

**TOWN OF CONCORD  
SELECT BOARD AGENDA  
JANUARY 24, 2022 AT 6:30 PM  
VIA ZOOM**

***REVISED JANUARY 21, 2022***

Join Zoom Meeting

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

Meeting ID: 840 9239 5810

Passcode: 865209

#	Time	Agenda Item
1.	6:30pm	Call to Order
2.		Consent Agenda <ul style="list-style-type: none"> <li>• Town Accountant Warrant: January 27, 2022</li> <li>• Minutes: October 18, 2021 executive session minutes; October 23, 2021 executive session minutes; November 17, 2021 executive session minutes; November 22, 2021 executive session minutes, November 22, 2021 regular session minutes; December 13, 2021 regular session minutes.</li> </ul>
3.		Remarks on January 6, 2022 Vigil
4.	6:35pm	Semi-Annual Report from Town Accountant
5.	7:00pm	Mid-Year Report from Town Counsel on legal costs
6.	7:30pm	Town Manager's Report
7.		Chair's Remarks
8.	7:50pm	Minuteman Regional Technical High School annual update on OPEB liabilities and Concord's expected long-term enrollment, projected per-pupil and total long-term costs
9.	8:15pm	Review Charge for Housing Production Plan Steering Committee
10.	8:40pm	Amend Middle School Building Committee Charge
11.	8:55pm	Update on Special Legislation
12.		Committee Nominations: Stephen Stasheski of 76 Jennie Dugan Road and Heather Bout of 33 Alden Road and Interim Town Manager Kerry A. Lafleur (ex officio) to the Concord Middle School Building Committee until the end of the project; Francesca Cataldo of 40 Hosmer Road to the Historical Commission as an Associate Member for a term to expire on January 23, 2023; Henry Moss of 557 Sudbury Road, as nominated by the Natural Resources Commission, to the Historic Districts Commission as an Associate member for a term set to expire on January 1, 2025; Abigail Flanagan of 398 Main Street, as nominated by the Concord Museum, to the Historic Districts Commission from an Associate Member to a Member, for a term set to expire on January 1, 2027; Doug Bacon of 410 Lowell Road to the Concord Housing Development Corporation for a term to expire April 30, 2025.
13.		Committee Appointments: None at this time
14.		Miscellaneous Correspondence
15.		Public Comment

16	9:15pm	Adjourn
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Note: All times are approximate and subject to change.

<b>Current Board and Committee Vacancies</b>
Bicycle Subcommittee of Transportation Advisory Committee
Concord 2025 Executive Committee
Concord Municipal Affordable Housing Trust
Conservation Restriction Stewardship Committee
Council on Aging
Historic Districts Commission
Natural Resources Commission
Personnel Board
Planning Board
Public Ceremonies and Celebrations Committee
Tax Fairness Committee
West Concord Advisory Committee
Zoning Board of Appeals

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Pursuant to a notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting via Zoom on November 22, 2021 at 6:30pm.

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

**Call to Order**

Chair Ackerman called the meeting to order at 6:30pm.

**Consent Agenda**

- Minutes to approve: August 16, 2021; August 16, 2021 Executive Session (not to be released), September 13, 2021; September 13, 2021 Executive Session #1 (not to be released); September 13, 2021 Executive Session #2 (not to be released); September 20, 2021; October 4, 2021 Executive Session (not to be released), October 18, 2021
- Gift Acceptance: Concord Land Conservation Trust gift of \$25,000 for the acquisition of the Emerson Land Conservation Restriction

Ms. Escobedo stated that the October 18, 2021, minutes needed to be amended to reflect that the Board adjourned to Executive Session and did not return to open session.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to approve the consent agenda, with an amendment made to the meeting minutes of October 18, 2021.

**Town Manager's Report**

Town Manager Stephen Crane reviewed the Town Manager's report attached to the Select Board's meeting packet. Mr. Crane stated that the Town had excellent results at a vaccination clinic held at Concord Public Schools. Mr. Crane reminded residents to take necessary precautions to protect themselves and their families from COVID-19 as the town entered the holiday season. Mr. Crane added that he had been asked by the Chief of Police to remind residents to lock their vehicles following several recent break-ins in Concord. Mr. Crane also announced that he and the Board had reached an agreement to provide for his resignation, effective December 31, 2021, with a formal announcement to be made in the following days.

**Chair's Remarks**

Chair Ackerman thanked Mr. Crane for his time serving as the town of Concord's Town Manager and reiterated that a separation agreement had been reached. Chair Ackerman added that a joint public statement from the Select Board and Mr. Crane would be released in the coming days. Chair Ackerman wished Mr. Crane the best in his future endeavors.

Chair Ackerman asked the Board if they would like to resume meeting in person beginning at their next meeting, to be held on December 6, 2021. Chair Ackerman suggested that the Board try to hold the next meeting in person, in preparation for their joint hybrid meeting with the Finance

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Committee on December 16, 2021. Chair Ackerman also announced that the Board would be cancelling the December 13, 2021, focused meeting, but would hold the date should an emergency meeting be needed. Chair Ackerman stated that the next focused meeting would be held in January 2022 to discuss 2229 Main Street. Chair Ackerman added that the Board had been preparing for their joint meeting with the Finance Committee to be held on December 16, 2021.

**Meet with Sen. Barrett to Discuss Current Items & Status of Home Rule Petitions**

Chair Ackerman stated that Senator Barrett was invited to discuss current items at the State Senate, and the six Home Rule Petitions which had been filed on behalf of the town. Senator Barrett stated that American Rescue Plan Act of 2021 (ARPA) funds should be trickling down to municipal governments, but that funds were still being discussed by the legislature and the Governor. Sen. Barrett stated that the funds were to be used for infrastructure and climate change mitigation. Sen. Barrett stated that the federal government would be appropriating additional funds to combat climate change and for childcare/early childhood education.

Sen. Barrett reviewed the six Home Rule Petitions that had been filed on behalf of Concord. Sen. Barrett stated that Representative Gouveia had filed four of the petitions and he had filed two. Sen. Barrett noted that one of the two Home Rule Petitions he had filed regarding a real estate transfer tax was discussed in Committee, but that if it were approved it would be the first of its kind in Massachusetts. Sen. Barrett stated that some of the opposition to the bill was coming from the development community, who are concerned that each municipality would have a different policy that they would need to navigate. Sen. Barrett added that he had introduced legislation at a state level that would accomplish a similar goal. Sen. Barrett then reviewed the building permit surcharge and was confident that he could get the legislation through the Senate, but that it would then need to get through the House of Representatives. He noted that the bill was with the Joint Housing Committee, and noted that as a challenge, as it was a joint committee of the House and Senate.

Sen. Barrett then reviewed the four Home Rule Petitions filed in the House. Sen. Barrett shared his optimism that the petition regarding liquor licenses would be passed. Sen. Barrett also believed the Home Rule Petition regarding the Senior Means Tested Property Tax exemption could pass, although it was also currently being discussed in a joint committee. Sen. Barrett stated that he did not have as much insight regarding the voting rights of seventeen-year-old Concord residents in municipal elections. Finally, Sen. Barrett stated that the Home Rule Petition regarding the bylaw amendment related to fossil fuel infrastructure did not have his support. Sen. Barrett stated that he would prefer to implement statewide standards regarding the issue.

Mr. Johnson asked Sen. Barrett what the Town could do to help the passage of the other Home Rule Petitions, especially the building permit surcharge and the senior means tested exemption. Sen. Barrett stated that the Senior Means Tested Exemption legislation, should it pass the House, would move through the Senate quickly. Sen. Barrett encouraged the Board to work with Rep. Gouveia to encourage her House colleagues to move the legislation through the joint committee. Sen. Barrett also stated that because it was an election year, many Home Rule Petitions would be approved.

Sen. Barrett was also confident that he could get the building permit surcharge legislation through the joint committee, and then quickly through the Senate, so that Rep. Gouveia could then move it

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through the House.

Beth Kelly, of 39 White Avenue and co-chair of the White Pond Advisory Committee, stated that the Town had sent two letters to the Massachusetts Department of Fisheries requesting that they cease stocking White Pond with rainbow trout. Sen. Barrett stated that he would have his chief of staff, Brendan Berger, follow up on Ms. Kelly's concerns.

Chair Ackerman thanked Sen. Barrett for his time and for keeping the Board up to date on pending legislation.

**Public Hearing: FY22 Tax Classification Hearing**

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to open the public hearing regarding the FY22 Tax Classification

Tom Matthews, of 135 Elsinore Street and Chair of the Board of Assessors, thanked Rick Ladd, Carolyn Dee, and Rich Scanlon, all staff members of the Assessing Division, for their assistance in assembling the presentation he intended to give to the Board. A copy of Mr. Matthews' presentation was attached to the Select Board meeting packet.

Mr. Matthews stated that Fiscal Year 2022 values and growth were both approved by the Department of Revenue, and that the Assessing Division expected the January 1, 2022, tax bills to go out on time.

Mr. Matthews stated that the total new growth in Concord was \$65,956,722, which equated to \$970,883 in new tax revenue for the Town.

Mr. Matthews then reviewed the four items the Board would need to vote on that evening, including adopting a residential factor, an open space discount, a residential exemption, and a small commercial exemption.

Mr. Matthews stated that the Board of Assessors recommended that the Board adopt a residential factor of one, which meant that all property in Town would receive the same tax rate, as had been the case since Fiscal Year 1998. Mr. Matthews also stated that the Board of Assessors recommended that the Board not adopt an open space discount, a residential exemption, or the small commercial exemption. He further stated that in each of those matters the number of parcels that would benefit was minimal, while the burden placed on other affected parcels would outweigh the proposed benefits of each.

Mr. Matthews also noted that the Senior Means Tested Exemption would be paid out of the Overlay account, as opposed to previous fiscal years when it was provided for with a small shift in the residential factor. Ms. Escobedo thanked Mr. Matthews and the Board of Assessors for their presentation, and asked if the next agenda item, regarding a request to release Overlay surplus funds to the Middle School Stabilization fund would affect the Town's ability to fund the Senior Means Tested Exemption. Mr. Matthews stated that approximately \$150,000 had been apportioned to support the Senior Means Tested Exemption, and that the Overlay Surplus account had a current balance of approximately \$3,000,000. Mr. Matthews added that at the Board of Assessors Meeting on November 18, 2021 the Board had voted to release \$1,000,000 to the Middle School

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Stabilization Fund, with the contingency that the Overlay Fund continue to be funded at its previous levels.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to close the public hearing regarding the FY22 Tax Classification.

The Board reviewed with Interim Assessor Rich Scanlon which items they should vote on, and in which order.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** not to adopt an open space discount for Fiscal Year 2022.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** not to adopt a residential exemption for Fiscal Year 2022.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** not to adopt a small business exemption for Fiscal Year 2022.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to adopt a single tax rate by adopting a minimum residential factor of 1.00 for Fiscal Year 2022.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to adopt a uniform tax rate of \$14.76 per thousand dollars of assessed value for Fiscal Year 2022.

**Request by the Board of Assessors to Release Overlay Surplus to Fund Middle School Stabilization Fund**

Chair Ackerman explained to the Board that the Finance Committee was charged at the end of September with looking into how to increase the stabilization fund for the Middle School building project. Chair Ackerman stated that one possible solution posed by the Finance Committee was to transfer funds from the Overlay Surplus account and/or to ask the Town Manager not to fund the usual \$500,000 that was appropriated to the Overlay Account.

Mr. Matthews explained that the Board of Assessors was happy to work with the Select Board and the Town to ensure the Middle School building project was as affordable as possible. Mr. Matthews added that the Board of Assessors had voted at their meeting on November 18, 2021 to release \$1,000,000 to the Middle School Stabilization Fund with the caveat that the Overlay Fund continued to be funded at levels comparable to recent Fiscal Years. Mr. Matthews also stated that following the completion of the abatement season in the Spring the Board of Assessors would revisit releasing additional funds from the Overlay Surplus fund to the Middle School Stabilization Fund. Chair Ackerman thanked Mr. Matthews and the Board of Assessors for working together with the Town.

Chair Ackerman asked Kerry Lafleur, Concord's Finance Director, if the Select Board would need to take a further vote to accept or appropriate the funds. Ms. Lafleur stated that the Overlay account was under the control of the Board of Assessors, and so their vote to release the funds was

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all that was needed. Christine Reynolds, Chair of the Finance Committee, thanked the Board of Assessors for the support and for taking quick action on the matter.

**Public Hearing: Application for Transfer of License, Pledge of Inventory, and Pledge of License from JMMS Liquors, DBA Walden Liquors located at 18 Walden Street to Sunny Side Enterprises**

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to continue the public hearing for Application for Transfer of License, Pledge of Inventory, and Pledge of License from JMMS Liquors, DBA Walden Liquors located at 18 Walden Street to Sunny Side Enterprises

Chair Ackerman apologized to Mr. Levin for a comment that was made during the last public hearing. She stated that the Town of Concord and the Select Board do not condone any type of divisiveness and are a welcoming community for all people.

Attorney Benjamin Levin stated that several amendments were made to the original application, which were included in the Select Board meeting packet. Mr. Levin highlighted amendments to the Purchase and Sale agreement, information about the proposed manager, and other locations that the proposed group manages.

Mr. Dane stated that he had reviewed the revised application and that it addressed all the concerns he had in the initial public hearing. Mr. Dane also stated that a background check was undertaken by the Concord Police Department, and they fully endorsed the suitability of the applicants. Mr. Dane further stated that the Police Department contacted the communities in which the proposed managing group operates and noted that there had not been any violations in relation to their licenses. Mr. Dane voiced his support of the application.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to close the public hearing for Application for Transfer of License, Pledge of Inventory, and Pledge of License from JMMS Liquors, DBA Walden Liquors located at 18 Walden Street to Sunny Side Enterprises.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to approve the application for Transfer of License, Pledge of Inventory, and Pledge of License from JMMS Liquors, DBA Walden Liquors located at 18 Walden Street to Sunny Side Enterprises.

**Review and Vote Reprecincting Proposal**

Ms. Kaari Tari, Town Clerk, stated that she would like to ask the Board of Registrars to call their meeting to order.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to call the meeting of the Board of Registrars to order.

Ms. Tari stated that the Board of Registrars were before the Select Board to request that they vote to adopt the updated 2020 reprecincting plan, included in the Select Board meeting packet, as

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recommended by the Board of Registrars.

Ms. Tari noted the reprecincting plan was based on the 2020 Federal Census population of 18,491 and the 2021 Redistricting Plan by the State Legislature which divides Concord between the 13<sup>th</sup> and 14<sup>th</sup> Middlesex Districts. Ms. Tari stated that on November 4, 2021 the Select Board requested that the Board of Registrars and Town staff make additional efforts to keep neighborhoods together and to keep changes to a minimum. Ms. Tari stated that most of the Conantum neighborhood would become part of Precinct 4, while a very small area in the Conantum neighborhood, along Oxbow Road, would become part of Precinct 3. Ms. Tari also noted that both Precincts 3 and 4 were in the 13<sup>th</sup> Middlesex District, and the challenge with the redistricting was that the Town was seeking to keep the precinct lines from crossing the district lines.

Ms. Tari reviewed the proposed reprecincting plan using the map provided in the Select Board's meeting packet.

