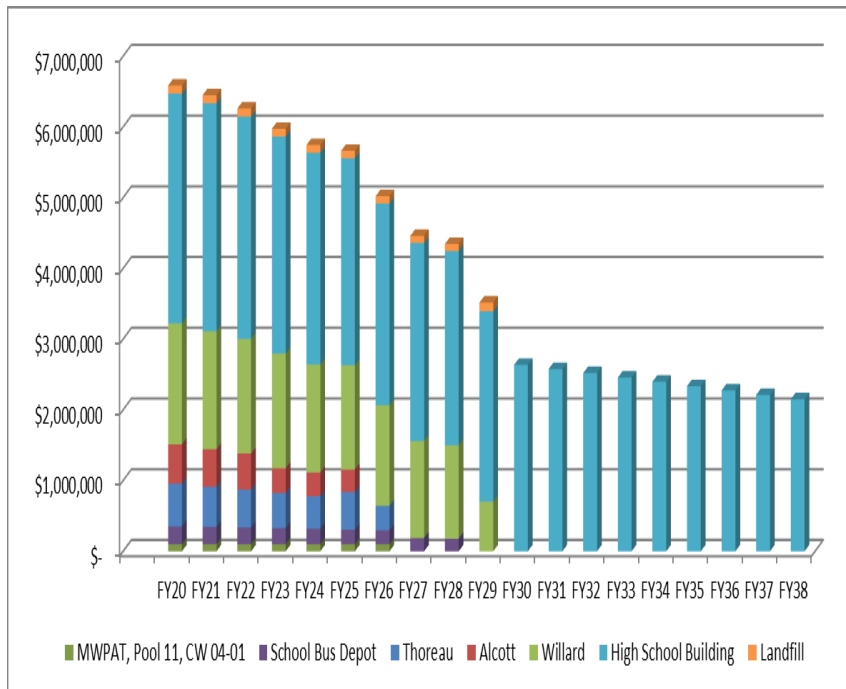
Distribution of Debt, by category



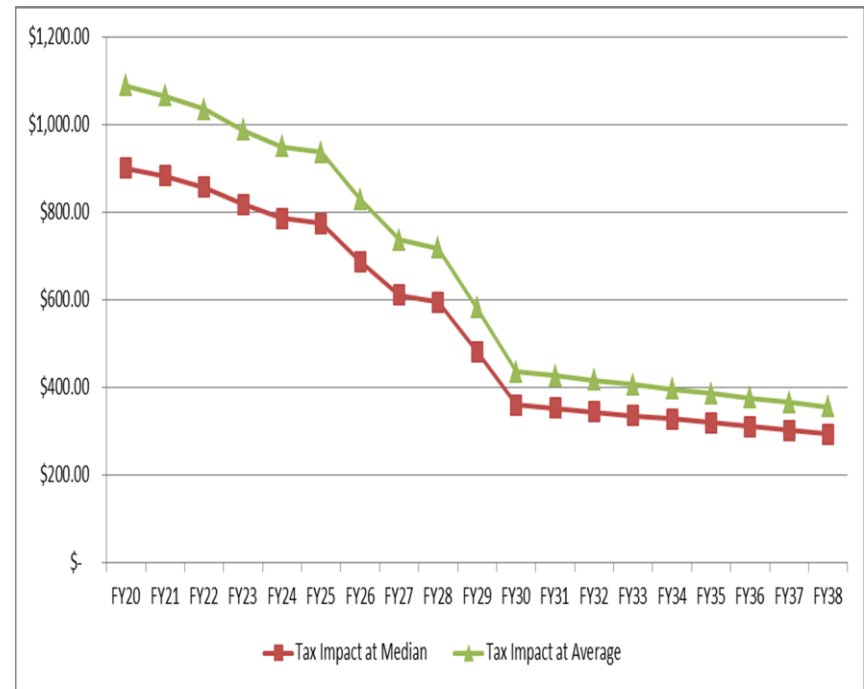
Only debt schedule existing beyond FY29 is CCHS Building