Ms. Tari reviewed the polling locations for the newly drawn precincts and stated that the proposed polling locations would be:

- Precinct 1—141 Keyes Road
- Precincts 2 & 3—Harvey Wheeler Community Center
- Precincts 4 & 5—Hunt Gym

Ms. Tari stated that the Board of Registrars was in discussion with the Housing Authority to have Precinct 5 vote at Peter Bulkeley Terrace. She added that she would be meeting with the residents of Peter Bulkeley Terrace the following week. Ms. Tari thanked Anna McKeown, Concord's Recreation Director, for her assistance in offering adequate space to hold elections in the Hunt Gym for Precincts 4 and 5.

Chair Ackerman thanked Ms. Tari, the Board of Registrars, and Ms. McKeown for their work. Chair Ackerman asked about using the Concord Armory as a polling location. Ms. Tari stated that it would be very beneficial to utilize the Armory as a polling place, but that a formal request would need to be made to the National Guard. Ms. Tari stated that the precinct lines would be in effect for the next ten years. They would need to be submitted to the Local Election District Review Commission no later than December 15, 2021 so that they can be put into the centralized voter registry and notify affected voters. Polling locations could be discussed at a later date.

Chair Ackerman asked Mr. Dane and Ms. Tari if a letter from the Select Board might assist in getting permission to use the Armory as a polling location. Mr. Dane stated that community support would be welcome in his discussions with the National Guard regarding the Armory building. Mr. Crane added that the Select Board should also include Kate Hodges, Deputy Town Manager, in those discussions as she had some correspondence with the National Guard regarding the Armory building. Mr. Crane also encouraged the Board to carry out an assessment of the Armory to its suitability as a polling location, citing things like ADA compliance and restroom access. Mr. Dane shared his belief that the town should first gauge the National Guard's interest in allowing use to the town.

Ms. Escobedo thanked the Board of Registrars and Ms. Tari. She noted that the reason that the town was seeking additional polling places at Peter Bulkeley Terrace was because Concord wants

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to reduce the use of the Hunt Gym as a polling location. Ms. Tari stated that the establishment of a polling location at Peter Bulkeley Terrace was being explored to have polling locations located as central to the precincts as possible. Ms. Escobedo suggested that the Ripley Elementary School had adequate parking. She proposed that parking concerns be considered as the Town looked for additional polling locations. Ms. Tari stated that parking was being carefully considered in coordination with the Police Department as the town explored additional polling locations. Ms. Escobedo also asked where the new district line would be drawn. Ms. Tari explained that the new district line would be drawn along the boundaries of Precincts 3 and 4.

Mr. Johnson voiced his appreciation to the Board of Registrars, the Town Clerk, and the Town's consultant for their efforts regarding the reprecincting. He believed the proposed reprecincting brought in front of the Board that evening was both thoughtful and well presented.

Mr. Dane thanked the Board of Registrars, as their liaison. He noted that the issue of having the Town split into two congressional districts and two legislative districts was a difficult one to overcome. Mr. Dane emphasized that only the precincts needed to be approved that evening and would be fixed for ten years, while the Town could continue their efforts in finding the most effective polling locations.

Lois Suarez, of 34 Everett Street, asked where she would vote. Ms. Tari stated that the Board of Registrars was proposing both precincts 4 and 5 would vote at the Hunt Gym, until and unless, there was a change made by the Select Board.

Diane Proctor, of 57 Sudbury Road, asked Ms. Tari if she would be mailing each resident information about where they would vote, and asked if groups like the League of Women Voters could aid in disseminating information. Ms. Tari stated that a Town wide mailing would be distributed well in advance of the upcoming February 3, 2022, special election. She also stated that an absentee ballot would be included in those mailings for those who cannot physically get to a polling location.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to accept the 2020 reprecincting plan as presented by the Board of Registrars on November 22, 2021.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to set the polling places for precincts 2 and 3 to the Harvey Wheeler Center, the polling places for Precincts 4 and 5 to the Hunts Gym, and the polling place for Precinct 1 to 141 Keyes Road.

**Review and Accept CMLP Financial Audit**

Chair Ackerman stated that the Financial Audit Advisory Committee had met and completed the work on the annual auditing cycle. The previous two audits covered the Concord Municipal Light Plant (CMLP) and the Regional School District.

Ms. Lafleur stated that typically the auditors make a presentation to the Audit Advisory Committee, who would then prepare an executive summary and present that report to the respective governing bodies for their acceptance into the record. Ms. Lafleur stated that the

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management letter stated that the CMLP was sound financially and noted that the audit had been completed much more quickly than previous years.

Ms. Escobedo asked if the Audit Committee would be following up with the CMLP about some of the items detailed in the letter from the auditors. Ms. Lafleur stated that typically the auditors follow up with any issues raised in that letter during their next financial audit.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to accept the Concord Municipal Light Plant's financial audit as presented in the Select Board Meeting packet.

**Discuss Revised APP10 Draft**

Ms. Ackerman reviewed the changes regarding APP10 highlighted in the Select Board's meeting packet.

Ms. Escobedo voiced her support of the changes presented by Chair Ackerman, and asked Mr. Crane and Chair Ackerman why the Board had recently made dual appointments (appointment of one resident to two committees). Mr. Crane stated that he was not familiar with the appointments Ms. Escobedo was referring to, but that the Town made every effort to avoid having a citizen serve on more than one Board of Committee.

Mr. Dane noted that when appointing a citizen to two committees, it was usually laid out in the charge of a committee that it was appropriate. Mr. Dane stated that he believed that special attention should be paid to those situations, and that the Town should seek to have diverse Boards and Committees, and suggested no change was needed to APP10 regarding dual committee appointments.

Ms. Bates stated that she supported the proposed changes to broaden the candidate base to incorporate more diverse members of the town. Ms. Bates also stated that she supported the language inserted regarding dual committee appointments.

Ms. Escobedo asked the Board if they would consider not removing the sentence about dual appointments being rare. Ms. Escobedo believed highlighting that dual appointments were rare was important to keeping them in check.

Mr. Johnson stated that he was amenable to either the verbiage suggested by Ms. Escobedo or that drafted by Chair Ackerman. Mr. Johnson also suggested several small grammatical and formatting changes to the document.

Upon a motion duly made and seconded, it was 4-1 **VOTED:** to amend APP 10 as presented shown in the Select Meeting Packet, with amendments made following the Select Board discussion to restore the two sentences at the bottom of Section B and reverting to the original language in Section E regarding elected officials.

**Vote to Increase RHSO Revolving Fund Limit**

Elizabeth Rust, Director of the Regional Housing Services Office, reviewed the memo included in

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the Select Board Meeting Packet, and stated that this request had become standard over the last several years. Ms. Rust stated that the request was to increase the expense spending limit for the RHSO revolving fund by \$50,000 to accommodate an increase in contracted services, which is fully offset by fees collected for those services. Ms. Rust noted that this would not assess additional fees to the town. Ms. Rust stated that there were several items that necessitated the request, including an emergency rental assistance program in Acton, the Housing Production Plan in Concord, and some increases in the town of Lincoln.

Ms. Rust stated that she would work closely with Ms. Lafleur in the coming year to set a higher limit to accommodate the supplemental increases requested from the member towns. Chair Ackerman asked why the RHSO would not set a limit of \$500,000 or \$1,000,000. Ms. Rust stated that it was best practice to try to set realistic spending limits, while acknowledging they had clearly estimated less than needed the last few years.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to increase the RHSO Revolving Fund Limit by \$50,000 from \$325,000 to \$375,000.

**Authorize Return of \$5,000 to Uncommitted Balances for the Emerson Annex  
Preservation Project**

Chair Ackerman referenced an email that had been included as part of the Select Board meeting packet, and asked Ms. Rust to explain to the Board what action she was seeking.

Ms. Rust stated that the Select Board had previously authorized \$100,000 in February of 2021 for the preservation and repairs of a unit at Emerson Annex. She stated that the repairs were completed and there was a balance of \$5,000 that remained unspent. Chair Ackerman asked where the \$5,000 would be transferred. Ms. Rust explained that she would defer to Ms. Lafleur, but that the funds would be moving from committed to uncommitted funds. She further explained that it was essentially saving the \$5,000. Mr. Crane explained that the funding had come from a free cash appropriation for affordable housing, which would now be under the purview of the Affordable Housing Trust.

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to accept the return of \$5,000.00 to the Affordable Housing Trust Fund of uncommitted balances for the Emerson Annex Preservation Project.

**Committee Nominations**

Erika Prah, of 1400 Lowell Road, to the Diversity, Equity and Inclusion Commission for a term ending April 30, 2022 (in place of Molly Wierman, who declined appointment).

**Committee Appointments**

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to appoint Alan Bogosian of 1624 Main Street to the Historical Commission to fill an unexpired term set to expire on May 31, 2022 and Sustainability Director Amanda Kohn to the Middle School Building Committee for a term to expire at the completion of the project.

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**Committee Liaison Reports**

Ms. Bates reported the following:

- The Natural Resources Commission met the week prior and there was an extended discussion about the property at 821 Strawberry Hill Road regarding the replacement of the building and the septic system. She noted that prior to the meeting there was also a site visit, and that the hearing was continued to the next meeting.
- The Council on Aging Board had met and discussed articles that two members would be publishing in the Concord Journal about how the Council on Aging operated during the COVID-19 pandemic. The purpose of the articles is to inform senior residents of the many opportunities and services offered by the Council on Aging. Chair Ackerman commended the Council on Aging for a recent COVID-19 booster clinic they held, where approximately 140 vaccinations were administered. Another clinic will be held on December 2, 2021.
- The Concord Local Cultural Council met, and they are in their grant awarding period. It was noted that they had denied several grants. The next meeting would be held on December 1, 2021, with an eye on finalizing their grant awards.
- The Commission on Disability had met and were joined by several members from the Town of Acton's Commission on Disability to discuss a situation at Emerson Hospital concerning disabled citizens being brought to the hospital in an ambulance, without the ability or transportation to get home. The Commission was attempting to coordinate with the Ombudsman at the hospital and the social worker in charge of transportation to resolve the issue. The Commission on Disability was trying to determine the scope of the issue to better assist disabled residents.
- The Conservation Coffee meeting was held on November 9, 2021, where they discussed the Brewster Woods and traffic to the site that the Audubon Society now owns.
- The Personnel Study Task Force had met twice. They are working on developing a focus and recommendations to the Select Board regarding the Personnel Board's responsibilities.
- The Conservation Restriction Stewardship Committee also met.

Ms. Escobedo reported the following:

- The Concord Housing Authority met, and they were nearly ready to sign their HUD Repositioning Agreement. The Housing Authority will initiate discussions with Habitat for Humanities to see if they may be able to assist with the construction of an affordable housing unit on Commonwealth Avenue; other options will also be explored.
- The Cemetery Committee met to discuss a survey to address the condition of the grounds at the Sleepy Hollow Cemetery.
- The Historic Districts Commission dealt with several difficult applications throughout the fall; a project on Lowell Road was recently denied.
- The Historical Commission has been tackling several issues, including an uptick in demolition permits due to the change in bylaws at the last Town Meeting. Further, the Historical Commission held two Historical Commission coffee meetings, which were both positively received. Finally, the Historical Commission is drafting a Scenic Roads Bylaw to bring to the Annual Town Meeting in the Spring.
- The Junction Village Open Space Task Force defended its application before the CPC. In response to feedback public forum, it generated the third rendition of its \$300,000 funding

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request.

- The Community Preservation Committee finished their first round of interviews with twelve applicants. They then discussed evaluation criteria and considerations moving forward. They will be holding a public hearing on November 30, 2021.

Mr. Johnson reported the following:

- The Middle School Building Committee had approved an amount of \$103,700,000 to include in the Warrant for the Special Town Meeting as the Debt Exclusion amount. It was noted that the MSBC had subsequently gone through value engineering considerations and may be able to reduce the budget by an additional \$1,000,000. Their goal is to be able to make a motion at the Special Town Meeting that is less than the figure published in the Town Meeting Warrant.
- The Tax Fairness Committee discussed the circumstances around the Senior Means Tested Exemption, and the necessity to use the Overlay Account to fund it following the Select Board's discussion with Senator Barrett at their meeting on November 15, 2021.
- The Climate Action Advisory Board and Comprehensive Sustainability and Energy Committee met and discussed the benefits and challenges of potentially combining the two committees.
- The Pollinators Health Advisory Committee met and held a good first meeting following their reconstitution.
- Mr. Johnson stated that he had received a notice from Concord's Recreation Director, Anna McKeown, that the inability of the Personnel Board to meet due to a lack of quorum was affecting the Recreation Department's ability to approve personnel classifications and compensation schedules. Ms. McKeown had developed new pay programs that she would like to implement, but the Personnel Board would need to approve them. Mr. Dane suggested the study committee that the Select Board had formed might be willing to come up with a short-term solution to Ms. McKeown's problem and recruit new members for the Personnel Board. Ms. Bates stated that the Personnel Board is a five-member Board that had been meeting with only three members for some time.

Mr. Dane reported the following:

- The Civil War Monument Committee had been making substantial progress to find deeds and other evidence of George Dugan inhabiting the Town of Concord and participating in the Civil War. The group planned to present to the Historic Districts Committee in January and would be back in front of the Select Board well within the six-month period set by the Board.
- Mr. Dane had the privilege to serve as the representative of the Select Board at the Veterans Day ceremonies at the Sleepy Hollow cemetery in conjunction with the Public Ceremonies and Celebrations Committee. He reported that it was a well-attended, moving, and appropriate ceremony.
- The Library Committee announced that Emily Smith had been selected as the new Library Director. Chair Ackerman requested that the Board be made aware of any welcoming event for Ms. Smith.

Chair Ackerman reported the following:

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- The Hugh Cargill Trust and Tax Relief Committee met to hold their annual appeal.
- The MMA Fiscal Policy Committee reported that the State budget closed with a surplus of \$4,000,000,000, which would be allocated to replenish the State's Stabilization Fund, provide police training, address housing insecurity and human services, bolster the Community Preservation Act trust fund, and administer the Chapter 90 program for road work.
- The Estabrook Woods litigation held their closing arguments via conference call, and a judge would be issuing a ruling in the coming months.
- The Regional Emergency Communications Center (RECC) had a site visit in southeastern Massachusetts, which could be used as a good model going forward. There were also three responses to the posted project manager position, and they would be posting an Executive Director position, which was funded in this year's budget.
- The School Committee discussed how to allocate the \$1,100,000 the schools received in American Rescue Plan Act (ARPA) funds. They will be sending a survey to parents and stakeholders for their input. They also reported that the district had a very high vaccination rate and a low number of COVID-19 cases in the schools.
- The Finance Committee and Capital Planning Committee met to discuss how to offset costs related to the Middle School Building project. Chair Ackerman reminded the Board and public that a joint meeting of the Select Board and Finance Committee would be held on December 16, 2021.
- Bill Kemeza of the Tax Fairness Committee stated that he was looking for new members, and that they may be close to completing their work and could be considering their dissolution.

**Miscellaneous Correspondence**

There was no discussion of this agenda item.

**Public Comment**

Constantine Gonatas, of 260 Old Marlboro Road, shared his thoughts regarding the Estabrook Woods litigation. Mr. Gonatas stated that he was grateful for the public access that he had been granted to the property in the past. Mr. Gonatas asked how the Town came to authorize the funding of the litigation in the absence of settlement discussions and what sort of oversight had there been to determine that funds had been spent responsibly. Chair Ackerman stated that the Board had discussed that topic previously and was not scheduled to discuss it that evening. She encouraged Mr. Gonatas to relay his contact information to Mr. Crane so that she could contact him following the meeting. Mr. Gonatas shared his experience trying similar cases, and stated that a settlement should have, and should still be, pursued. Mr. Dane stated that he believed that the Town should form a Citizen Legal Services Committee, to review situations like the Estabrook Woods litigation, and suggested that Mr. Gonatas would be a viable candidate to serve on that committee.

**Adjournment**

Upon a motion duly made and seconded, it was UNANIMOUSLY **VOTED:** to adjourn to Executive Session, not to return to open session, to consider the purchase, exchange, lease, or value of real property, as the Chair declares that an open meeting may have a

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detrimental effect on the negotiating position of the Town.

**Meeting Materials:** <https://concordma.gov/DocumentCenter/View/33153/November-22-SB-Packet-revised>

**Minuteman Media Network Coverage:**

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

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Pursuant to a notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting in the Public Hearing Room via Zoom on December 13, 2021 at 7:00pm.

Present were Terri Ackerman, Chair, Matthew Johnson, Clerk, Henry Dane, Susan Bates, and Linda Escobedo.

**Call to Order**

Chair Ackerman called the meeting to order at 7:00 pm.

**Consent Agenda**

- Town Accountant Warrants: December 9, 2021
- Gift Acceptance:
  - Friends of Concord Carlisle Fields in the amount of \$50,000.00
  - Concord Carlisle Community Chest in the amount of 17,696.50 to the Council on Aging Gift Accounts

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

**Discuss Interim Town Manager**

Chair Ackerman stated that she would like to discuss what the Board's objectives were for the evening, internal/versus external candidates, and hopefully decide on how to move forward in selecting an Interim Town Manager.

Chair Ackerman stated that members of the community, members of the Senior Management Team, and others informed her that the Town needs stability in their next Town Manager. Chair Ackerman stated that the Board's goal should be to minimize disruption, be thoughtful, and careful in their consideration of an Interim Town Manager.

Ms. Bates stated that the other objective should be to decide on an Interim Town Manager expeditiously, as a void in that position would likely contribute to instability.

Mr. Dane stated that the Board would need to decide what needs to be done now, and what can be put off until later. He also thought the Board would need to consider the Town Charter, as he did not see a position titled "Interim Town Manager," only "Temporary Town Manager." Mr. Dane voiced his belief that the title made a significant difference. He was confident in the managers that the Town had in place and did not believe that the position's vacancy would affect the other managers' ability to run their respective departments. He did not believe that the Board should rush making a decision that could have long-lasting consequences and stated that the last time they held discussions like these, they did not do an adequate job. Mr. Dane encouraged the Board to consider the opportunity to have a significant impact on the future of the Town, and to help it move in the direction the Board thinks it should go.

Chair Ackerman stated that she had also looked at the Town Charter. She noted that when previous

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Town Manager Chris Whalen vacated the Town Manager's position, they had named an employee as Acting Town Manager while he was finishing his tenure, and then appointed that employee as Interim Town Manager. From her perspective, they had set a precedent.

Ms. Escobedo stated that she felt it was important to move quickly to appoint an Interim Town Manager but felt the Board should very carefully consider the permanent Town Manager appointment.

Mr. Johnson stated that the Board had a clear path to move forward now and should appoint an interim/temporary/acting Town Manager to give clarity to residents and staff and to carry out the responsibilities of the Town Manager. Mr. Johnson stated that the Board was beholden to the citizens of Concord to hold a rigorous selection process that provides the town with the best long-term candidate, whether that's an internal or external candidate.

Chair Ackerman stated that the Board should appoint an Interim Town Manager with a term to begin on January 1, 2022. She asked the Board if they would prefer to seek an internal or external candidate. Mr. Dane stated that the Board should consider whether the person appointed to the interim position will be a candidate for the permanent position. Mr. Dane also encouraged the Board to seek a candidate for the interim position who could act as an Executive for the Board throughout the search for a permanent Town Manager. Mr. Dane stated his belief that the candidate for Interim Town Manager should not be considered as a candidate for the permanent position.

Ms. Escobedo asked the Board if they agreed with Mr. Dane. Was it necessary for the Interim Town Manager to direct the search process going forward? Mr. Johnson stated that he would prefer to see an independent body carry out the search, as opposed to the Interim Town Manager, who would be responsible for managing the Town on a day-to-day basis. Ms. Escobedo and Chair Ackerman agreed with Mr. Johnson, and Chair Ackerman suggested a screening committee be formed to interview potential permanent candidates. Mr. Dane stated that a screening committee had been formed during the last Town Manager search. Ms. Bates stated that she believed an Interim Town Manager would not necessarily need to be involved in the search for the permanent Town Manager, and that managing the Town every day was a full-time job.

Chair Ackerman then asked the Board for their opinions on internal versus external candidates. Mr. Johnson stated that he was in favor of supporting an internal candidate, as they were familiar with the current operations of the Town and the staff would be familiar with them. Mr. Johnson also shared concerns about how the process of hiring an external candidate could affect town operations. Ms. Escobedo and Ms. Bates stated that they both preferred internal candidates. Mr. Dane reiterated that he believed the Interim Town Manager should not have the ability to apply for the permanent position, but noted that his position did not seem to be getting the support of the Board.

Chair Ackerman stated that there was a consensus to propose an internal candidate for the position of Interim Town Manager. Chair Ackerman reminded the Board that they had interviewed two candidates at their previous meeting. Mr. Johnson stated that based on those discussions, he would propose one candidate over the other.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**VOTED:** to appoint Kerry Lafleur to the position of Interim Town Manager, effective January 1,

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2022.

Ms. Escobedo asked Chair Ackerman if she would need authorization to discuss this matter with Ms. Lafleur. Chair Ackerman stated that the Board would be holding an Executive Session in the next week to discuss the details of the appointment with Town Counsel.

Ms. Escobedo also suggested that the Board consider using the verbiage, “Acting Interim Town Manager,” as she had seen used in other communities. Chair Ackerman and Mr. Johnson did not prefer to use that position title.

The Board agreed to meet on Monday, December 20, 2021 at 5:00 p.m. in Executive Session to discuss the matter.

**Committee Liaison Reports**

Ms. Bates reported the following:

- The Personnel Study Task Force met and discussed their charge.
- The Personnel Board met on November 30, 2021. They voted a 2% salary increase for non-salary employees who had not reached the top of their salary range.
- The White Pond Advisory Committee met on December 1, 2021. There was a visit from a representative from Boxford who discussed some of the commonalities of a pond in their community. The Committee also discussed their application to the CPC, and their social media presence.
- The Economic Vitality Committee met on December 3, 2021. Surveys had gone out to the business community to collect information from the business organizations in Town. Members would also be reaching out to businesses and business organizations like the Chamber of Commerce, individually.
- The Town Menorah lighting was very successful.
- There would be a discussion of possible zoning changes to the Thoreau Business District on December 14, 2021. She noted that there were many neighbors interested in that discussion.
- There was big reaction from the business community regarding Mr. Crane’s resignation. They felt Mr. Crane was an advocate for business, which they had not previously experienced in Concord.
- The West Concord Junction Cultural Development Committee met on December 7, 2021. They discussed the allocation of a \$7,500 grant from the Massachusetts Cultural Council which would be used to design a kiosk, edit/reprint their brochure, and to paint another mural.
- The Conservation Restriction Stewardship Committee met on December 7, 2021, and they noted that they were seeking an additional member.
- The Commission on Disabilities met on December 9, 2021. They held a follow-up discussion regarding transportation for disabled residents leaving Emerson Hospital. Representatives from the Town of Acton’s Commission on Disabilities were in attendance for the discussion on December 9. The Commission would be reaching out to the Emerson Ombudsman to address the matter.
- The Personnel Study Task Force voted 4-1 against the suggestions from the Select Board regarding the charge for their committee. Mr. Johnson stated that it was uncommon for a committee to vote on the contents of their charge and asked what the effect of their vote

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was. Chair Ackerman stated she invited the Personnel Study Task Force for a joint meeting on December 20, 2021 and added that the Select Board was the group with the authority to make any decisions regarding the group's charge. Mr. Dane stated that the Select Board had given the Personnel Study Task Force a job to do, and they were frustrated by the fact that their charge details resources that should be available to them that are not, including access to the Town Manager, Deputy Town Manager, and Personnel Director. Chair Ackerman encouraged the Board to hold discussion on the matter until the Select Board meeting on December 20, 2021.

Mr. Johnson reported the following:

- The DEI Committee met and requested diversity data that the Town may have related to employees, schools, and census data. The second meeting of the DEI Commission was being held on December 13, 2021.
- The Recreation Commission met and voted to modestly increase rates to cover increased personnel costs.
- The Middle School Building Committee met and completed the value management process; no additional savings were found. The project amount to be requested to be borrowed at Town Meeting was set at \$102,816,000.
- The Bruce Freeman Rail Trail Committee met and discussed baseline principles for the work that is being done at Junction Park.
- The Tax Fairness Committee voted to submit updated Warrant Articles for the next Town Meeting, similar to those submitted at the 2021 Annual Town Meeting. There was hope that progress on the Home Rule Petition related to the Means Tested Senior Exemption would have been made, but in lieu of that, they were submitting very similar articles to the previous year. The Tax Fairness Committee also showed interest in holding other discussions, including considering a local option income tax, or even proposing a constitutional amendment. The Tax Fairness Committee was also seeking new members.
- The Municipal Light Board met and discussed their collections, and it was noted that even through the pandemic and moratoriums on utility shut offs, they have a very manageable collections balance. They also discussed how to set electric vehicle rates to encourage owners to charge their vehicles during off-peak hours. They also discussed the Middle School solar project. Mr. Johnson advised them to anticipate having to discuss the solar project at the upcoming Special Town Meeting.
- The Trails Committee and Zoning Board of Appeals had also met.

Chair Ackerman reported the following:

- The Transportation Advisory Committee would be holding their second meeting, and Nick Pappas had been named Chair while Phil Posner was appointed Clerk. The Transportation Advisory Committee would also likely be coming before the Select Board to amend their charge. The Transportation Advisory Committee would be taking a position on the potential Scenic Roads Bylaw that was being proposed for consideration at the Annual Town Meeting in the Spring.
- The Metropolitan Area Planning Council (MAPC) meeting discussed American Rescue Plan Act (ARPA) funds and noted that the town of Sudbury had held a public forum to

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discuss the appropriation of ARPA funds. Chair Ackerman stated that she was considering having the Select Board's focused meeting in February be dedicated to discussing ARPA fund allocations. Chair Ackerman also stated that the town of Lexington asked if ARPA funds could be used to purchase land for Affordable Housing purposes. The MAPC stated that they believed ARPA would be able to fund that type of purchase, as well as sustainability and energy improvements in schools, including new schools like the proposed Middle School.

- The League of Women Voters offered suggestions on how to carry out the search for a permanent Town Manager and characteristics the town should seek in a new Town Manager.
- Chair Ackerman reminded the Board and public about the joint meeting between the Select Board and the Finance Committee on December 16, 2021.

Ms. Escobedo reported the following:

- The Affordable Housing Trust held four meetings in one week to try to meet with all stakeholder groups to hear their reaction to a compiled list of housing priorities that were identified by Envision Concord and the Housing Production Plan. They also received feedback about what kinds of projects to undertake in the future, and what role the Trust would play in the management of the funding and construction of those projects.
- The Historical Commission continued their work on the Scenic Roads Bylaw.
- The Community Preservation Committee (CPC) reviewed its project funding recommendations. Ms. Escobedo added that the format of the feedback the Select Board provided this year was incomplete and not as useful to the Committee. Some members, however, reviewed the SB meeting to better understand our rated priorities. The CPC would like to complete its review of all the applications and allocate funding recommendations by the end of January 2022.
- The Planning Board continues to review applications before it. The Planning Board recently approved the redesign/work at the Mill Tarry building at the most recent Planning Board meeting. The Planning Board will also be holding a public forum on December 14, 2021 at 6:30 p.m. regarding the new vision redevelopment concept for the Crosby Depot area and potential zoning changes. Ms. Escobedo encouraged residents to visit the Town's website for more information and to attend the forum to provide feedback.
- Ms. Escobedo reminded residents of the dates pertaining to Town Meeting and the submission of Warrant Articles for the Annual Town Meeting in the Spring.

Mr. Dane stated that he had nothing further to report.

**Committee Nominations**

Ray Bruttomesso of 1001 Main Street to the 2229 Main Street Advisory Committee for a term set to expire on April 30, 2024

**Public Comment**

Karlen Reed, of 83 Whits End Road, thanked the Board for providing clarification on the Interim

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Town Manager, and thanked Ms. Lafleur for taking on the role of Interim Town Manager.

Diane Proctor, of 57 Sudbury Road and chair of the CPC, stated the CPC did have questions about whether they could purchase land for future housing, as opposed to supporting the construction of affordable housing on land already owned by the town. Ms. Proctor stated that the CPC was working with representatives from the State for clarity and that they would continue to work on the matter. Mr. Johnson asked if there was a possibility that a contribution from the CPC could be made to a separate fund whose purpose was to purchase land for affordable housing development. Ms. Proctor stated that, at the present, the state representative suggested that the Town could not put money aside for the future purchase of land for affordable housing purposes.

Mary Hartman congratulated the Board on their appointment of Ms. Lafleur as Interim Town Manager. Ms. Hartman asked about how the position of Treasurer would be backfilled while Ms. Lafleur served as Interim Town Manager. Chair Ackerman stated that she had held discussions with Ms. Lafleur regarding the appointment of a temporary Treasurer, should she be appointed Interim Town Manager. Chair Ackerman stated that Ms. Lafleur would be providing the Board and the public with a plan for the filling of key roles in the coming days.