Cumulative Existing Exempt Debt

Annual Debt Service Payments

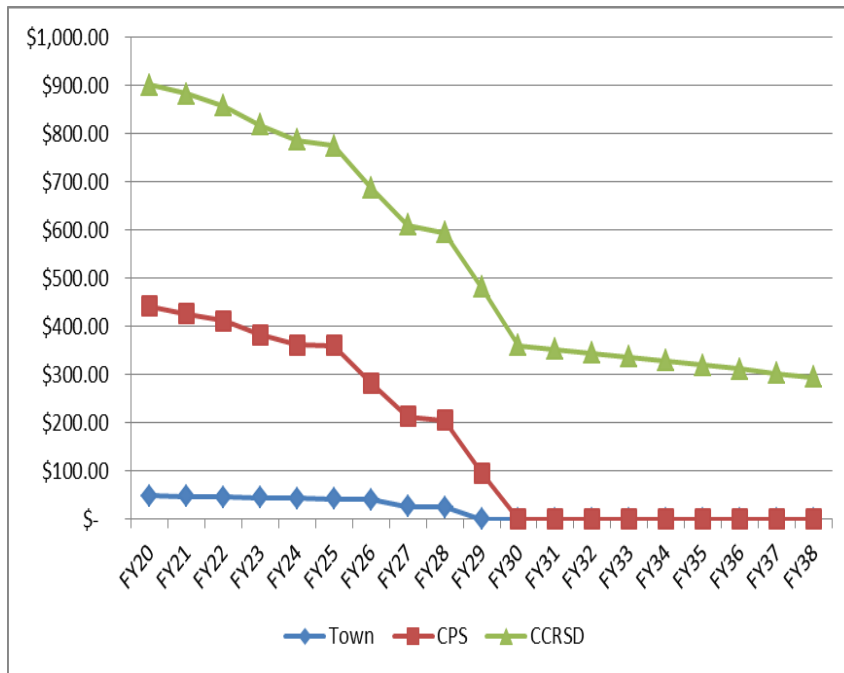


Impact to Taxpayer

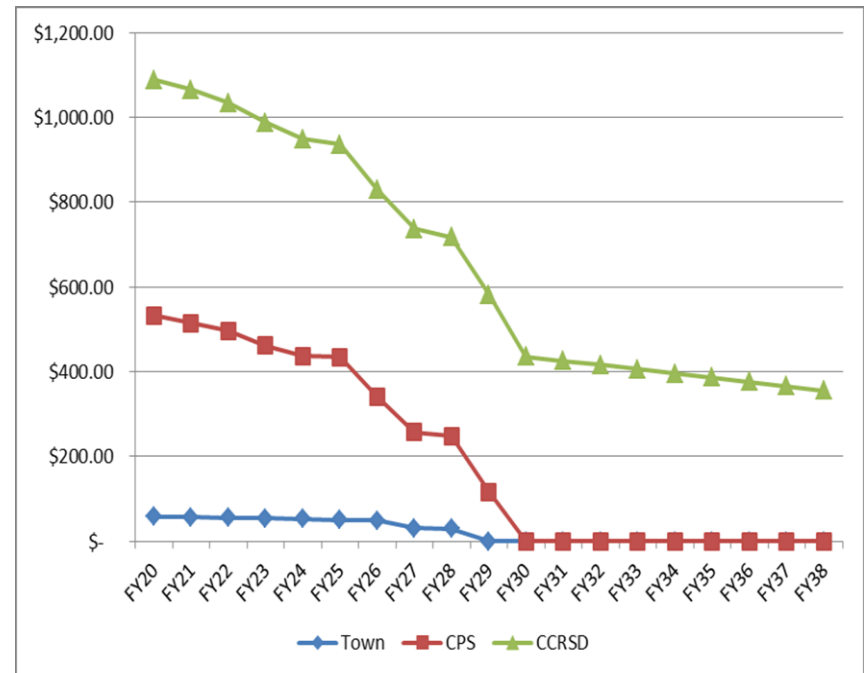


Tax Impact of Existing Debt by entity

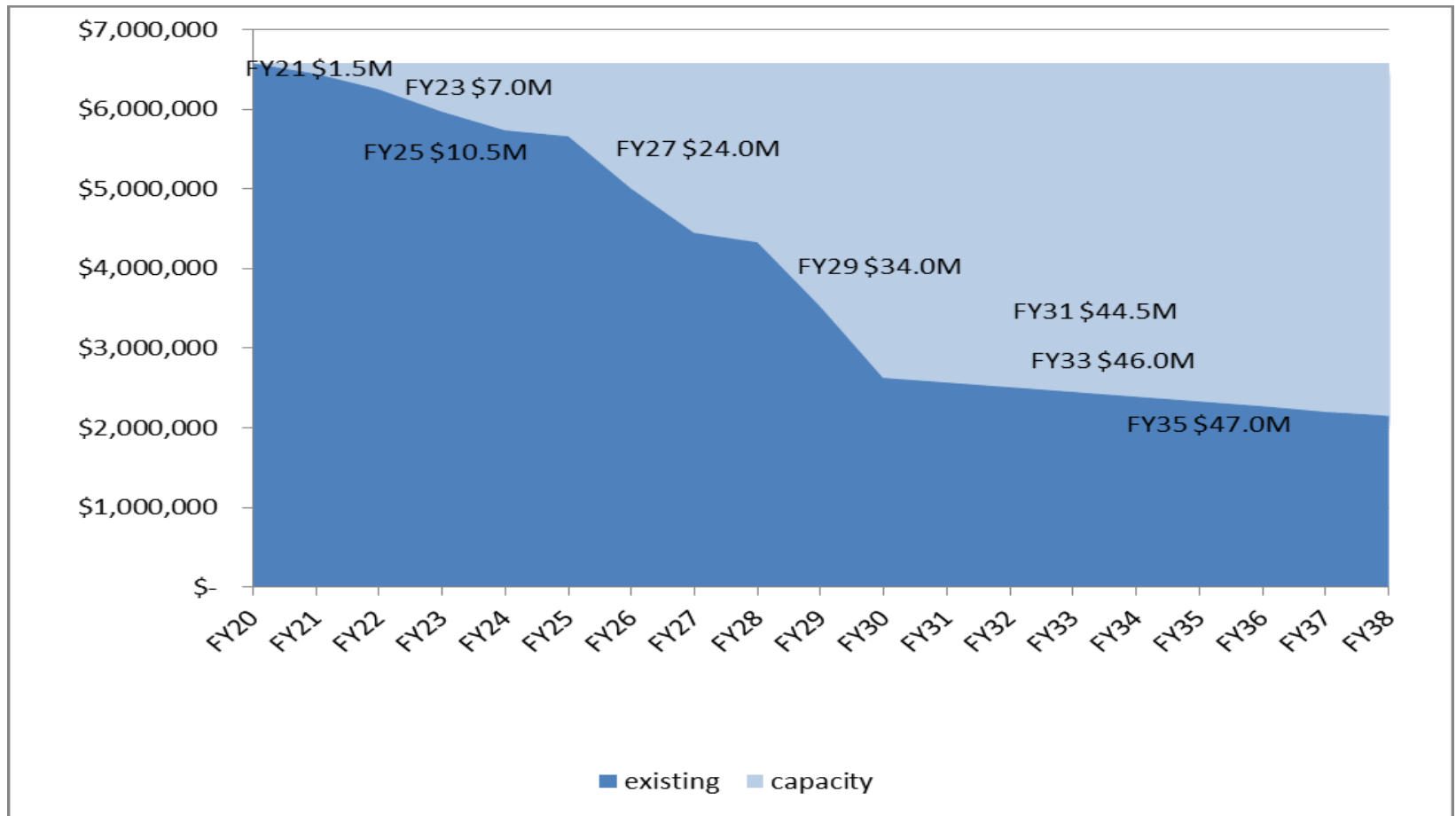
Impact at Median



Impact at Average



Capacity available from keeping constant at FY20 level

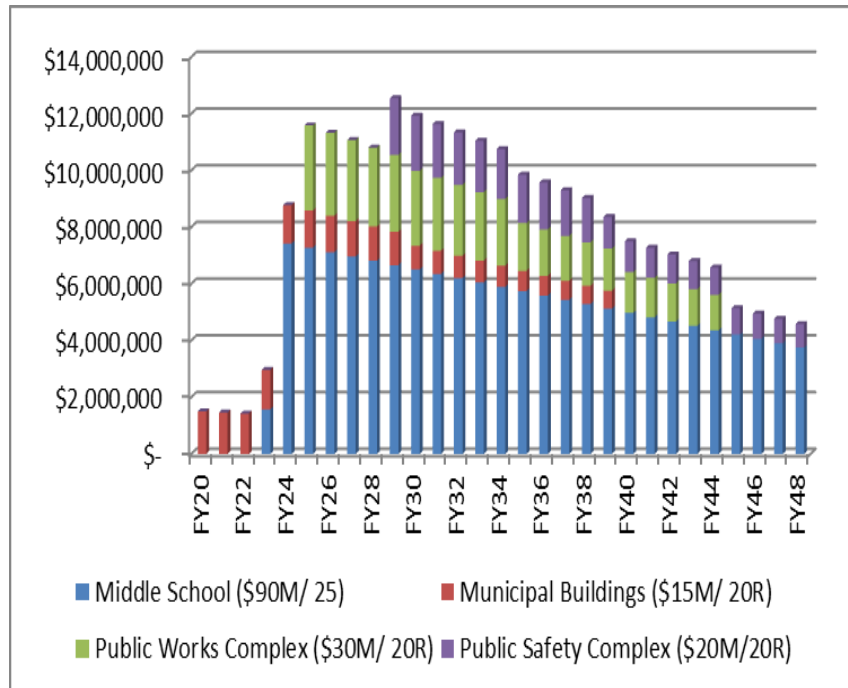


Anticipated Large Scale Capital Projects

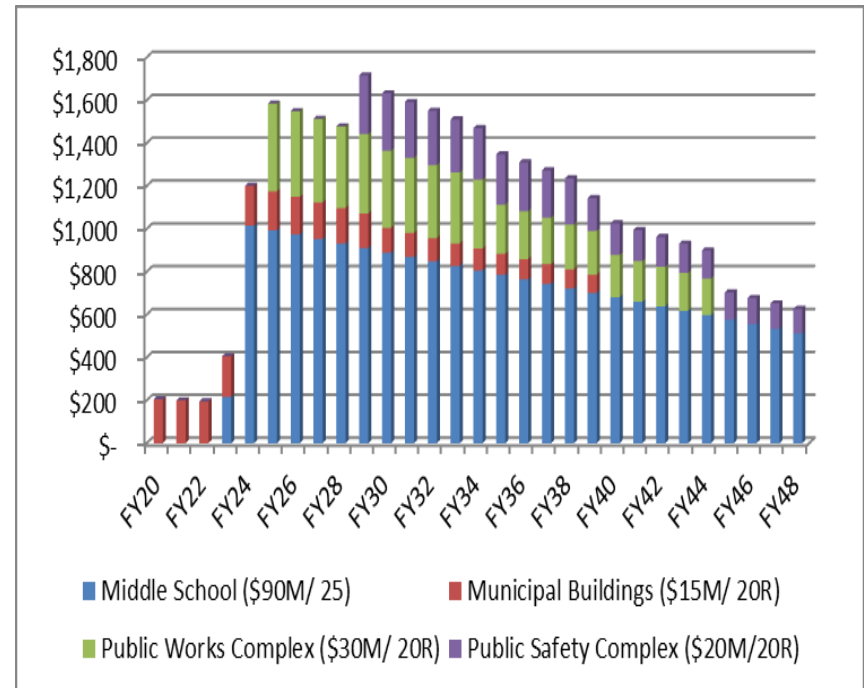
- Middle School = \$90M
- Public Works Complex = \$30M
- Public Safety Complex = \$20M
- Municipal Buildings = \$15M
- Estimated total = \$155M
- All estimates are very rough