**Adjournment**

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

**Meeting Materials:** <https://www.concordma.gov/DocumentCenter/View/33606/December-13-2021-Select-Board-Agenda>

**Minuteman Media Network Coverage:**

<https://www.youtube.com/watch?v=WAx7r1evyQ&list=PL1TTzrWEK00kHKXNLQprEz0f0ofHYKj8-&index=5>

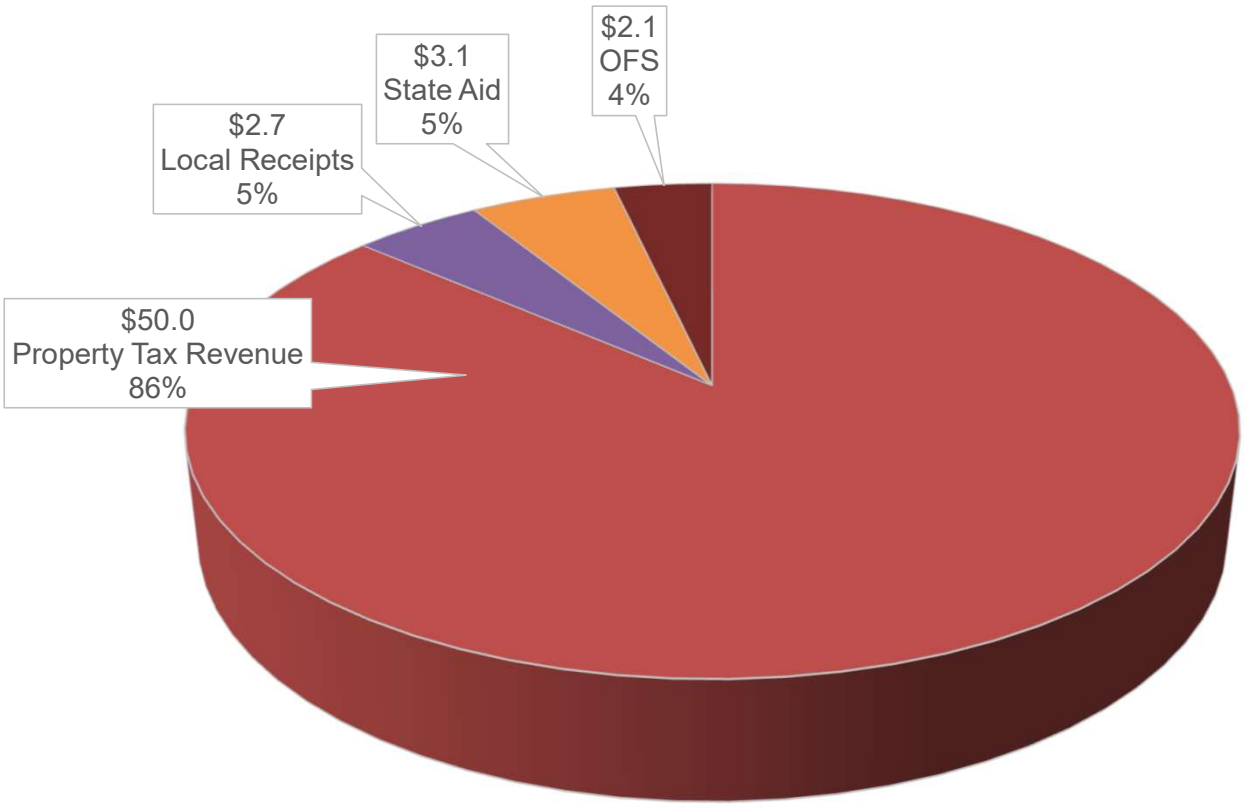
# *FY2022 General Fund Mid-Year Actuals*

Mary Barrett, Town Accountant

Presented to Select Board

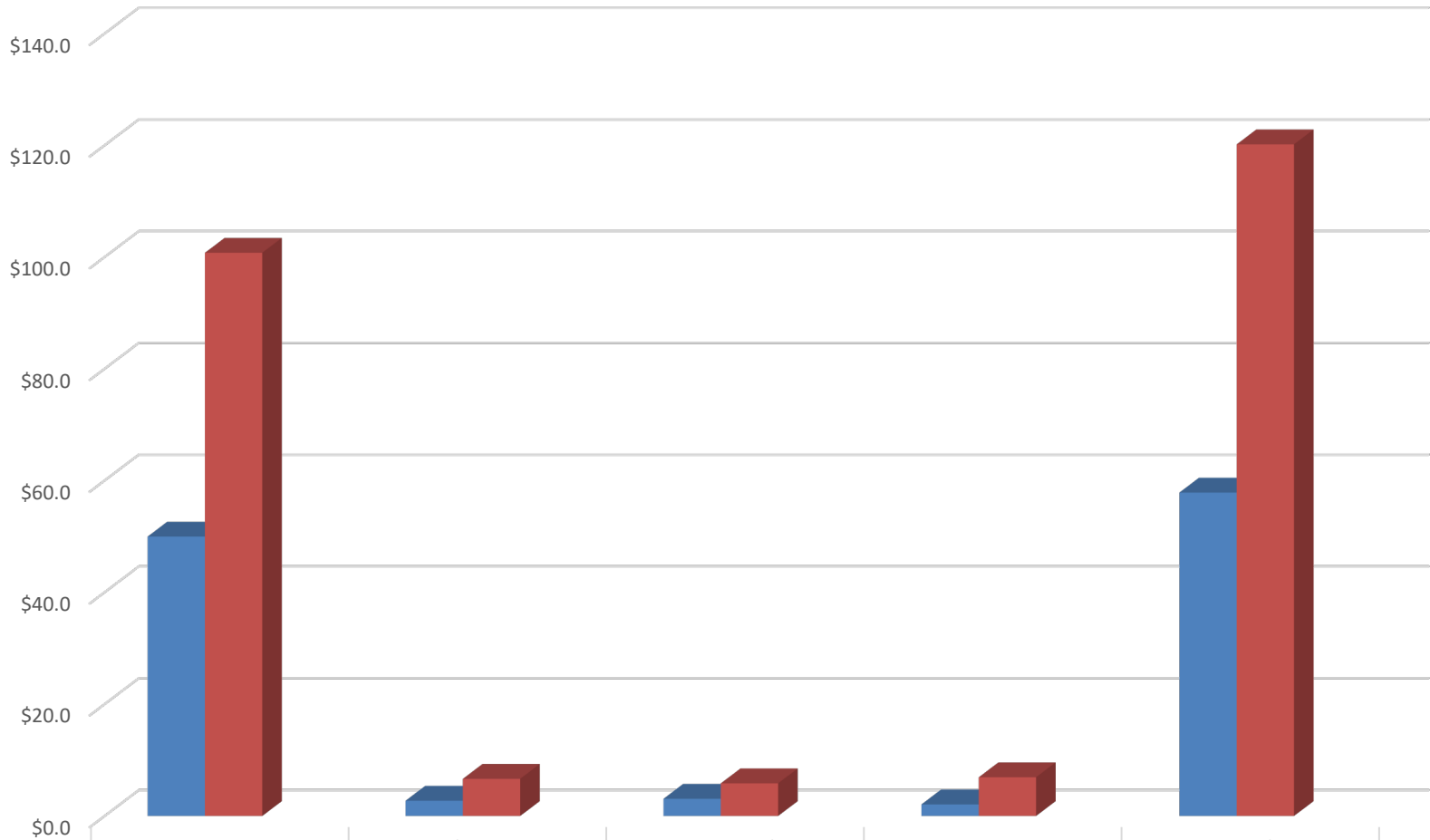
January 24, 2022

**FY2022 Mid-Year Actuals  
General Fund Revenue  
\$M**



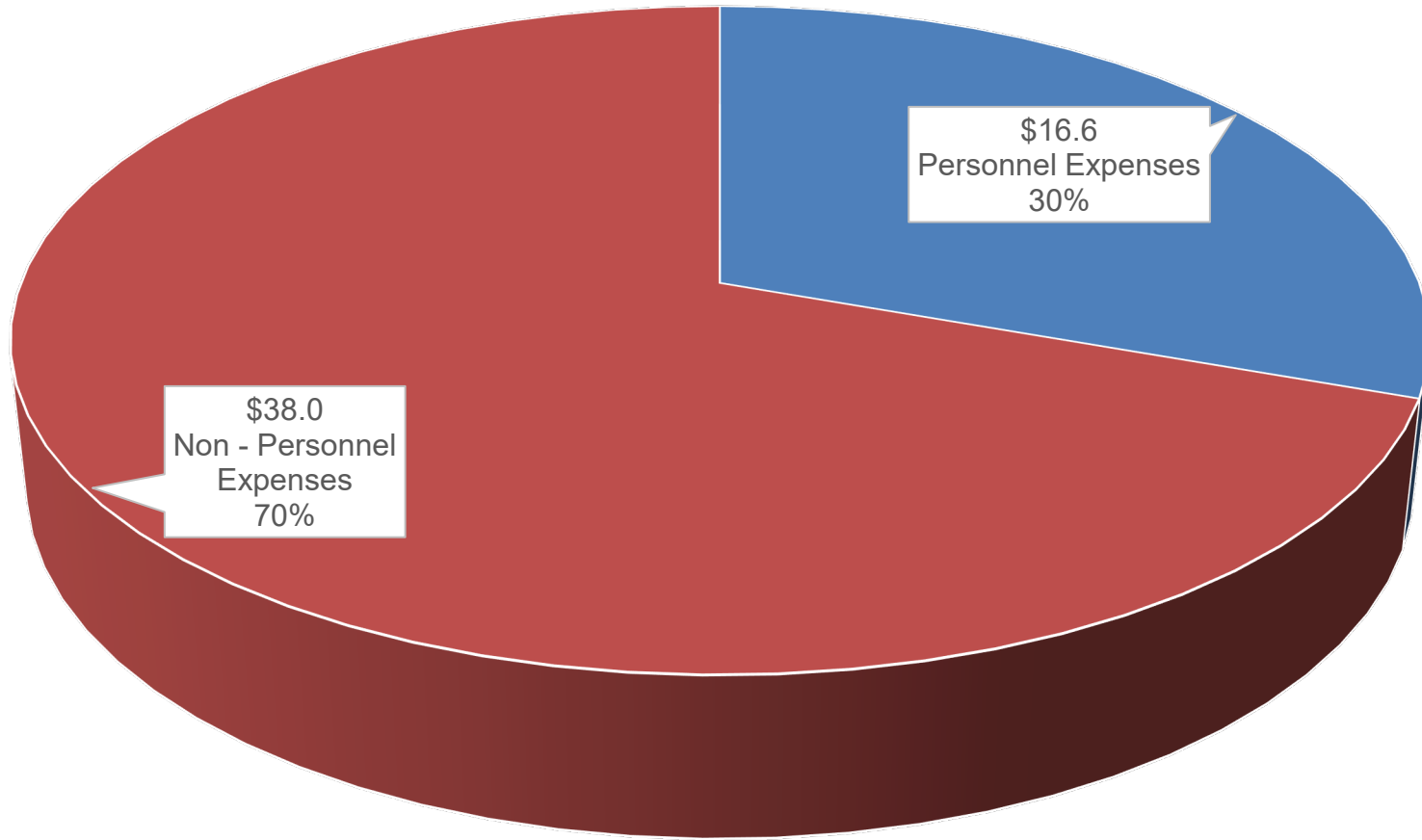
**Total General Fund Revenue  
\$57.8M**

**FY2022 Mid-Year  
General Fund Revenue  
Actuals vs Budget  
\$M**



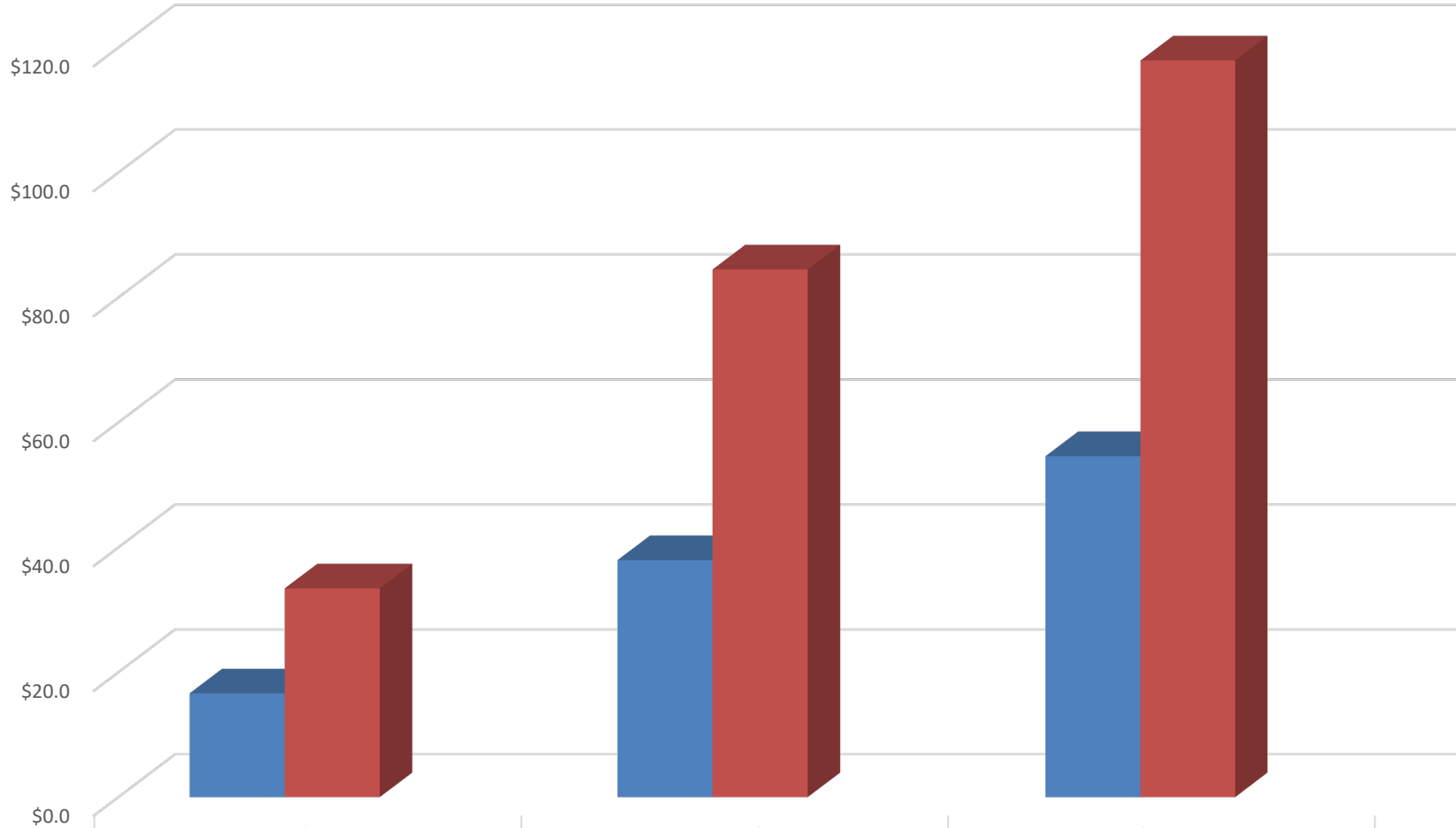
■ Actual	Property Tax Revenue	Local Receipts	State Aid	OFS	Total
	\$50.0	\$2.7	\$3.1	\$2.1	\$57.8
■ Budget	\$100.8	\$6.6	\$5.8	\$6.9	\$120.2
Actuals % of Budget	49.6%	41.1%	52.7%	29.9%	48.1%

**FY2022 Mid-Year  
General Fund Actual Operating Expenses  
\$M**



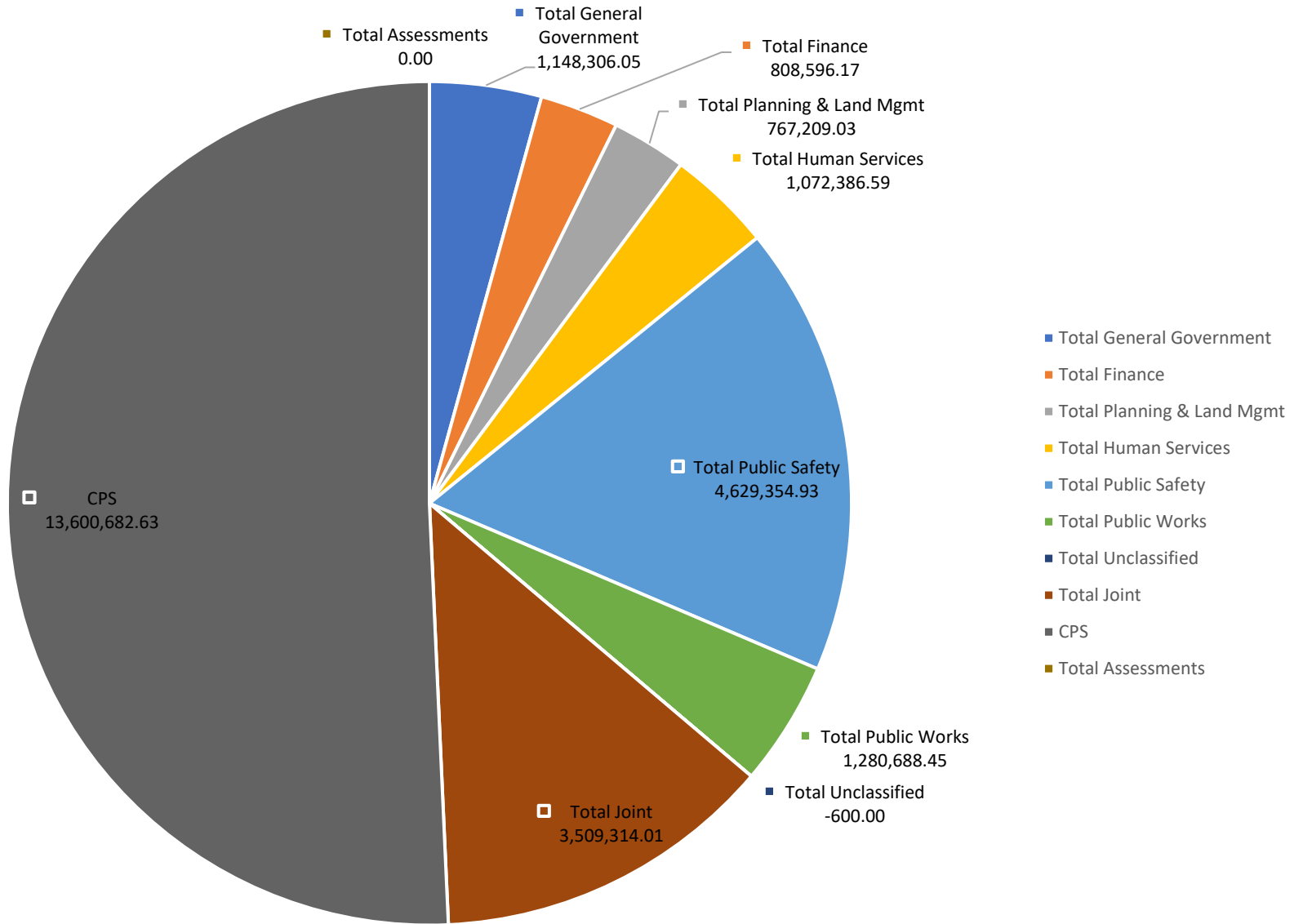
**Total General Fund Operating Expenses  
\$54.6M**

**FY2022 Mid-Year  
General Fund Operating Expenses  
Actuals vs Budget  
\$M**

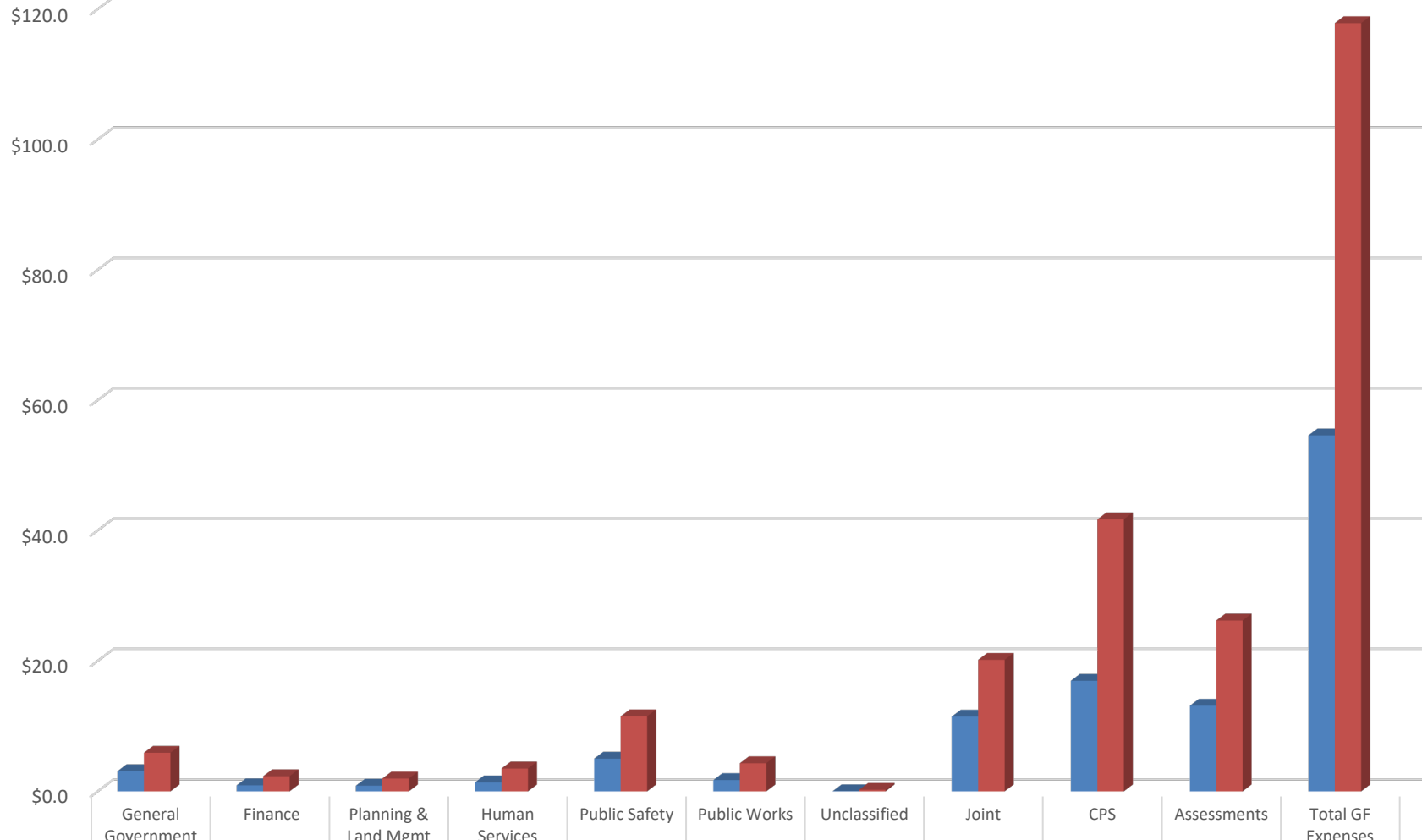


	Personnel Expenses	Non - Personnel Expenses	Total Expense
Actual	\$16.6	\$38.0	\$54.6
Budget	\$33.4	\$84.5	\$117.9
% of Budget	49.8%	44.9%	46.3%

### FY2022 Total Actuals By Category as of December 31, 2021



## FY2022 Mid-Year General Fund Operating Expenses Actuals vs Budget



■ Actual	\$3.1	\$0.9	\$0.9	\$1.4	\$5.0	\$1.7	\$0.0	\$11.5	\$17.0	\$13.1	\$54.6
■ Budget	\$5.9	\$2.3	\$2.0	\$3.5	\$11.5	\$4.3	\$0.2	\$20.2	\$41.7	\$26.2	\$117.9
% of Budget	52.3%	39.9%	44.3%	39.5%	43.6%	40.2%	3.8%	56.8%	40.7%	50.1%	46.3%

**FY2022 Total Actuals by Category as of December 31, 2021**

	<u>Personnel</u>	<u>Non-Personnel</u>	<u>Total</u>
<b>General Government</b>			
Town Manager	952,713.02	199,932.44	1,152,645.46
Town Meeting/Rpt	0.00	7,173.95	7,173.95
IT	195,593.03	287,756.08	483,349.11
Legal Svcs	0.00	152,009.59	152,009.59
Town Meeting Articles Free Cash and Capital Outlay	0.00	1,300,000.00	1,300,000.00
Total General Government	1,148,306.05	1,946,872.06	3,095,178.11
<b>Finance</b>			
Finance	808,494.67	111,751.52	920,246.19
Elections & Registrars	101.50	5,156.84	5,258.34
Total Finance	808,596.17	116,908.36	925,504.53
<b>Planning &amp; Land Mgmt</b>			
Planning & Land Mgmt	766,230.28	86,681.31	852,911.59
141 Keyes Rd	978.75	17,224.42	18,203.17
Total Planning & Land Mgmt	767,209.03	103,905.73	871,114.76
<b>Human Services</b>			
Human Services	338,608.01	16,671.10	355,279.11
Veteran Services	13,249.42	18,273.18	31,522.60
Library	667,668.42	250,460.71	918,129.13
Ceremonies and Celebrations	0.00	0.00	0.00
Harvey Wheeler Center	24,645.13	12,490.06	37,135.19
Hunt Recreation	28,215.61	12,384.84	40,600.45
Total Human Services	1,072,386.59	310,279.89	1,382,666.48
<b>Public Safety</b>			
Police	2,059,915.68	126,033.95	2,185,949.63
Fire	2,569,439.25	132,728.21	2,702,167.46
Emergency Mgt	0.00	514.27	514.27
Police/Fire Station	0.00	112,402.53	112,402.53
Animal Control	0.00	11,140.26	11,140.26
West Concord Fire Station	0.00	3,586.64	3,586.64
Total Public Safety	4,629,354.93	386,405.86	5,015,760.79
<b>Public Works</b>			
CPW	1,254,092.20	287,606.75	1,541,698.95
Snow and Ice	26,596.25	102,068.80	128,665.05
133/135 Keyes Rd	0.00	50,634.80	50,634.80
Street Lighting	0.00	11,707.28	11,707.28
Total Public Works	1,280,688.45	452,017.63	1,732,706.08
<b>Unclassified</b>			
Employee Benefits	0.00	0.00	0.00
Reserve Fund	0.00	0.00	0.00
Salary Reserve Fund	-600.00	0.00	-600.00
Land Fund	0.00	9,550.00	9,550.00
Total Unclassified	-600.00	9,550.00	8,950.00
<b>Joint</b>			
Debt		2,913,251.87	2,913,251.87
SS/Medicare	464,490.09	0.00	464,490.09
Retirement Contribution	0.00	3,412,844.00	3,412,844.00
Unemployment Benefits and Worker's Comp	523.22	101,260.04	101,783.26
Insurance	3,044,300.70	1,525,531.64	4,569,832.34
Total Joint	3,509,314.01	7,952,887.55	11,462,201.56
<b>CPS</b>	13,600,682.63	3,361,426.63	16,962,109.26
<b>Assessments</b>			
CCRS	0.00	12,188,389.50	12,188,389.50
Minuteman	0.00	687,618.00	687,618.00
Cherry Sheet	0.00	264,048.00	264,048.00
Total Assessments	0.00	13,140,055.50	13,140,055.50

<b>Town Manager's Department</b>
BOSMANAGERS OFFICE
TOWNWIDE BUILDING MAINTENANCE
RESOURCE SUSTAINABILITY
PARKS AND PLAYGROUNDS
HUMAN RESOURCES
INFORMATION CENTER
ECONOMIC VITALITY & TOURISM
<b>Finance Department</b>
FINANCE ADMINISTRATION
TOWN ACCOUNTANT
ASSESSORS
TREASURER-COLLECTOR
TOWN CLERK
<b>Planning and Land Management</b>
NATURAL RESOURCES
PLANNING
INSPECTIONS
HEALTH
<b>CPW</b>
PUBLIC WORKS ADMINISTRATION
ENGINEERING
HIGHWAY MAINTENANCE
PARKS TREES
CEMETERY
<b>Human Services</b>
HUMAN SERVICES ADMINISTRATION
SENIOR SERVICES
RECREATION ADMINISTRATION
<b>Insurance</b>
PROPERTYLIABILITY
GROUP INSURANCE
OPEB

<b>Matter</b>	<b>Total July-December 2021</b>	<b>Notes</b>
<b>General</b>	\$ 50,456.46	
<b>Estabrook</b>	\$ 81,425.50	*SINCE INCEPTION: \$1,591,744.51
<b>Other Litigation</b>	\$ 23,215.00	
<b>Mid. Sc. Const.</b>	\$ 2,310.00	
<b>Total</b>	\$ 157,406.96	<b>Symes total: litigation and general = \$27,142.50</b>
<b>Non-A&amp;K Counsel Fees</b>	\$22,249.94	
<b>Total Available Legal Appropriation</b>	<b>\$ 246,640.60</b>	

TASK	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL	Notes	Expected Events/6 Months Forecast
Select Board	\$ 1,288.00	\$ 385.00	\$ 727.50	\$ 1,504.50	\$ 2,385.00	\$ 1,365.00	\$ 7,655.00	Captures general advice	Likely slightly higher due to Manager transition
CPA	\$ -	\$ -	\$ 35.00	\$ 1,555.00	\$ 280.00	\$ -	\$ 1,870.00	Includes review of all CPA projects for Town Meeting	Limited to CPA specific Town Meeting assistance
Beede Center NRC	\$ -	\$ -	\$ -	\$ 557.00	\$ -	\$ -	\$ 557.00	One-time COVID related set of questions	Unlikely to recur
NRC	\$ -	\$ -	\$ 35.00	\$ -	\$ -	\$ -	\$ 35.00	Included review and updating of past advice to Board and EPA/site development	Unknown: will depend on level of engagement with EPA during period.
Starmet	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,473.50	\$ 8,473.50	Included review of conservation restriction to Town.	Amount will depend on level of involvement in Town RE projects
Real Estate	\$ -	\$ 175.00	\$ -	\$ 630.00	\$ 1,470.00	\$ 2,236.00	\$ 4,511.00		
BOH	\$ 70.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70.00		
OPEB	\$ -	\$ -	\$ -	\$ 210.00	\$ -	\$ -	\$ 210.00		
Planning Board	\$ 707.00	\$ 5,152.00	\$ 4,340.00	\$ 605.50	\$ 1,497.00	\$ 1,452.50	\$ 13,754.00	Consisted primarily of advice to PB regarding Symes (\$4,354) and 48Y Fitchburg subdivision issues.	Some work anticipated, but both major matters not currently before Board
PRR/OML	\$ 315.00	\$ 350.00	\$ 315.00	\$ 35.00	\$ 70.00	\$ 35.00	\$ 1,120.00	Includes review of zoning and other articles to date, preparation for Special Town Meeting	Likely lower than past years because of 1 day Meeting v. 3-4 day, but will depend on complexity of warrant
Town Meeting	\$ -	\$ -	\$ -	\$ 70.00	\$ 628.00	\$ 1,890.00	\$ 2,588.00		
Trustees of Town	\$ -	\$ 832.50	\$ -	\$ -	\$ -	\$ -	\$ 832.50	Paid for through separate budget	
ZBA	\$ -	\$ 4,658.50	\$ 1,123.50	\$ 35.00	\$ -	\$ -	\$ 5,817.00	Consisted entirely of advice re: Symes proceedings.	Matter in litigation so less likely to be billed here.
Expenses	\$ 1,942.00	\$ -	\$ -	\$ -	\$ 265.00	\$ 756.46	\$ 2,963.46		
							\$ 50,456.46		