Anticipated Debt, by Project

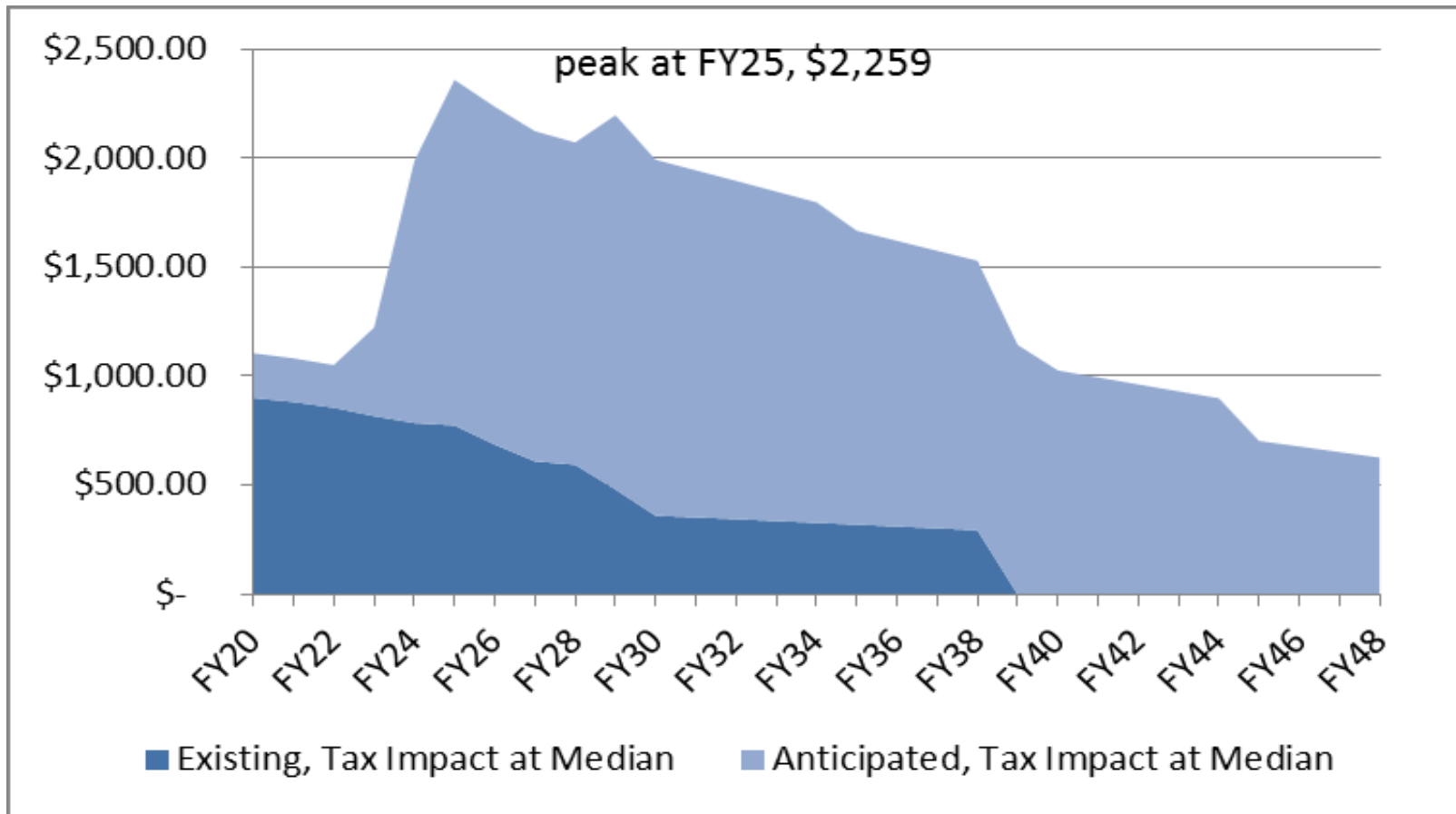
Projected Annual Debt Service Payments



Impact to Median Household

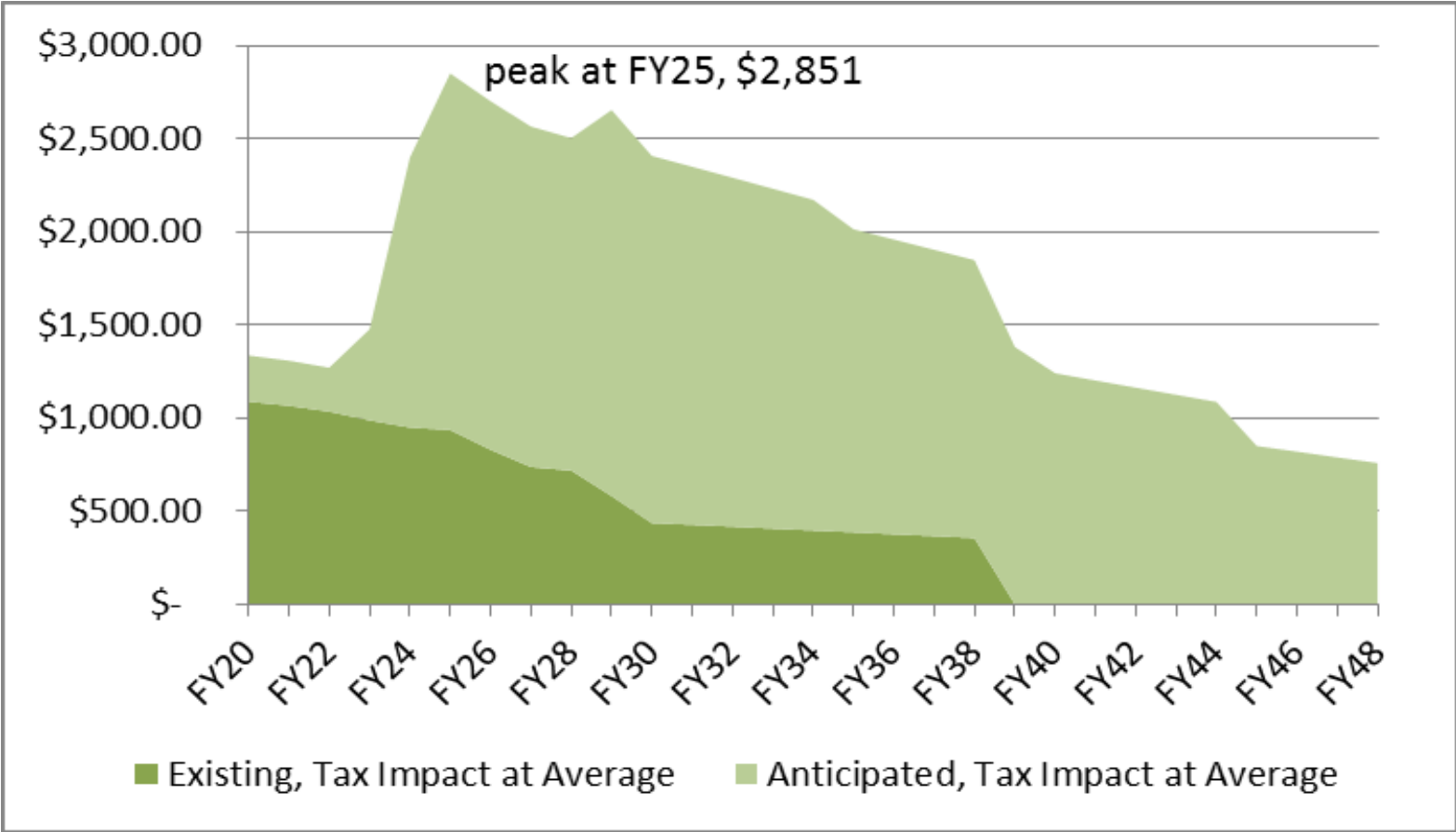


Existing + Anticipated all projects (R), at Median Household



R = rapid repay where 60% of principal is repaid over the first 10 years & 40% is repaid over the final 10 years; results in \$57 in peak year, but saves \$2.6M in Interest expense.

Existing + Anticipated all projects (R), at Average



R = rapid repay where 60% of principal is repaid over the first 10 years & 40% is repaid over the final 10 years; results in \$69 in peak year, but saves \$2.6M in Interest expense.

Debt Ceiling/ Debt Limit

59

- Debt Ceiling is 5.0% of total Assessed Value
- Total Assessed Value for FY19 = \$6,447,063,517
- FY19 Debt Limit = \$322,353,176
- Total Outstanding Debt at 6/30/18 = \$52,215,725
- Amount subject to Debt Limit = \$38,994,907
- What's outside of Debt Limit?
 - Water, sewer, electric utility projects (MGL Ch. 44, §8)
 - School buildings financed under MSBA (MGL Ch. 70B)

Debt Limit/ Debt Ceiling

60

- Amount subject to Debt Limit = \$38,994,907 (12.1% of debt Limit)
- Anticipated Debt, \$155M: (60.18% of debt limit)
 - Middle School, \$90M
 - Municipal Buildings, \$15M
 - Public Works Complex, \$30M
 - Public Safety Complex, \$20M
- Potential Impact to AAA rating- initial read from rating agency: adding either school project or muni projects will not negatively impact bond rating, but it would make Concord an outlier in debt burden per capita, **so long as all** other rating criteria remain consistent with AAA-rated communities.

APPENDIX H
Facilities Assessment and Master Plan – Municipal Priorities
September 2019



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

62

TEL: 978-318-3000
FAX: 978-318-3002

Stephen Crane, Town Manager

APPENDIX H

MEMORANDUM

To: Chairman Lawson and Members of the Board

From: Stephen Crane, Town Manager
Kate Hodges, Deputy Town Manager
Senior Management Team

Date: September 23, 2019

Re: Facilities Assessment & Master Plan – Municipal Priorities

Members of the Town's Senior Management Team (SMT) met on Thursday, August 29 to discuss the presentation made by TBA Architects to the Select Board on Monday, August 26, 2019. The focus of SMT's meeting was to prioritize our specific facility needs and to create consensus among the group regarding next steps and funding recommendations as the initial planning phases for the FY21 budget season begins.

The TBA assessment identified significant deficiencies in many of the Town's municipal administrative and operational facilities. Outdated and inefficient heating and cooling systems are abundant within several buildings and efforts to expand administrative and work spaces within building envelopes have fallen short. TBA detailed concepts related to the renovation of each existing facility and included the possibility of moving certain operations to new locations and buildings. TBA estimates that renovations of this scale could cost between \$100,000,000 to \$133,615,000 depending on whether the Town chose to renovate certain facilities in-place or to relocate them completely.

In thinking about this as a group, the SMT recognized that the potential costs cited above are not sustainable given the other capital needs that must be addressed. The Team decided to rank and prioritize a series of realistic and manageable facilities projects that will help alleviate some Town-wide space constraints while being mindful of the current and projected debt service obligations. The goal is to increase the Town's overall efficiency while allowing for more energy efficient and sustainable building solutions within the majority of municipal buildings.

MUNICIPAL BUILDING PROJECT PRIORITIES

1. New construction Concord Middle School. The deficiencies in the existing middle school buildings have been detailed in the Statement of Interest (SOIs) that have been submitted to the Massachusetts School Building Authority (MSBA). Town Meeting has appropriated funds to advance this project and a building committee is already working to bring it to the town for approval in 2020.

2. New Construction Public Safety Building in a new location for Police & Fire Depts. A new site is recommended because the existing facility is effectively landlocked, in the floodplain, and renovation is not an efficient option. Potential sites will be limited by projected response times to all areas of town. Ideally, a suitable site near one of the current stations will be identified and the station that is not replaced will be maintained as a sub-station.
3. Replacement of the existing salt shed at Concord Public Works. The current shed stores approximately 900-1,000 tons; the goal would be to create a structure that could store between 2,000-2,500 tons. Renovation of that area, both for emergency services and storm management, is CPW's current highest priority.
4. Major Phased Renovations of the Public Works Dept. at their existing Keyes Rd. Campus Renovation and/or redesign of CPW Administrative and Water-Sewer spaces is noted as CPW's second-highest priority. Modest renovations are needed in some spaces where others will likely require more in-depth construction and design work in order to ensure accessibility compliance and overall functionality. CPW has a strong interest in working on office plans and layouts which also add storage areas.
5. CPW's third priority surrounds the need for a comprehensive plan to construct new covered storage bays for CPW's vehicles and fleet maintenance in order to reduce equipment weatherization, erosion and the need to keep trucks idling during inclement weather.
6. Renovations to the existing Walden St. Public Safety Building (when/if a new Public Safety Bld. is complete) with a goal of maintaining fast public safety response times while creating additional administrative and storage space that could alleviate constraints in other facilities.

RELOCATION OF PUBLIC SAFETY BUILDING - ADVANTAGES

- Police and Fire benefit from being in the same facility as it builds trust and teamwork between the units and helps with more consistent responses and operational procedures for the community and members of the general public.
- Streamlined HVAC and operational systems which are energy-efficient, sustainable and in-line with the community's goals for GHG reductions.
- Increased parking for both members of the public and staff; ability to host and offer larger and regional training sessions for staff and members of the community.
- Safer conditions for both officers, detectives and evidence storage by creating individual sections which can be locked and accessed only by authorized personnel.
- Creation of a code-compliant sally port where prisoner exchange and/or suspect bookings are completed in secure and confidential manners.
- Compliant holding facilities for those who are being detained.
- Compliant storage creation to replace existing exterior storage areas for seized property, cars and auto body parts.
- Sustainable and self-contained decontamination areas for fire vehicles and gear after usage and exposure.
- Training room and large meeting areas for roll-call, incident briefing and debriefing and community forums.

The Police Department would like to begin the formal process of becoming an accredited agency. It is likely that the state of their facility would prove a hindrance in their efforts. A modern, complaint and fully sustainable building would substantially increase their ability to achieve accreditation.

RENOVATION OF CPW AT KEYES RD. CAMPUS

The existing Keyes Rd. site is not ideal; however, constructing a central CPW in a new location was estimated to cost approximately \$46,164,000 (*not including the cost of land and/or building acquisition; numbers are based on 2019 construction dollars*). Additionally, the current site is central to the overall community and moving CPW to a different and less desirable location that comes with a nearly \$50M price-tag seemed both unreasonable and inconsistent with the Town's sustainability principles. With this in mind, the SMT reviewed the scope and estimates relative to TBA's renovation recommendations. To accomplish the number of projects outlined by TBA, CPW would be forced to move to another location during their site's construction and the overall cost estimate for a total renovation on their existing campus was estimated to cost a total of nearly \$30M.

CPW received \$150,000 to conduct a feasibility study regarding improvements to and on their campus. SMT's recommendation is the CPW be permitted to begin the process of soliciting firms to conduct additional feasibility and/or design analysis expanding upon TBA's site analysis. The goal would be to create a phase-specific cost analysis and project planning timeline for the DPW site which CPW leadership could incorporate into the Town-wide Capital Planning budget. Absent the study referenced above, the salt shed replacement should proceed as a standalone project.

RENOVATION OF WALDEN ST. PUBLIC SAFETY BUILDING

If the public safety complex is located to a new site, the existing Walden Street facility could be repurposed for both continued public safety and other municipal uses. This could include moving a number of other Departments and/or Divisions into renovated spaces of the building. Interior changes may be made to retrofit the building for a number of municipal uses.

Proposed uses and improvements could include:

- Renovation of the fire-side of the building for use as a smaller sub-station to replace the West Concord facility (1.5 bays)
- Retro-fitting former fire department garage bays for use by the Facilities Department for vehicle and equipment storage and workshop areas (2 bays).
- Increasing temperature-controlled storage areas in the building's interior for fire, police and facilities storage.
- Retro-fitting existing police garage for use as vehicle storage for other departments.
- Renovating the second and third floor office areas in order to aide in the possible relocation of other town departments which may include: Facilities, Sustainability, Public Information and/or PEG-Cable Services.
- Demolishing certain areas of the existing building envelope to allow additional parking spaces for staff, citizens and deliveries.

No planning or formal conversations have taken place surrounding who may occupy the vacated Walden Street space. Additional feasibility studies and organizational analysis would have to

occur in order to allow for an informed decision making process to take place. The above proposals are meant for illustrative purposes only.

‘SPACE-MINING’ OF THE EXISTING TOWN HOUSE

Several years ago, the Town was allocated a sum of \$700,000 for interior renovations to the Town House. The plan, at that time, was to extend the elevator to the unfinished third floor in order to allow unfettered access to the Town’s files. It was thought that use of the third floor for additional offices could be feasible and expansion could be budgeted over time. However, after hiring a firm in 2017 to conduct a feasibility study relative to the elevator project, it was determined that altering the existing elevator would require structural changes within the historic Town House roofline and would also cost several hundred thousand dollars. The plan was abandoned in lieu of more cost-effective reconfiguring of existing finished areas, or space-mining, which would increase office security and functionality without requiring large sums of money.

The team discussed this during the 8/29 meeting and determined that the best course of action at this time would be to solicit TBA Architects, who are currently in the process of completing the town-wide comprehensive facilities study, to create an architecturally sound construction plan that could be used to procure construction services for a first floor renovation project for the Finance Department. The team determined that moving ahead with a smaller remodeling project in the Town House could be accomplished in conjunction with CPW’s feasibility study during this fiscal year as the Town House is currently funded.

DEBT SERVICE PROJECTIONS

In reviewing the projects cited above, the SMT was shown the current level of debt service as well as projections that contemplate the cost of the new middle school. The SMT agreed that the priorities would need to be sequenced to minimize the impact on taxpayers and spikes in debt service payments. In FY25, the first of the elementary school projects will be paid off, and by the end of FY29, all existing exempt debt for school buildings will have been satisfied, potentially creating opportunities to fund these projects.



TOWN OF CONCORD

Department of Planning & Land Management
141 Keyes Road – Concord, MA - 01742

TO: Stephen Crane, Town Manager
Linda Escobedo, Select Board Chair

FROM: Marcia Rasmussen, Director of Planning & Land Management

DATE: June 3, 2021

RE: “Making the Connections” grant – Inter-Municipal Agreement with Sudbury.

In 2019 the Town of Sudbury was awarded a Community Compact Grant to initiate a micro-transit program which would focus on connecting seniors, people with disabilities, financially vulnerable residents, and veterans to health services, community resources, and economic opportunities with on-demand transportation services through transportation services. This program was titled the “Making the Connections” initiative. Sudbury invited other communities to participate and developed the attached Inter-Municipal Agreement (IMA), which was signed by the Sudbury Select Board in December 2020.

This IMA is linked to \$80,000 worth of Community Compact Grant money for multiple municipalities to work together, as laid out in the proposal which is Exhibit A of the attached IMA, to develop micro-transit pilot programs and to study the data collected from those programs. The Town of Concord has been involved in these conversations during 2020 and is aware there is still \$20,000 available for ride subsidy money which can be divided up among the municipalities that choose to participate in the IMA, minus Sudbury as we have agreed to not use any of the subsidy money from this Community Compact Grant. These funds may be combined with an additional grant source of \$7,800 awarded from MAPC for a Taxi Grant program (funds received this week).