TASK	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL	Notes	Expected Events/6 Months Forecast
Litigation	\$ 6,841.50	\$ 5,785.00	\$ 25,892.00	\$ 12,693.00	\$ 17,640.00	\$ 990.00	\$ 69,841.50	Included post-trial briefing and argument. Estabrook specific requests have been fairly limited, but do continue to come in.	Trial is complete. No significant costs anticipated in this task. Unknown
Pub. Records/OML	\$ 396.00	\$ 1,290.00	\$ -	\$ -	\$ -	\$ 1,046.00	\$ 2,732.00	Expenses associated with trial, including transcription and data storage.	Limited with trial complete.
Expenses	\$ 4,674.20	\$ 1,393.20	\$ -	\$ 1,143.40	\$ 896.85	\$ 744.35	\$ 8,852.00		
							<b>\$ 81,425.50</b>		

TASK	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL	Notes	Expected Events/6 Months Forecast
								A separate Land Court Title Task Code was not opened until November but items in the "Other" category that would have been included in that task code are included here	Matters expected to be very limited for remainder of FY22 given dismissal of one claim, and limited role of Town in other two matters
Land Court Title	\$ -	\$ -	\$ 665.00	\$ 2,492.00	\$ 661.50	\$ 1,655.00	\$ 5,473.50		
Other	\$ 140.00	\$ -	\$ -	\$ -	\$ -	\$ 630.00	\$ 770.00	Includes assistance in responding to third party subpoenas and advice on matters not handled by Town Counsel	Unknown given nature, but likely light based on past experience
Symes	\$ 7,301.00	\$ 945.00	\$ -	\$ 2,142.00	\$ 2,908.50	\$ 3,675.00	\$ 16,971.50	Includes analysis of appeal of PB litigation, handling of ZBA litigation, and review of decision in federal litigation	ZBA and Federal litigation remain active, and may require discovery.
							\$ 23,215.00		

JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL	Notes	Expected Events/6 Months Forecast
\$ -	\$ -	\$ -	\$ 1,470.00	\$ 840.00	\$ -	\$ 2,310.00	Work limited to review of construction issues	Additional contract drafting work may begin within next six months, but Town typically handles the bulk of the drafting



**MINUTEMAN**  
A REVOLUTION IN LEARNING

January 2022

Edward A Bouquillon PhD  
Superintendent-Director

# FY23 Superintendent Recommended Budget



A REVOLUTION IN LEARNING

# OPEB Estimated Liability as of June 30, 2022

**\$26,124,691**

11/30/2021 OPEB Trust Fund Balance = \$471,240

NOTE: Estimated OPEB Net Liability as of  
June 30, 2020, was \$32,473,201

# Strategic Components

## OPEB Advisory Subcommittee recommended a long-term funding strategy to MM School Committee

Recommendation #2: Adopt the following six year funding plan for budget Line 5250, Retiree Insurance:

FY 2023	\$ 725,000
FY 2024	762,000
FY 2025	1,100,000
FY 2026	1,155,000
FY 2027	1,215,000
FY 2028	1,275,000

This schedule starts with \$725,000 in FY23, with 5% increases each year, and an additional increase of \$300,000 in FY25. Given the current FY23 PAYGO budgeted amount of \$605,358, this implies a FY23 OPEB Fund contribution of \$119,642.

The \$300,000 hike in FY25 is feasible since the ESCO lease ends with FY24, and the ESCO commitment for the nine member towns is about \$425,000 per year.

# Overall Budget Summary

FY23 Operating & Capital Request

**\$29,010,622**

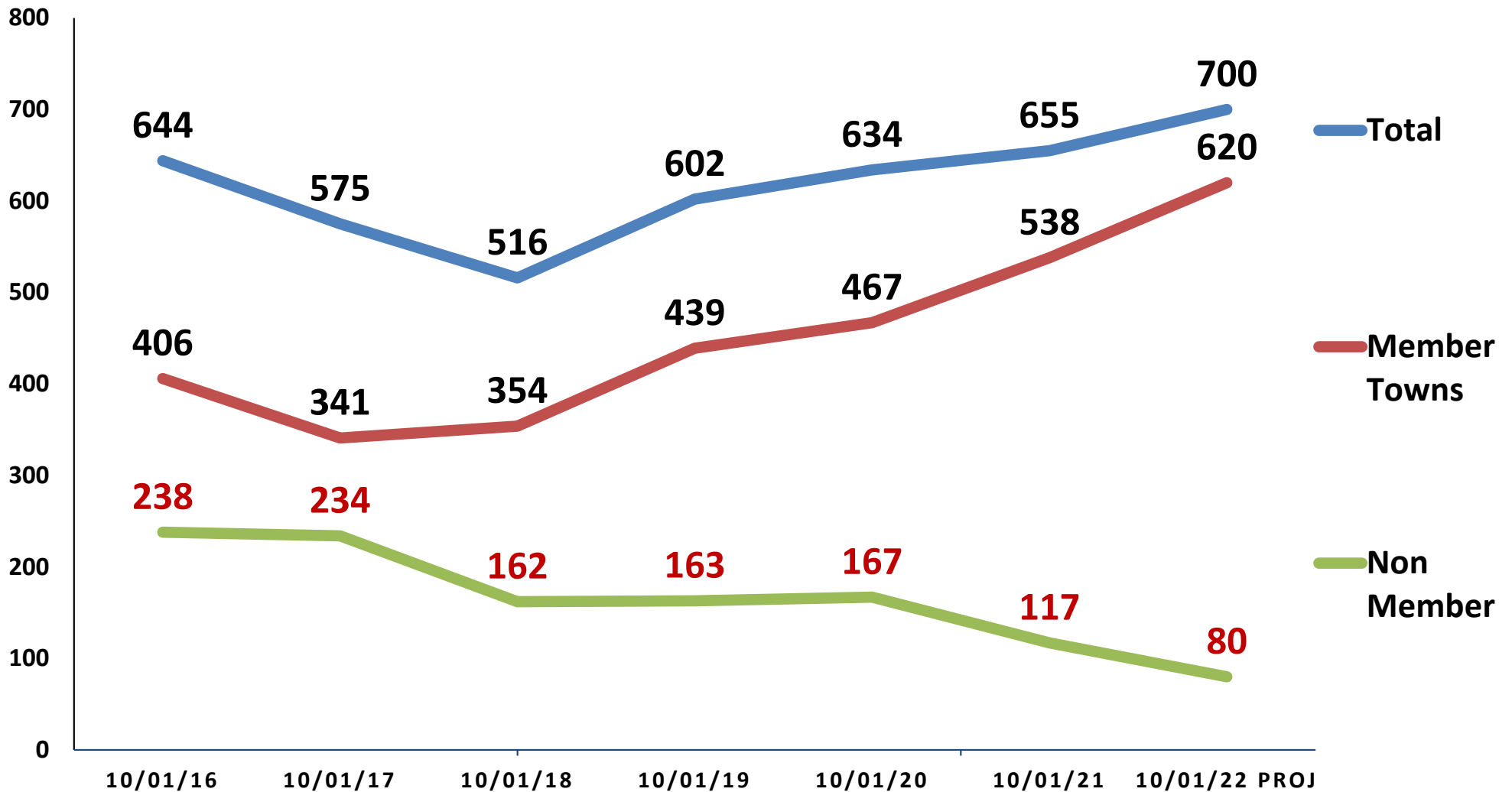
4.96% above FY22

FY23 Assessment to Members

**\$22,395,741**

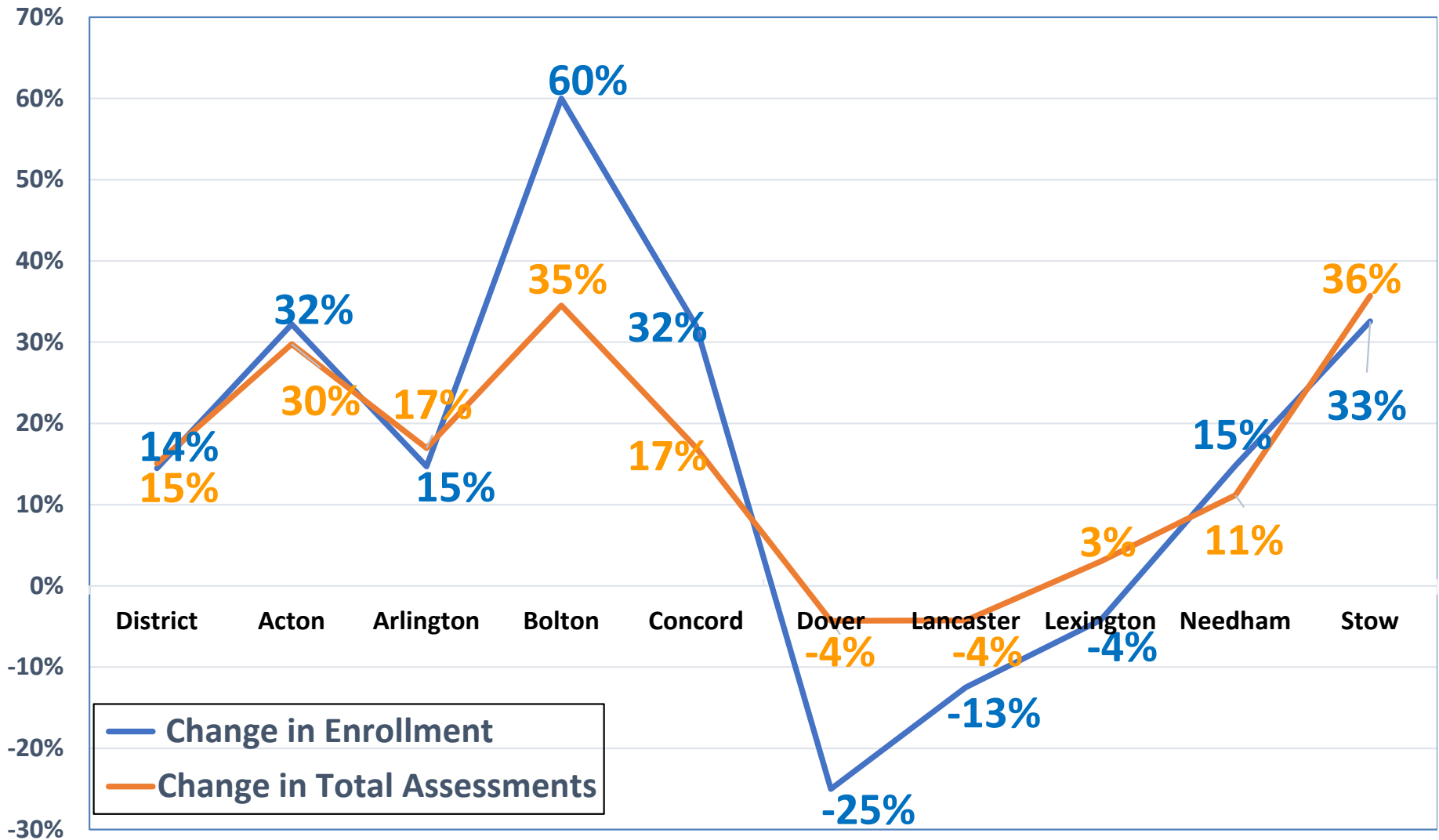
15.08% above FY22

# Overall Enrollment: Oct 1

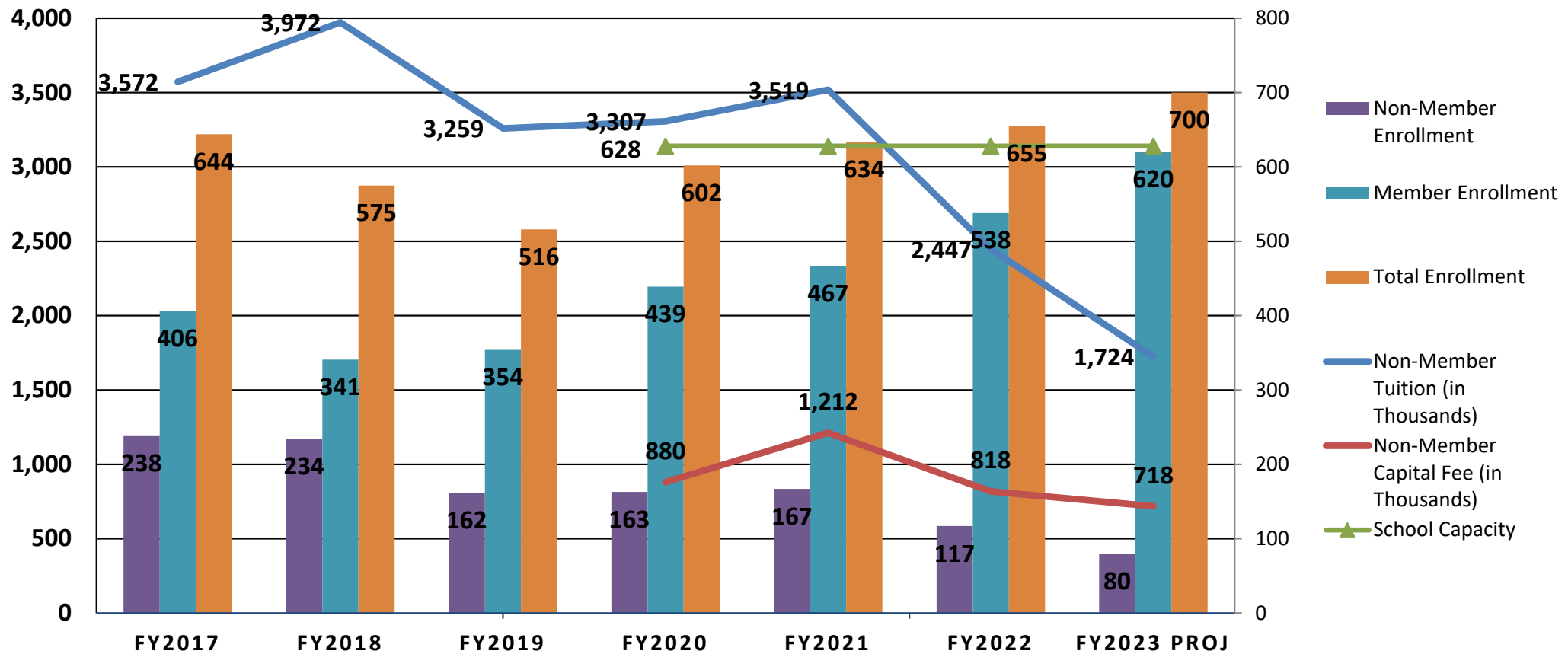


# Changes in Avg Enrollment

## Changes in Assessment FY22-FY23



# NON-Member Tuition & Capital Fee Reduction and Increasing Member Enrollment



- Non-Member Tuition is set annually by the DESE Commissioner based on 125% of Statewide Foundation Vocational Rate.
- Non-Member Tuition may include an incremental Special Education Fee per Student, if applicable.
- Non-Member Capital Fee is based on average per pupil cost of Debt Service (New Building Only).
  - The Fee varies depending on if Cities/Towns have less than (Type A) or more than (Type B) five Chapter 74 Programs.