The remaining Community Compact grant funding will be used to hire a Program Manager (\$45,000), and conduct marketing and outreach for the towns who participate (\$15,000). The information gathered by the Program Manager will provide information to the Town of Concord about transit and transportation needs in the community.

Requested Action: Select Board vote in the affirmative to execute the Inter-Municipal Agreement and participate in the “Making the Connections” initiative, which will provide baseline information on transit and transportation needs in the Concord community.

Intermunicipal Agreement for the Making the Connections Program

This Intermunicipal Agreement (hereinafter “Agreement”), is entered into by and between the Towns of Sudbury, Acton, Bolton, Carlisle, Concord, Lincoln, Maynard, Stow, and Weston hereinafter referred to collectively as “Municipalities”, and individually as a “Municipality”, this ____ day of _____, 2021, as follows:

WHEREAS, the Town of Sudbury was awarded a Community Compact Best Practices grant by the Commonwealth of Massachusetts to create a multijurisdictional program of on-demand transportation pilots, called Making the Connections (grant application with tasks in Exhibit A, and hereinafter “Program”);

WHEREAS, this Program focuses on connecting seniors, people with disabilities, financially vulnerable residents, and veterans to health services, community resources, and economic opportunities with on-demand transportation services;

WHEREAS, many communities offer some variety of on-demand or reservation-required paratransit, and some offer general public vans or commuter shuttles, there are times when these services do not cover all transportation needs; it is these unmet needs the Program will attempt to meet through pilot services, and will collect data to determine the need and feasibility of creating new transit services;

WHEREAS, the Municipalities desire to share the services of a Program Manager for the Program;

WHEREAS, the Town of Sudbury, entering the Community Compact Best Practices agreement with the Commonwealth of Massachusetts is willing and capable of managing the Community Compact grant and obtaining the services of the Program Manager;

WHEREAS, each Municipality has the authority to enter into this Agreement pursuant to G.L. c. 40, s. 4A;

NOW THEREFORE, in consideration the mutual covenants set forth herein and for other good and valuable consideration, the receipt and sufficiency are hereby acknowledged, the parties hereto covenant and agree as follows:

1. Making the Connections Community Compact. There is hereby established a collaborative of the Parties to be known as “Making the Connections Community Compact”, which shall hereinafter be referred to as the “Compact”. The Compact, acting by and through a Steering Committee and Program Manager will coordinate, manage, and direct the activities of the parties with respect to the subject matter of the Community Compact Grant Agreement between the Town of Sudbury and the Commonwealth of Massachusetts, attached hereto as “Exhibit A” and incorporated herein, and other programs and serves related thereto.
2. Term. The term of this Agreement shall commence on the date set forth above and shall expire when the Community Compact Best Practices agreement entered by and between the Town of Sudbury and the Commonwealth of Massachusetts expires, which is currently scheduled to expire on May 21, 2021, or when the funds for the Program are no longer available, whichever is earlier or when terminated in accordance with this Agreement, but in no event shall the Term of this Agreement exceed twenty-five (25) years.
3. Lead Municipality. During the term of this agreement, the Town of Sudbury, acting as the Lead Municipality, shall oversee the Program and the Program Manager, including hiring the Program

Manager, subject to the approval of the Steering Committee. As the Lead Municipality, Sudbury shall act for the Compact with respect to all grant applications to be submitted and gifts and grants received collectively by the Parties. Sudbury shall act as the Parties' purchasing agent pursuant to G.L. c. 7, §22B, for all contracts duly authorized by the Steering Committee to be entered into collectively by the Parties. Final approval of any such contract is subject to approval of the Steering Committee and appropriation by each party, to the extent required.

4. Program Manager. The Town of Sudbury, as Lead Municipality, shall contract with an individual or firm, subject to the approval of the Steering Committee, who shall perform all necessary fiscal and administrative functions necessary to provide the services contemplated under this Agreement all in accordance with the policies and procedures established by the Steering Committee, as set forth herein. The Program Manager will be an independent consultant, with their services paid for entirely from the allocated amount within the Community Compact Best Practices grant, or such other funds as may be received by the Compact from time-to-time. The Town of Sudbury, with the approval of the Steering Committee, shall have the ability to relieve the Program Manager of their duties and replace it with another individual or firm.
5. Steering Committee. There shall exist a Steering Committee (the "Committee") comprised of one (1) representative from each Municipality, who shall be appointed by the appropriate appointing authority of that Municipality. The Steering Committee will work to mutually guide the Program in accordance with Exhibit A. Within one (1) calendar year of the starting date of the Program Manager the Steering Committee shall mutually develop the goals of the Program, which shall generally conform to the stated goals of the grant proposal as set forth in Exhibit A, and guidelines to evaluate how well the Program has met these goals. The Steering Committee shall meet as needed, and at least quarterly. The Program Manager, with direction from the Town of Sudbury as the Lead Municipality, shall prepare and send to each Municipality a quarterly status report at least one (1) week prior to the quarterly meeting. The Town of Sudbury, or its designee, shall maintain the files and notes of the Steering Committee meetings.

Each member of the Committee shall be entitled to one (1) vote. A majority of members of the Committee shall constitute a quorum for the purpose of transacting business. A quorum of the Committee may act by a majority of those present and voting. Any action of the Committee shall be made in a duly noticed meeting held in accordance with the provisions of the Massachusetts Open Meeting Law, G.L. c. 30A, §18-25, including the requirements for posting notice and keeping minutes.

6. Program Participation. Each Municipality as part of this Agreement shall participate in the Program as follows:
 - a. The Municipality will either join an existing on-demand transportation pilot, or will create a new transportation pilot consistent with the terms and conditions of this Agreement, that will address the mobility and access needs noted in this Agreement, and that is approved by the Steering Committee.
 - b. The Municipality will be a member of the Steering Committee as established pursuant to this Agreement.
 - c. The Municipality will ensure the representative to the Steering Committee and/or other staff representatives will attend any required training sessions and will participate in the Steering Committee meetings (either in-person or via remote access) throughout the life of the Program.

- d. The Municipality will work with and through their respective TNC contractor(s) to ensure the collection of the necessary data as agreed to by the Steering Committee to help determine the trip needs, origins, and destinations that will help scale additional transportation programs beyond the pilot, and to help determine how well the pilot has met the goals of the Program.
- e. The Municipality shall have the authority to determine eligibility for riders in its jurisdiction (e.g., residents or workers within its municipal or service boundaries, or clients for their services) as part of the Program.
- f. The Municipality, in determining ride eligibility, will prioritize rides when and where existing transportation (including CrossTown Connect, Council on Aging, MBTA, or Regional Transit Authorities) is not in service, or the time required to access such transportation is not possible, to ensure the Program provides a complementary transportation service, and does not replace existing transportation services.
- g. The Municipality will help promote and market the Program to the clients and community residents served.

7. Payment. Notwithstanding the terms of this Agreement, no party shall be obligated to incur any financial cost above the amount made available to the Compact through grants and gifts or other sources, unless the financial obligation is supported by an appropriation made in accordance with law. The Committee may authorize a disbursement of funds to reimburse any member Municipality that incurs costs in creating and/or operating a transportation pilot program consistent with the terms of this Agreement and Exhibit A, and/or for any program, service, or benefit consistent with the terms of this Agreement and Exhibit A. If a Municipality intends to draw on funds authorized by the Committee, the Municipality will submit monthly invoices to the Town of Sudbury for reimbursement from the Community Compact funds for the Program. The Town of Sudbury will pay the invoice within 30 days, subject to the availability of funds; provided, however, that Sudbury shall not be obligated to supply any funding or incur any cost in excess of the amounts made available to the Compact through grants and gifts or other sources appropriated for the purposes of this Agreement. Any funds contributed by the Minuteman Advisory Group on Interlocal Coordination (MAGIC) shall only be used for pilots serving MAGIC member municipalities.

Pursuant to G.L. c. 40, §4A, any funds received by the Compact or the Town of Sudbury pursuant to this Agreement, shall be deposited with the Treasurer of the Town of Sudbury and held as a separate account and may be expended, with the approval of the Committee, under the provisions of G.L. c. 44, §53A, for contribution toward the cost of the Compact only.

Pursuant to G.L. c. 40, §4A, any party may, but shall not be required to, raise money by any lawful means to further the purposes of the Compact and any such funds shall be held by Sudbury and expended pursuant to the terms of this Agreement.

Individual party costs incurred outside the scope of this Agreement and specific to the needs of that party will be borne solely by that party.

8. Addition of New Municipalities to Agreement. Any municipality, not a part of this Agreement, may petition the parties involved in the Agreement to join the Agreement if authorized by its approving authority as set forth in G.L. c. 40, §4A. In order to approve the addition of a new entity to the Agreement, no less than a two-thirds vote of the Committee shall be required.

9. Withdrawal. Any Municipality other than the Town of Sudbury as Lead Municipality, by a vote of its respective approving authority as set forth in G.L. c. 40, §4A, may withdraw from this Agreement with the provision of at least three (3) months prior written notice to the Lead Municipality.