# Concord: Comparison of Assessment

Concord	FY22	FY23	Difference	% Change
Enrollment	25	33	8	32.0%
Enroll 4 Yr. Avg	23	27	4	17.4%
% Share Operating	6.1%	6.3%	0.1%	2.4%
% Share Capital	7.7%	7.9%	0.1%	1.4%
Min Req Contr	\$434,410	\$562,427	\$128,017	29.5%
Transportation	\$42,453	\$33,653	(\$8,800)	-20.7%
Operating	\$362,406	\$415,407	\$53,001	14.6%
Debt & Capital Ops	\$71,996	\$84,036	\$12,040	16.7%
MSBA Debt	\$378,019	\$413,021	\$35,002	9.3%
<b>Total Assessment</b>	<b>1,289,284</b>	<b>\$1,508,544</b>	<b>\$219,260</b>	<b>17.0%</b>

# Concord: Preliminary Assessment

Minimum Required Contribution	\$ 562,427
Transportation Assessment	\$ 33,653
Operating Assessment	\$ 415,407
Debt & Capital Assessment	<u>\$ 84,036</u>
Sub-Total	\$ 1,095,523
Building Project – Debt Service*	<u>\$ 413,021</u>
Total Assessment	<u><u>\$ 1,508,544</u></u>

*\*Debt service excluded from Prop 2 ½ limitation*

# FY23 Operating Budget Drivers

- Teachers Contract – 2% plus Steps and Levels
- Health Insurance (10% Increase)
- Transportation Increase (FY23 = 5% CPI)
- Building Utilities (5% Projected Increase)
- CTE Supply and Material Cost Increases
- OPEB (\$120,000 = \$60,000 Increase)
- Lease of 2 Field Trip/Worksite Buses (\$50,000)
- Stabilization (\$500,000 = \$150,000 Increase)

# Enrollment HAS SHIFTED

- Greater (almost all) In-District Enrollment
- Out of District enrollment is decreasing
- Out of District Tuition Revenue decreasing
- Out of District Capital Fee Revenue decreasing

## Resulting in:

- **Increased Assessments to members &**
  - **Reduced Per Pupil assessments**

# Applications and Enrollment

	YOG '22	YOG '23	YOG '24	YOG '25	YOG '26
<b>Total Applications</b>	<b>168</b>	<b>272</b>	<b>390</b>	<b>323</b>	<b>330*</b>
<b>In-District</b>	<b>147</b>	<b>225</b>	<b>252</b>	<b>261</b>	<b>255*</b>
<b>Out of District</b>	<b>21</b>	<b>47</b>	<b>94</b>	<b>36</b>	<b>40*</b>
<b>9<sup>th</sup> Gr Enrollment</b>	<b>122</b>	<b>195</b>	<b>179</b>	<b>199</b>	<b>175 (est)</b>
<b>OOD (Ineligible)</b>	<b>49</b>	<b>38</b>	<b>44</b>	<b>26</b>	<b>35*</b>
					*As of 1/19/22

## \*Highlights:

Applications up 12% from one year ago currently\*.

27% increase in overall Enrollment since FY19

65% increase from the current NINE MEMBER towns since FY19

Class of 2025 = 95% from NINE MEMBER towns.

# Budget Summary

FY23 Operating Request = **\$22,092,652**  
6.57% above FY22

FY23 Capital Request = **\$1,235,608**  
8.89% above FY22

FY23 MSBA Project Debt = **\$5,682,363**  
**1.60% below FY22**

# Building Enrollment Beyond the Design Enrollment of 628

**Goal: Accommodate 800 students by Fall 2023 with *no increase in debt.***

**Strategy #1:** Annually Fund Capital Stabilization Account  
Projected Account balance as of July 1, 2022: \$1,434,600

Capacity Building Project in Progress:

North Metal Fab Shop: \$700,000 Opening late Fall 2022  
Increase Capacity by 32 students over four years

**Strategy #2:** Leverage Strategic Partnerships and Grants  
Vet Clinical Renovation: Design now. Opening Fall 2023  
Increase Capacity by 60+ students over four years

# Non-Assessment Revenue

	<u>FY22</u>	<u>FY23</u>	<u>Difference</u>	<u>% Change</u>
Chapter 70 Aid	\$1,986,977	\$2,028,744	\$41,767	2.10%
Chapter 71 Reg. Trans. Reimb.	\$776,382	\$1,029,441	\$253,059	32.59%
Prior Year Tuition	\$2,695,837	\$1,367,364	(\$1,328,473)	-49.28%
Current Year Tuition	\$1,080,000	\$950,000	(\$130,000)	-12.04%
Certified E& D	\$540,000	\$650,000	\$110,000	20.37%
Current Year Nonresident Capital Fee	\$508,033	\$300,000	(\$208,033)	-40.95%
Prior Year Nonresident Capital Fee	\$591,967	\$289,332	(\$302,635)	-51.12%
<b>Total Non-Assessment Revenue</b>	<b>\$8,179,196</b>	<b>\$6,614,881</b>	<b>(\$1,564,315)</b>	<b>-19.13%</b>
<b>Required Member Town Assessments</b>	<b>\$19,461,392</b>	<b>\$22,395,741</b>	<b>\$2,934,349</b>	<b>15.08%</b>

# Overall Budget Summary

FY23 Operating & Capital Request

**\$29,010,622**

4.96% above FY22

FY23 Assessment to Members

**\$22,395,741**

15.08% above FY22



**MINUTEMAN**  
A REVOLUTION IN LEARNING

# QUESTIONS

[E.BOUQUILLON@MINUTEMAN.ORG](mailto:E.BOUQUILLON@MINUTEMAN.ORG)

**Minuteman OPEB Advisory Group**  
**Report to the School Committee**  
January 4, 2022

**INTRODUCTION**

In November 2021, the Minuteman school committee created the OPEB Advisory Group, with the task of drafting an OPEB liability funding policy and recommending a budgetary amount for the FY23 budget.

The school committee appointed the following members of the Advisory Group:

Steven Ledoux, Concord representative and chair of the finance subcommittee  
Richard Ikonen, assistant superintendent of operations and facilities  
Laurie Elliott, treasurer  
Sandy Pooler, deputy town manager and finance director for the Town of Arlington  
Jim Gammill, at large appointee

At its first meeting the members selected Jim Gammill as chair and Steven Ledoux as vice chair. The Advisory Group met four times. Robert Webb, a co-author of the most recent OPEB actuarial valuation report, briefed the members at the first meeting. Subsequent meetings explored a variety of topics and reviewed drafts for this report.

This report has four sections plus five appendices. Section I, Background and Analysis, reviews the key concepts. Section II, the Minuteman OPEB Trust Fund (“OPEB Fund”), describes its history and current practice. Section III revisits some of the assumptions identified in Section I. Section IV has our recommendations.

At the heart of our recommendations is the conviction that the OPEB funding challenge is not an esoteric or isolated issue, but instead part of the broader, central function of financial management. While OPEB obligations are not trivial, neither are they overwhelming. The OPEB Fund itself is a valuable resource available to you, the school committee, if you choose to make use of it. We encourage you to do so.

**I. BACKGROUND AND ANALYSIS**

**Minuteman OPEB**

The term “OPEB” is an acronym for Other Post Employment Benefits — benefits in addition to pension benefits. Medical insurance (where Minuteman pays 60% of the cost) is the key “other” benefit for retirees (and their spouses). OPEB also include life insurance coverage for retirees (with 50% of the cost paid by Minuteman), and access to dental insurance (but with no subsidy).

Employees earn these benefits by working, and they receive these benefits when they retire. The timing gap between employees earning benefits while working and receiving benefits in retirement is the reason for the OPEB Liability — the accounting concept that Minuteman has not yet fully paid for the services of its employees.

**GASB Reporting and Valuation Analysis**

Generally Accepted Accounting Principles require that OPEB expenses be accounted for during employment in accordance with “GASB 75”, a set of reporting rules issued by the Governmental Accounting Standards Board (“GASB”). GASB 75 requires an OPEB Actuarial Valuation every two years. There is a description of the GASB 75 valuation process in Appendix A.

(4) The cost of health insurance will rise 5% per year.

While this assumption is reasonable as a single point assumption, in fact future insurance costs are uncertain . It is easy to construct scenarios in which increases are either more or less than 5% base assumption.

The Medicare administration decides what services are covered by Medicare. If Medicare adds new services or increases the coverage of existing services, costs will increase.

Also note that the method that Minuteman chooses to provide OPEB is not fixed either. Currently, all medical insurance plans are offered through the Massachusetts Bay Health Care Trust Fund (“Mass Bay”). Mass Bay was organized in 1993 by Minuteman and several other regional vocational tech schools to provide the schools with a single organization to administer health insurance claims and to obtain lower rates than each school could obtain on its own.

We reached out to Mass Bay to understand the nature of the plans they offer. For retirees with Medicare plans, Mass Bay is fully insured with Blue Cross/Blue Shield and with Tufts; Mass Bay has no financial exposure to the claims filed by the retirees. For retirees not on Medicare and for the active employees, Mass Bay does assume some financial risk, but for each person the annual risk is capped at \$125,000. Mass Bay maintains a financial reserve as a cushion against unexpectedly high claims. Mass Bay itself is governed by an 18 person board of trustees, and Minuteman has four representatives on the board.

Ultimately, the decisions made by Mass Bay and the actual claims submitted by Mass Bay’s covered employees will affect the insurance rates paid by Minuteman.

(5) The discount rate for present value calculations is the long-term municipal bond rate.

For GASB 75 reporting and valuation purposes, the long-term municipal bond rate is an appropriate discount rate. To its employees, the retirement benefits are a commitment by Minuteman, similar in many ways to the commitment Minuteman has made to those who have bought its bonds.

From an internal financial management perspective, however, Minuteman expects its OPEB Fund to earn, over the long term, a risk premium over the bond yield on its investments. In anticipation of a higher return, it takes less than a dollar — say, 50 cents — of contribution to the OPEB Fund to ultimately fund a dollar’s-worth of the current Total OPEB Liability.

## **IV. RECOMMENDATIONS**

### **Guiding Considerations**

(1) Approach OPEB funding as part of a broader financial management strategy and practice. There are other long term financial issues, such as funding pensions, maintaining and acquiring capital assets, and servicing debt and leases that require similar attention and consideration.

(2) Embrace OPEB funding as an opportunity to build a long term endowment-like fund available to future school committees to manage OPEB expenses. Over time it should be able to earn returns equal to or greater than the rate of benefit expenses inflation.

(3) Identify specific aggressive OPEB funding targets, even if the broader financial realities will not allow them to be met. By naming them, the school committee communicates to its various constituents that it is aware of its obligations.

(4) Use the biennial GASB 75 Valuation Reports to review OPEB funding policy and practices. Use the finance subcommittee to oversee the investment performance of the OPEB Fund.

(5) Look for new sources of revenue, and when they are found, consider directing a portion of them to the OPEB Fund.

(6) Monitor the financial performance of the Massachusetts Bay Health Care Trust Fund, the provider of health insurance programs for Minuteman’s active employees and retirees.

**Specific Recommendations**

Recommendation #1: Instead of a separate target for OPEB Fund contributions, set a multi-year schedule for funding Line 5250, Retiree Insurance, that assumes a significant contribution to the OPEB Fund. Let the uncertainty in forecasting future PAYGO expenses be cushioned by offsetting changes to the contributions to the OPEB Fund.

Recommendation #2: Adopt the following six year funding plan for budget Line 5250, Retiree Insurance:

FY 2023	\$ 725,000
FY 2024	762,000
FY 2025	1,100,000
FY 2026	1,155,000
FY 2027	1,215,000
FY 2028	1,275,000

This schedule starts with \$725,000 in FY23, with 5% increases each year, and an additional increase of \$300,000 in FY25. Given the current FY23 PAYGO budgeted amount of \$605,358, this implies a FY23 OPEB Fund contribution of \$119,642.

The \$300,000 hike in FY25 is feasible since the ESCO lease ends with FY24, and the ESCO commitment for the nine member towns is about \$425,000 per year.

Recommendation #3: When adding a new position, require an additional contribution to the OPEB Fund of \$10,000 per FTE, at least until a new GASB 75 Valuation Report is received and reviewed.

Recommendation #4: Adopt an OPEB Funding Policy that endorses (a) the practice of multi-year planning for Retiree Insurance; (b) the practice of supplemental OPEB funding tied to new FTE positions; and (c) the specification of the Staying Current and Catching Up Strategies, in terms of Service Cost and Net OPEB Liability amounts, as aspirational goals for OPEB funding.

Recommendation #5: Through the finance subcommittee, periodically review the financial position (including investment performance) of all entities that impact the district’s long term financial health, including the OPEB Fund, the Minuteman Regional School District Contributory Retirement System, and the Massachusetts Bay Health Care Trust Fund. The OPEB Fund should be reviewed quarterly, per the Investment Policy Statement, and the others should be reviewed at least once a year.

**APPENDIX A – GASB 75 ACTUARIAL VALUATION PROCESS**

**APPENDIX B – PAGE 7 FROM USI REPORT**

**APPENDIX C – OPEB TRUST FUND INVESTMENT POLICY**

**APPENDIX D – INVESTMENT EXPERIENCE**

**APPENDIX E – OPEB FUND PERFORMANCE AND HOLDINGS**

# Housing Production Plan Steering Committee

## Purpose

The purpose of the Housing Production Plan Steering Committee (HPPSC or Steering Committee) is to oversee the process of working with Town staff and the Town's housing consultant to evaluate affordable housing needs, goals, and strategies, and to draft a recommended housing production plan for affordable housing that will be adopted by the Planning Board and the Select Board for submission to the Massachusetts Department of Housing and Community Development (DHCD).

## Background

The Housing Production Plan (HPP), as defined in State regulations and administered by the Massachusetts Department of Housing and Community Development (DHCD), is a proactive strategy for planning and developing affordable housing. The HPP identifies housing needs in the community and the goals and strategies the Town will use to identify and achieve or maintain the 10% threshold mandated by M.G.L. Chapter 40B. The Town's status related to this 10% threshold is documented on the Subsidized Housing Inventory, also administered by DHCD.

Housing Production Plans can create a "safe harbor" for a community. When a municipality has a certified HPP, decisions on comprehensive permit applications by the Zoning Board of Appeals to deny or approve with conditions will be deemed "consistent with local needs" under M.G.L. Chapter 40B.

## Duties and Responsibilities

The Steering Committee will work with Town staff and the Town's housing consultants to draft and review the housing production plan for submission to the Department of Housing and Community Development for approval and certification. This plan will be an update to the Town's current Housing Production Plan dated June 28, 2016, which expired in 2021.

The Steering Committee will:

- Become familiar with the issues and concerns surrounding development of affordable housing in Concord.
- Help solicit robust public input about creating and expanding affordable housing opportunities in the community.
- Help identify constraints and limitations as well as opportunities for affordable housing.
- Engage existing affordable housing groups in the discussion to insure a good understanding of authority and resources of existing and new affordable housing options (i.e., Concord Housing Development Corporation, Concord Housing Authority, Concord Housing Foundation, Habitat for Humanity, etc.).

- Engage other Town boards and committees to understand potential impacts of affordable housing options.
- Participate in development of the community survey and materials, draft plan, goals and strategies and other project materials.
- Upon completion of the initial draft Housing Production Plan meet with the Planning Board and Select Board to discuss findings and recommendations and incorporate feedback from these boards, which will be incorporated into the final Housing Production Plan for adoption by the Planning Board and Select Board.
- Endorse the final Housing Production Plan for submission to the Massachusetts Department of Housing and Community Development in 2022.

### **Other considerations**

The Steering Committee is responsible for conducting its activities in a manner which is compliant with all relevant State and local laws and regulations, including but not limited to, the Open Meeting Law, Public Records Law and Conflict of Interest Law. The Committee shall consult with the Town Manager concerning the allocation of Town staff or financial resources toward this effort. are open to the public.