The Town of Sudbury as Lead Municipality, by a vote of its Select Board, may withdraw from this Agreement upon the provision of at least three (3) months prior written notice to all of the participating Municipalities. , Prior to the expiration of said three month period, a new Lead Party shall thereafter be designated by the Committee, by a vote of the representatives of the remaining parties, not including Sudbury. Prior to the effective date of its withdrawal, Sudbury shall transfer all funds held pursuant to this Agreement to the new Lead Party as designated by the Committee.

Upon such withdrawal, the Program Manager shall prepare full statements of outstanding unpaid financial obligations under this Agreement and present the same to the Committee, which shall authorize disbursement of any such funds to the withdrawing Municipality for payment within thirty (30) days thereafter.

10. Termination. This Agreement may be terminated by a vote of a majority of the Parties' representatives of the Committee, at a meeting of the Committee called for that purpose; provided the representative's vote has been authorized by the approving authority as set forth in G.L. c. 40, §4A. Any termination vote shall not be effective until the passage of at least sixty (60) days and until the parties have agreed to an equitable allocation of all remaining costs, expenses and assets.
11. Conflict Resolution. The Steering Committee may hold additional meetings to discuss and resolve any conflicts that may arise including, but not limited to, disagreements regarding the needs of each Municipality. Notwithstanding any resolution suggested by the Committee, the parties shall reserve all rights that shall have in law or in equity to enforce the terms of this Agreement or any disputes pertaining thereto.
12. Financial Safeguards. The Town of Sudbury as Lead Municipality shall maintain separate, accurate, and comprehensive records of all services performed for each of the Municipalities and hereto, and all contributions received from the Municipalities.
13. Assignment. None of the Municipalities shall assign or transfer any of its rights or interests in or to this Agreement, or delegate any of its obligations hereunder, without the prior written consent of all of the other Municipalities.
14. Amendment. This Agreement may be amended only in writing pursuant to a vote by all Municipalities, duly authorized thereunto.
15. Severability. If any provision of this Agreement is held by a court of competent jurisdiction to be invalid, illegal, or unenforceable, or if any such term is so held when applied to any particular circumstance, such invalidity, illegality, or unenforceability shall not affect any other provision of this Agreement, or affect the application of such provision to any other circumstances, and the remaining provisions hereof shall not be affected and shall remain in full force and effect.
16. Governing Law. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the Commonwealth of Massachusetts.
17. Headings. The paragraph headings herein are for convenience only, are no part of this Agreement, and shall not affect the interpretation of this Agreement.

18. Notices. Any notice permitted or required hereunder to be given or served on any Municipality shall be in writing signed in the name of or on behalf of the Municipality giving or serving the same. Notice shall be deemed to have been received at the time of actual receipt of any hand delivery or three (3) business days after the date of any properly addressed notice sent by mail as set forth below.

Town of Sudbury
Town Manager
278 Old Sudbury Road
Sudbury, MA 01776

Town of Acton
Town Manager
472 Main Street
Acton, MA 01720

Town of Bolton
Town Administrator
663 Main Street
Bolton, MA 01740

Town of Carlisle
Town Administrator
66 Westford Street
Carlisle, MA 01741

Town of Concord
Town Manager
PO Box 535
Concord, MA 01742

Town of Lincoln
Town Administrator
16 Lincoln Road
Lincoln, MA 01773

Town of Maynard
Town Administrator
195 Main Street
Maynard, MA 01754

Town of Stow
Town Administrator
380 Great Road
Stow, MA 01775

Town of Weston
Town Manager
PO Box 378
Weston, MA 02493

19. Complete Agreement. This Agreement constitutes the entire Agreement between the Municipalities concerning the subject matter hereof, superseding all prior agreements and understandings. There are no other agreements or understandings between the Municipalities concerning the subject matter hereof. Each Municipality acknowledges it has not relied on any representations by any other Municipality or by anyone acting or purporting to act for another Municipality or for whose actions any other Municipality is responsible, other than the express, written representations set forth herein.

Exhibit A: Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF SUDBURY SELECT BOARD:

Janie W. Dretler

Jennifer Roberts

Daniel E. Carty

Charles Russo

William Schineller

COMMONWEALTH OF MASSACHUSETTS

Middlesex County, ss:

On this _____ day of _____, 2020, before me, the undersigned notary public, personally appeared _____, and proved to me through satisfactory evidence of identification which was _____ to be the person whose name is signed on the proceeding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose.

Notary Public

My Commission Expires:

Town of Acton

Town of Bolton

Town of Carlisle

Town of Concord

Town of Lincoln

Town of Maynard

Town of Stow

Town of Weston

EXHIBIT A

Proposal to Community Compact Cabinet Best Practices Program: MAGIC Communities' On-Demand Transportation Pilot – *Making the Connections*

Municipal Designation: Town

City or Town Name: Sudbury

Contact: Alice Sapienza, DBA

Contact Phone: 978 443 2878

Contact Email: alicesapienza@verizon.net

Compact Signatory: Robert Haarde

Signatory Title: Chair, Board of Selectmen

Best Practice Area #1: Age and Dementia Friendly Best Practice: “Develop policies and services to improve elder economic security and help people age in community, such as... transportation for non-drivers...”

Are you applying for this best practice with other communities? Yes

Why did you choose this best practice and what assistance would you need to accomplish this best practice?

Why did you choose this best practice?

In the Minuteman Advisory Group on Interlocal Coordination (MAGIC) region generally, between 11% and 27% of residents are 65 years of age or older; in 2030, this will jump to between 14% and 36%. Area Agencies on Aging (AAA) report the top unmet need is transportation for medical, social, recreational, and other requirements. According to Centers for Disease Control and Prevention (CDC) data: (1) 60% of adults 65 years and older report at least one basic action difficulty or complex activity limitation; (2) about 15% of adults report hearing trouble; and (3) about 9% of adults report vision trouble. Cognitive disability among seniors in our region averages 15%, and several towns are characterized as “vulnerable” according to the CDC’s Social Vulnerability indices for disability and transportation.

Studies of individual MAGIC towns underscore the urgency of transportation needs, such as the recently completed livable assessment of Sudbury:

- 42% of residents with a participation limitation reported they “had missed, canceled, or rescheduled a medical appointment due to lack of transportation.”
- Nearly half of residents 60+ are not satisfied with their “ability to get where they want to go.”
- When questioned in a public forum on results, the principal investigator answered that the town’s biggest need was “transportation.”

The town of Carlisle completed a community health needs assessment in 2017, with similar results:

- Almost 25% of Carlisle residents age 65 or older have a disability.

- More than 50% of those with a disability noted that they had problems with mobility.
- Nearly 50% of residents did not have a relative nearby to rely upon for help.
- More than 50% of survey respondents had concerns about the lack of transportation options.
- To improve transportation, the assessment recommended exploring pooling of resources and funding opportunities.

Data from recent community health assessments in the town of Acton illustrate the same challenges. The lack of access to transportation is a significant barrier to seniors and especially to the most vulnerable (including seniors), who experience limited access to food pantries and grocery stores; to employment opportunities; to medical services; and to social opportunities. More than 20% of Acton households earn less than \$50,000 per year, and nearly 25% of households qualify for state-aided housing. The three most critical needs facing veterans are financial stability, ability to manage money, and transportation, primarily to employment opportunities.

In addition, domestic violence reports in Acton and Boxborough are higher than in other area towns. Although victims benefit from a strong partnership between the police departments and the Domestic Violence Services Network (DVSN), victims lack transportation to jobs and to the court house; to legal and immigration assistance; and to secure housing

This application—*Making the Connections*—is submitted to the CCC by Acton, Bolton, Boxborough, Carlisle, Stow, and Sudbury, acting as lead municipality. We are focusing on seniors, people with disabilities, financially vulnerable residents, and veterans, with the objective of providing them with transportation services to health and community resources as well as economic opportunities. We chose this best practice, because we have more than adequate data to prove that transportation needs are urgent.

Recognizing the regional importance of the above transit needs, MAGIC towns voted in 2018 that Metropolitan Area Planning Council (MAPC) provide technical assistance to determine what types of on-demand transit might meet the needs of the communities, and provided up to \$10,000 from their common fund for this work. It should be emphasized that, in April 2018, all MAGIC towns were admitted to the AARP Age and Dementia Friendly Network and committed to focus initially on housing and transportation initiatives.

What assistance would you need to accomplish this best practice?

A unique challenge this pilot seeks to address is transportation for non-drivers, who live in rural towns and “rural” areas of suburban communities. A new report from AARP stated: “Rural areas are aging at a faster rate than the general population; [and] older adults also disproportionately live in rural areas.... [Aging] in place can prove difficult in rural regions where spread-out geographies and a lack of public transportation make accessing needed supportive services and amenities difficult.”

Indeed, the above data illustrate that our target population is at risk of isolation, loss of work, reduced access to medical care, etc. Our pilot is thus designed to address the gaps and, simultaneously, to collect demand data that can help regional transit authorities provide effective and cost-efficient services in the future. By partnering with vehicle providers that utilize appropriate dispatch and operational software, the collaborating communities will finally be able to quantify such data as ride numbers, destinations, points of origin, time, etc. At the end of the pilot, we expect to identify potential hubs and fixed route services that regional transit authorities could serve economically and, at the same time, increase equity and inclusiveness as features of age and dementia friendly communities.

Using data from this pilot, we intend to (1) explore the future applicability of shared microtransit platforms to optimize transit programs and regional cooperation in the larger MAGIC subregion of the MAPC, and (2) ensure the sustainability and continuous improvement of regional transportation, particularly to our most needy residents. By adopting new and useful ride-hailing technologies in a three-RTA region, we overcome the hurdle of providing and funding inter-RTA transportation.

To accomplish our goals, we are seeking \$80,000 to support four major tasks:

Task 1. Coordination: The pilot will be governed by a steering committee composed of representatives from each participating community, as well as from Cross Town Connect. Regional transit authorities – including MetroWest RTA and Lowell RTA, which provide senior and fixed route public transit in portions of the area, and representatives from the Massachusetts Bay Transit Authority (MBTA), which provides commuter rail services in the area, will be invited to participate. MAPC will provide technical expertise. This committee will meet regularly and, at the start of the pilot, will:

- Identify “small win” options within and across towns addressing priority needs, pressing gaps, and key preferences.
- Determine target subgroups, geographic coverage, eligible pickup locations and destinations, days, hours, etc., and rider eligibility requirements.
- Develop policies, including interjurisdictional agreements among participating municipalities (likely in the forms of memoranda of agreements) and, with MAPC, determine clear roles among the agencies.
- Procure project manager to oversee daily operations of the pilot.
- Create a list of possible taxi, bus, livery and TNC providers and intersections with Council on Aging and RTA services (see Task 2).
- Describe same-day, door-to-door options in detail.
- Outline Plan/Do/Study/Act (PDSA) continuous quality improvement policies and processes for each option. This includes marketing and outreach plans to help spread the word of the new services.

Implementation of this pilot will help fill gaps in existing public transit services within the MAGIC subregion for weekday needs such as medical trips, employment, and social services, as well as connections to existing transit and paratransit services. Other gaps to be addressed are evening and weekend transportation needs. The steering committee will establish policies informing rules for trip eligibility, rider eligibility, geographic guidelines (eligible trip origins, destinations, etc.), time of day rules, and maximum trip lengths and subsidies. A major objective is to find ways to extend the reach of existing transit services (local shuttles, buses, and commuter rail), and particularly serve areas without transit service, and not switch transit trips to ride-hailing. Included in this goal is the provision of a sizable proportion of shared rides, to be determined by the steering committee and embedded in emerging policies and procedures.

Implementation will include coordination with area RTAs and Councils on Aging and surveys of pilot participants, to ensure the program provides additional coverage and does not shift riders from existing services. As needed, the pilot will always be subject to modification of implementation policies and practices, to ensure it meets program goals.

Task 2. Procurement: After the goals, policies, metrics, and geography have been established, a request for proposals will be developed and opened to transportation and technology providers, to populate the pilot program. The procurement process will include a requirement for one or more of the vendors to provide wheelchair accessible vehicles, ensuring that persons with disabilities have service. The procurement process will also require the provision of multiple modes of requesting services (e.g., smart device app, internet, telephone, walk-up), including possible concierge service, in which a local organization takes care of securing rides for individuals who require that level of assistance. The steering committee will provide input into the procurement process and members will be involved in the selection process of the preferred vendor. MAPC will provide technical assistance in the procurement process and in best policies and best practices on contracting terms.

Simultaneous with procurement, the steering committee (in whole or in designated part) will:

- Explore voucher, gift certificate, bundling options, sponsorships, etc., to support rides and help ensure future sustainability in the towns.
- Compile, from stakeholder management activities, likely demands or opposition; assess, craft responsive strategies; assign implementation responsibility.
- Assign PDSA oversight responsibility for options. This will entail continuous STUDY of real time outcomes using established measures and modifying parameters as needed (ACT), to improve.
- Craft policies to assure continuity and effectiveness of documentation and communications.

Task 3. Implementation of Pilot and Monitoring of Progress: As noted above, a Plan/Do/Study /Act process of continuous improvement will assure real-time effectiveness and efficiency. Be-

cause of the latter process, data sharing on rides, including origins and destinations, time of day, trip types, and costs are important components, and a data sharing agreement will be a key portion of the contract with the vendor. Given the importance of the customer in transit endeavors, rider surveys and other forms of feedback will be instituted. MAPC will provide additional technical support on the data analysis and rider surveys, along with steering committee members with quality improvement expertise.

Task 4. Pilot Assessment and Development of Future Initiatives: At the end of the pilot, the steering committee will review data from all PDSA documentation, provide summary analytics, and compile lessons learned. The data on trip demands will be a critical input to developing future initiatives that will close gaps for regional residents by improving the effectiveness and efficiency of (1) existing Cross Town Connect services, (2) CoA senior transportation, and (3) RTA services, likely in the form of a future microtransit initiative and revised ride-hailing partnerships.

As noted above, MAPC will provide technical assistance and will provide required staff time using its existing resources. Specific new expenditures required for this pilot are the following (total: \$80,000):

- Project manager (part time), to manage initiative tasks and subtasks, reporting to the steering committee. Because this is a multi-jurisdictional pilot, it is vital to have one individual identified as responsible for day-to-day operations. This individual will work with the steering committee as a whole and with each individual participating municipality on rider and trip eligibility, cost sharing arrangements, and provide assistance in booking trips and monitoring the data to ensure the pilot is meeting its goals. The eligible project manager will be an individual with municipal and transportation operations expertise. While this individual will likely be a municipal employee or contractor with one of the participating municipalities, we expect this individual will have several temporary spaces from which to work and travel among the towns. *Cost: \$45,000, to cover labor and travel expenses.*
- Marketing and outreach staff for the towns. In these rural communities, many of the proposed transportation services are new. To ensure effectiveness of the pilot, research shows that communication, advocacy, and customer support are vital. Although printed materials and social media will be an important component, we propose having individuals who know and understand riders and can provide help as needed to serve as community advocates. Some advocates may live in affordable developments in the towns; others may be retired seniors active in their communities. They can help book trips, coordinate with the vendors, and (under supervision of the project manager) compile customer input for the steering committee. *Cost: \$15,000 to support part time labor, plus travel, printing, and other direct costs.*

- Matching subsidies. The towns involved in the pilot are expected to seek their own subsidies in the form of donations, mitigation funds, Community Health Needs Assessment funds, etc. However, as experience is gained in the implementation, additional funds may be necessary. We have prepared estimates of ride-hail ride costs (based on the CAR experience) and weekly numbers of rides, based on several subsidy assumptions. *Cost: \$20,000 to supplement town subsidy funds.*

Additional details for this application may be found in the following document: “E&R grant exhibit 1”

Article 7
Citizen's Motion to Amend/Motion

Mr. Perry moves to strike the language of any motion made under Article 7 and replace it with the following:

The Select Board shall appoint and charge an independent citizen committee to study the Personnel Bylaw, the Charge of the Personnel Board, and related documents and make recommendations for appropriate changes thereto. It will be subject to the Open Meeting Law and shall hold one or more public hearings, including meetings with affected employees, to allow for notice and input prior to submitting bylaw revisions for consideration at a future Town Meeting. The Select Board will determine the number and qualifications of the study committee, its precise charge and a schedule when it shall report on its progress.

Original Personnel Board Proposal under Article 7:

- Removes the Personnel Board from any role in administering the Town's personnel system, transferring all responsibility for salary, benefits and personnel policies for non-unionized employees to the Town Manager.
- Does not require or encourage transparency, reporting or accountability from either the Town Manager or Human Resources Department.
- Removes Town Meeting's role in approving personnel policy.

Issues and Concerns under Article 7:

- The Personnel Board has failed in its duty to perform an adequately timely, thorough or public process to develop revisions to the Personnel Bylaw.
- The Personnel Board failed to notify employees of proposed changes to employment policies until two weeks after the public hearing.
- The Personnel Board has not advanced a rationale for the urgency of the proposed changes or the harms that would result from further study and a more deliberate process.

Note: These comments were prepared on May 26, based on what was included in the Warrant. Both the Personnel Board and Select Board scheduled meetings for later that week to consider possible further amendments, which was following the deadline for us to submit our comments in order to be printed in this booklet.

Proponent: Ned Perry, 362 Bedford Street, Concord, MA 01742
May 27, 2021

**Select Board 2020-2021
Committee Liaison Responsibilities**

Linda Escobedo

Concord Carlisle Regional School Committee
Concord Housing Development Corporation
Concord Municipal Affordable Housing Trust
Concord Public School Committee
Finance Committee
Financial Audit Advisory Committee
HATS
Junction Village Open Space Task Force
Tax Fairness Committee
Trustees of Town Donations

Susan Bates

Board of Assessors
Board of Registrars
Cemetery Committee
Conservation Restriction Stewardship
Council on Aging
Economic Vitality Committee
Historical Commission
Personnel Board
Planning Board
Trails Committee

Jane Hotchkiss

Board of Health
Climate Action Advisory Board
Comprehensive Sustainable Action Comm
Commission on Disability
Historic Districts Commission
Hugh Cargill Trust Committee
Natural Resources Commission
Pollinator Health Advisory Committee
Tax Relief Committee
Transportation Advisory Committee
White Pond Advisory Committee

Terri Ackerman

Agriculture Committee
Bruce Freeman Rail Trail Advisory Committee
Capital Planning Task Force
Concord Center Cultural District Committee
Concord Local Cultural District
Concord Municipal Light Board
Library Committee
MMA Fiscal Policy Committee
MBTA Advisory Committee
Public Works Commission
West Concord Junction Cultural District Commission

Matt Johnson

2229 Main Street Advisory Committee
Community Preservation Committee
Concord Housing Authority
MAPC/Magic
Middle School Building Committee
NMI/Starmet Property Reuse Committee
Peg Access Advisory Committee
Public Ceremonies and Celebrations Committee
Recreation Committee
Zoning Board of Appeals

CONCORD PUBLIC SCHOOLS
CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT

120 MERIAM ROAD CONCORD, MA 01742 PHONE: 978.318.1500 FAX: 978.318.1537
www.concordps.org

Dr. Laurie Hunter
SUPERINTENDENT OF SCHOOLS
lhunter@concordps.org

June 2021

Dear Chairperson Escobedo and the Concord Select Board:

I write in hopes of communicating the profound impact this community's support has had on the schools this year. The residents of Concord and Carlisle have a long tradition of valuing their schools in a way not seen in many places. I am sure that this value is what led to a collective vision of the schools in crisis. After months of empty buildings and remote learning, we reopened the schools in-person on September 9, 2020. Since then, we are thrilled to have remained open through a balance of physical safety, instruction, and overall well-being, first in a hybrid and half-day mode and then full time since April.

This year, parents and teachers partnered in ways more intimate than ever before. The complete transformation of instruction into multiple models that flexibly intertwined with one another was done with passion and dedication by a faculty fiercely committed to teaching and learning under any circumstances. For over a year, teachers recreated all aspects of what they do on a daily basis. Their dedication allowed us to foster a safe model for in-person instruction with both hybrid and remote models simultaneously, then a full return. Teachers live stream into homes and students stream into classrooms for those not physically in school. Similarly, parents, directly and indirectly, support their children on a daily basis as we navigate these new approaches. The success to date is a result of this incredible partnership between home and school. Of course, the role of school nurses and custodians has been critical, as are those of support staff, food service, and transportation whose environments also changed completely. The unwavering support and leadership of the Concord School Committee and the Concord-Carlisle Regional School Committee built a foundation on which the talented administrative team were able to bring vision to reality.

Throughout it all, the Town of Concord offered its resources often without request. I will attempt to name the many ways this support took form, knowing the list is likely incomplete.

- Concord Health Director Susan Rask and Public Health Nurse Tricia McGean have been highly involved throughout the process by supporting us daily in safety measures and management of COVID cases. At the time of this report, at the end of May 2021, 205 COVID cases were connected to the schools. The schools remained open while navigating contact tracing and quarantines very much as a result of this partnership.
- The Concord Town Manager and the entire town leadership team engaged with us as the pandemic arrived and continually inquired about our needs culminating with the availability of vaccines for students at the CCHS site.

- Concord Recreation created programs at each of the three elementary schools to support afternoons of remote learning and daycare needs for parents given the half day model in Kindergarten through Grade 5. An additional program at Ripley allowed per diem support for staff juggling their own children's hybrid and remote school schedules.
- The Concord Fire Department provided ongoing leadership and support in crisis management as well as resources and connections. One such connection led to the ability to partner with a site for symptomatic testing and to begin symptomatic testing on site at CCHS which were critical when testing was largely unavailable.
- The Concord Police Department offered extensive support to actively rebuild the traffic and transportation plans with us, given the limited availability of bus ridership due to distancing needs. With approximately 50% of students arriving in another mode besides the bus, arrival and dismissal at school required careful planning. A record number of students now bike to school, which Concord Police have highly supported.
- Concord Public Works and Highway Department altered driveways and modified entrances to allow for these changes to the transportation plan so buses could utilize entrances they had not previously accessed. When quarantines impacted our plowing crew, they immediately offered help to ensure school would reopen after a storm.
- Concord Facilities provided HVAC personnel to ensure the readiness of the middle school buildings that required modifications before the return of students.
- The Concord Free Public Library partnered with us during the summer reading program leading to a record number of students participating. Programming for children and access to virtual resources has been ongoing since the closure in March of 2020.
- Emerson Hospital has been an important partner in offering medical and health consultation and partnership on various projects.
- The community's many medical and science professionals engaged directly on the 11 committees formed last summer and often advise us.
- The collaboration with the Concord Finance Committee, Concord Select Board, Carlisle Finance Committee, and Carlisle Board of Selectmen led to a successful rebuilding of budget proposals for fiscal year 2021 and in planning for the unknowns of fiscal year 2022.
- It has been our pleasure to collaborate to host Concord Town Meeting on the Doug White Field in 2020 and again this coming June 13, 2021.

Finally, and very importantly, I would be remiss not to highlight the amazing young people of our schools who engage in these uncharted waters with us daily. Their energy, enthusiasm, cooperation, and joy have been our guiding light. Thank you to the entire community for the support and dedication that allowed crisis to become an opportunity to serve its children.

With deep gratitude,
 Dr. Laurie Hunter
 Superintendent
 Concord Public Schools
 Concord-Carlisle Regional School District

Jeremy Romanul

From: Edward Perry <nedperry10@gmail.com>
Sent: Wednesday, June 2, 2021 10:43 PM
To: Linda Escobedo; Terri Ackerman; Susan Bates; Matthew Johnson; Jane Hotchkiss
Cc: Jeremy Romanul; Henry Dane; Carmin Reiss, Town Moderator; Ned Perry
Subject: Concord Town Meeting - Article 7 - Citizen's Motion to Amend/Motion
Attachments: Article 7 Motion . Motion to Amend.docx

Follow Up Flag: Follow up
Flag Status: Flagged

Good evening Linda, Terri, Susan, Matt and Jane,
(cc: Jeremy Romanul, Henry Dane, Carmin Reiss)

During their meeting on Wednesday afternoon, the Personnel Board decided, on a vote of 2 to 1, to not move Article 7. They were noncommittal on our proposed Motion to Amend/Motion, deferring any recommendation on the proposal until town meeting.

Based on deliberations Wednesday evening with the citizens group with whom I am working, we are looking to the Select Board to express support for both the spirit and intent of our proposed Motion to Amend/Motion asking the Select Board to appoint an independent citizens study committee. Attached is a copy of our proposal, as it appears in the Town Meeting Book, for your reference. If, prior to Town Meeting, the Select Board were to commit to appointing such an independent citizens committee to facilitate a comprehensive study and recommend changes, then our group would consider not moving the proposed Motion to Amend/Motion. If it would be of assistance to the Select Board after Town Meeting, we also would be willing to assist in recruiting and recommending to the Select Board qualified members for such a citizens committee, to assist in expediting the process.

Without such an assurance from the Select Board prior to town meeting, we most likely would move our Motion to Amend/Motion under Article 7 at town meeting.

We ask that this request be placed on the agenda for your next Select Board meeting, presently scheduled for Monday, June 7.

Thank you for your consideration of this request.
Warm regards,
Ned
Edward N. Perry
362 Bedford Street

Concord Town Meeting
Appropriated Funds for Affordable Housing

Date	Purpose	Amount	Balance	Description
7/1/2019	2019 ATM, article 23	\$500,000	\$500,000	
7/1/2019	930 Main St - Assist in creating 2 units	-\$150,000	\$350,000	SB Voted 7/1/19
7/29/2019	Gerow - Design Development Feasibility for 1 unit	-\$50,000	\$300,000	SB Voted 7/29/19
9/1/2020	2020 ATM, article 14	\$500,000	\$800,000	
2/22/2021	Emerson Annex - Preserve 1 unit	-\$100,000	\$700,000	SB Voted 2/22/21
6/1/2021	100 Elm Brook - Create 1 SHI unit	-\$570,000	\$130,000	SB Voted 6/1/21
2022	<i>Estimated Proceeds returned</i>	<i>\$257,000</i>	<i>\$387,000</i>	