### **Membership**

The Steering Committee shall be comprised of seven members appointed by the Select Board. The term of office shall be for up to nine months unless the term is extended by vote of the Select Board. The membership shall be as follows:

- One representative from the Concord Housing Development Corporation, Concord Housing Authority, or other organization having a mission to create affordable housing;
- One representative with background and experience in housing development;
- One representative with prior experience in serving on the Zoning Board of Appeals or Planning Board;
- Two citizens at-large providing a diversity of interests, backgrounds and expertise.

Additionally, one member of the Planning Board and one member of the Select Board shall serve as liaison to the Steering Committee.

Approved: May 6, 2019  
Amended: March 9, 2020  
Amended: January 24, 2022

Town of Concord  
CONCORD MIDDLE SCHOOL BUILDING COMMITTEE  
Committee Charge

**A. Purpose**

The Concord Middle School Building Committee is charged by the Select Board to ~~undertake a Feasibility Study to explore~~ serve as the oversight body for the construction of a single new Middle School Building to replace the two existing facilities, based on the scope defined in. ~~The Committee is also charged to begin the schematic design process for a new school building based on the findings of the Feasibility Study. Funding for the Feasibility Study and Schematic Design phase and the funding was approved under Article 14 at the January 202219 Annual Special Town Meeting. It is anticipated that the Town will be asked at a later time to approve full design and construction funding for the new school and, should such funding be approved, the Committee shall anticipate serving as the construction oversight body as well.~~ The Committee has final authority on all design decisions and will make recommendations to the Town Manager on all financial, contractual and schedule matters. The Middle School Building Committee shall be the point of contact for all community groups for all issues regarding the project. The Committee shall ensure community engagement throughout the planning and execution of the final design and construction. It is the expectation that there will be multiple opportunities throughout the process to solicit community feedback.

**B. Membership and Operations**

The Middle School Building Committee shall be appointed by the Select Board to coordinate and facilitate the design and ~~possibly the eventual~~ construction of a new Middle School. The committee shall have ~~eighteen~~ twelve voting members and seven non-voting members. In accordance with Massachusetts School Building Authority requirements, which are subject to revision, the membership shall be as follows:

- Two members or designees of the School Committee
- One member of the Select Board
- Town Manager (non-voting)
- Town Finance Director or designated representative (non-voting)
- Superintendent of Schools (non-voting)
- School Director of Finance & Operations (non-voting)
- School Facilities Manager (non-voting)
- Middle School Principal (non-voting)
- One resident knowledgeable in field of sustainable building design and operation
- Six community residents at-large including at least one with a current school-age child
- Concord Sustainability Director (non-voting)
- One resident knowledgeable in building construction, e.g., general contractor

The community members shall bring as many of the following areas of expertise as possible: general or industrial construction; project management; HVAC, architectural, financial, recreation, environmental sustainability and/or education technology expertise; and a familiarity with green building design.

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.

Building Committee members shall serve through completion of the project. In the event that any Building Committee member is not able to serve through the completion of the project, the Select Board shall be notified, so an appropriate replacement can be found.

Staff assistance for the committee shall be coordinated through the Town Manager and the Superintendent of Schools.

Committee members will strive to avoid any conflict-of-interest or appearance of a conflict of interest. To this end, members are instructed to advise the Select Board immediately should they be considering employment with or a contract for services with any contractor or subcontractor working on the School project.

### **C. Powers and Duties**

The Middle School Building Committee shall coordinate the ~~feasibility study and~~ design and ~~eventually~~ monitor the construction of the new Middle School building through occupancy, and including the demolition of the old Sanborn building, the construction of playing fields and landscaping, as appropriate. Specific duties will include:

#### During the Feasibility Study Phase:

- ~~• Develop a process for the selection of the Owner's Project Manager and recommend to the Town Manager the awarding of a contract to the selected OPM;~~
- ~~• Review and approve the RFP for the selection of a qualified professional or firm to conduct the Feasibility Study;~~
- ~~• Review the responses to the RFP, select the person or firm most qualified to perform the work, and recommend to the Town Manager the award of a contract to the selected firm;~~
- ~~• Review the draft Feasibility Study Report and suggest changes and refinements to be incorporated in the Final Report;~~
- ~~• Implement a process for selecting a design firm to undertake schematic design for a new Middle School, based on the findings of the Feasibility Study. Interview firms responding to the RFP/RFQ for design services and recommend the selected firm for award of a contract by the Town Manager.~~

#### During Design Phase:

- ~~• Assist with the Selection of a Project Manager, who will serve as the Owner's Representative for the project, during both design and construction;~~
- ~~• Issue a Request for Proposals for Design services; interview several designers and make a recommendation to the Town Manager for a contract for design services;~~
- ~~• Review, with a lens of sustainability, the educational specifications as recommended by the School Committee;~~
- ~~• Solicit input from school staff, parents, neighbors of the school and the community as a whole concerning the design of the new building, including any public spaces;~~
- ~~• Foster a discussion of Net Zero construction, and educational and environmental sustainable building design concepts for schools and incorporate, to the extent possible, the Town's goals for Greenhouse Gas Emissions reductions;~~
- ~~• Consider any "lessons learned" or other useful experience gained from earlier school construction projects;~~
- ~~• Ensure the development of an accurate construction cost estimate to be used when recommending construction funding to Town Meeting and the voters;~~
- ~~• Develop a projected construction schedule to include estimated completion and occupancy dates, timing for the demolition of the existing buildings, and full completion of the project.~~

|

During Construction Phase:

- Supervise architect(s) to prepare construction documents and all architectural services during construction;
- Assist the School and Finance Departments in development of documents for Massachusetts School Building Authority (MSBA) reimbursement, if appropriate;
- Review construction bids and recommend a general contractor or contractors to the Town Manager who will approve and execute all contracts;
- Monitor the construction of the building;
- Evaluate for cost and effectiveness all proposed change orders and recommend to the Town Manager approval of change orders;
- Recommend to the Town Manager the payment of contractor requisitions;
- Manage the work of the architectural firm and its consultants and recommend action by the Town Manager as it relates to the firm's contract with the Town, including payments, negotiations and change-orders or contract modifications;
- Ensure that the project comes in on schedule, within budget, and minimizes the expenditure of contingency funds;
- Serve as the point of contact for all individuals and community groups for all issues regarding the project, including but not limited to safety policies and procedures for building and site users, an occupancy plan, communication, etc.;
- Establish regular communication channels with the Town, Middle School families, and neighbors regarding the project progress through periodic notices and public meetings. Actively solicit the comments of neighbors and interested parties by dedicating one meeting early in the design phase to hearing the concerns of neighbors and other interested individuals;
- Provide these same services as they relate to Phase 2, if any, for the removal of the existing Middle School, as appropriate;
- Make a final report to the Select Board and School Committee upon substantial completion of the project. The report shall include information concerning final costs for the project; the status of MSBA reimbursement applications, if any; a list of unfinished projects not included in the as-built plan with an estimated cost and timeline; and any recommendations the Committee may have concerning on-going operation and maintenance of the building. The report may also include any recommendations from the Committee concerning lessons learned from this project that may be applicable to future Town construction projects.

**D. Other Considerations**

The Committee will 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.

Communications

In order to ensure a successful building project, the Committee will work with the following individuals and groups:

The Town Manager

The Town Manager has final approval regarding all financial matters and is responsible for all contracts related to the project. The Middle School Building Committee shall have primary responsibility for making decisions and recommendations related to the project. Therefore, the Committee will:

- Engage the Town Manager throughout project as needed.
- Recommend approval of all changes to schedule and cost to the Town Manager.
- Recommend the payment of all contractor requisitions to the Town Manager.
- Review construction bids and make recommendation of a general contractor to the Town

Manager.

- Solicit bids and recommend appropriate consultants/contractors to the Town Manager, including Project Manager and owner representatives.
- Although the Town Manager is the official spokesperson for the Town, the Middle School Building Committee will speak about the building project on behalf of the Town Manager by agreement and where appropriate.
- Expect the Town Manager through the Town Finance Director to maintain and monitor total project cash flow, balance sheet, and budget projections.
- Expect that the Town Manager will designate appropriate channels of communication between Town and School Departments regarding safety, operational, and other issues.
- Ensure that the Project Manager and architect maintain careful records of project activities in order to maximize the opportunity for the Town to secure State funding for a portion of the project costs if possible.
- Maintain regular contact with the Finance Department to ensure proper accounting of all expenditures and maximum opportunity to secure State reimbursement.

#### Elected Officials and appointed Committees

The Committee will:

- Report on progress (i.e. budget, schedule, important decisions) to the Select Board and School Committee on a quarterly basis.
- Confirm the School Committee's recommendation on items such as the technology plan where appropriate and within the established budget.
- Update the Finance Committee concerning the financial aspects of the project from time to time. The Committee anticipates that a Finance Committee observer will regularly attend meetings.

#### Town and School Staff

The Committee will:

- Expect that the School Superintendent will identify an appropriate interface between the school department and the construction project. The representative of the School Department will be present at Middle School Building Committee meetings and will attend construction meetings where appropriate.
- Expect that the Middle School Principal will attend Committee meetings and construction meetings where appropriate. The Principal will relay problems and issues from staff, families and neighbors for Committee consideration and resolution.
- Expect that the School Department will maintain an organized central file of original and substantive documents throughout the project sufficient to satisfy SBA auditing, if appropriate, as well as Town audit requirements.

#### The Owners Project Management (OPM) Firm

On behalf of the Town Manager, the Committee shall be responsible to supervise the work of the Owners Project Manager. The Committee will have a designee available to receive questions and issues during site meetings and during normal working hours. Responsibilities for this task may rotate. The OPM will:

- Perform on a day-to-day basis the duties of an Owner's Representative including safety inspections, construction mitigation, dispute resolution, and move assistance.
- Represent the best interests of the Town of Concord and Middle School Building Committee on a day-to-day basis throughout the project.
- Keep the committee fully informed regarding all matters affecting the successful outcome of the building project, including change orders, missed dates, poor communications, etc., throughout the life of the project.

- Evaluate and make recommendations on requisitions and potential changes in cost and schedule.
- Organize and maintain construction records, shop drawings and files to supplement the Town files at the conclusion of the project. Upon completion, the OPM will provide a digitized set of as-built plans to the Building & Inspections Division, as well as a printed copy.
- Develop regular communications to the community.

The Architectural Firm

The Middle School Building Committee expects that the designer will:

- Attend all appropriate Middle School Building Committee meetings and communicate all necessary information on a timely basis to the Middle School Building Committee and OPM.
- Evaluate Change Order requests.
- Provide requisition approval, construction clarifications and construction observation, among other services, consistent with its contractual requirements.

Construction Reform

The Middle School Building Committee shall keep abreast of any potential reform to construction laws at the State level. The Committee shall review such reforms that may apply to the project and apply them if the Committee determines that they are appropriate and they would reduce costs without causing delay in the schedule.

Attachments:

- ~~1. Article 14 – Concord Middle School Feasibility Study – Warrant Article & Vote from 2019 Town Meeting~~  
~~Concord Middle School Building Project – Article 1 Motion and Vote from January 2022 Special Town Meeting~~
- ~~1. Key Design Principles Middle School – School Feasibility and Design Study~~

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Christopher Carmody

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**From:** Berger, Brendan (SEN) <Brendan.Berger@masenate.gov>  
**Sent:** Tuesday, January 18, 2022 11:17 AM  
**To:** Terri Ackerman  
**Cc:** Kerry Lafleur; Christopher Carmody; Concannon, Lexi (SEN); Kibbe, Emily (HOU)  
**Subject:** Re: Update from Sen. Barrett on Home Rule Petitions

You don't often get email from brendan.berger@masenate.gov. [Learn why this is important](#)

Hi Terri,

More good news. The bill has been sent to the governor's desk for his signature. He has 10 days to sign. I expect that he will and we'll let you know when that happens.

Brendan

Brendan Berger, Chief of Staff  
Office of Senator Mike Barrett  
State House, Room 109-D  
Boston, MA 02133  
[Brendan.Berger@masenate.gov](mailto:Brendan.Berger@masenate.gov)  
Office Line (617) 722-1572

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**From:** Mike Barrett <Mike.Barrett@masenate.gov>  
**Date:** Friday, January 14, 2022 at 1:34 PM  
**To:** "tackerman@concordma.gov" <tackerman@concordma.gov>  
**Cc:** Kerry Lafleur <klafleur@concordma.gov>, Christopher Carmody <ccarmody@concordma.gov>, "Concannon, Lexi (SEN)" <Lexi.Concannon@masenate.gov>, "Kibbe, Emily (HOU)" <Emily.Kibbe@mahouse.gov>  
**Subject:** Update from Sen. Barrett on Home Rule Petitions

Good Afternoon Terri,

Sen. Barrett asked me to share with you some good news. The Concord home rule bill, **H.3712**, *An Act to grant additional liquor licenses for the sale of wines and malt beverages to be drunk on the premises in Concord*, has just been passed by the Senate. The bill now needs to go back-and-forth between the House and Senate once more, but I don't anticipate any issues or long delay. It then goes to the Governor's desk for his signature. We'll let you know when the final steps take place.

Have a terrific weekend.

Best,  
Brendan

Brendan Berger, Chief of Staff  
Office of Senator Mike Barrett  
State House, Room 109-D  
Boston, MA 02133

Christopher Carmody

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**From:** Terri Ackerman  
**Sent:** Wednesday, January 19, 2022 11:31 AM  
**To:** Christopher Carmody  
**Subject:** material for Jan 24

please include in packet under Spec Legis update

I apologize for this message being brief and informal. That allows me to answer many emails quickly. Thanks for your understanding.

Regards,  
Terri

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**From:** Matthew Johnson <mjohnson@concordma.gov>  
**Sent:** Wednesday, January 19, 2022 10:55 AM  
**To:** magdalena.garncarz@mahouse.gov <magdalena.garncarz@mahouse.gov>; dina.nathanson@masenate.gov <dina.nathanson@masenate.gov>  
**Cc:** Amanda Kohn <akohn@concordma.gov>; Alice Kaufman <alice.kaufman@gmail.com>; Terri Ackerman <tackerman@concordma.gov>; Kerry Lafleur <klafleur@concordma.gov>  
**Subject:** H.4117 - Town of Concord, Select Board - Support

Chair Barrett, Chair Roy, and members of the committee,

On behalf of the Town of Concord Select Board, I urge your support of *H. 4117: An Act authorizing the Town of Concord to adopt and enforce local regulations restricting new fossil fuel infrastructure in certain construction.*

At 2017 Town Meeting, by a declared near unanimous vote, Concord's citizens committed to deliver 100% green power through our municipal light plant by 2030, and funded the development of a *Climate Action and Resilience Plan* that lays out our detailed roadmap to achieve an 80% reduction in the Town's greenhouse gas emissions by 2050.

Since then, we've made great progress in securing carbon-free power, motivating electric vehicle purchases, and ensuring that future municipal projects such as our middle school are net zero. However, since 60% of Concord's GHG emissions come from the built environment (far more than the state-wide average of 27%), we can't meet our sustainability goals if commercial and residential developers continue to build buildings the way they used to.

As a former member of Concord's Planning Board, I worked with fellow board members to encourage all-electric construction in granting special permits and conducting site plan reviews, but not having the authority to mandate fossil-fuel-free construction, our efforts had limited impact. The result? 30-50 years of greenhouse gas production, when we could have had none.

Given the mismatch between our town goals and conventional development practices, it's no wonder that Concord's call for fossil-fuel free infrastructure in most new development passed nearly unanimously at our 2021 Town Meeting. But, at this point, we need Home Rule authority to implement it.

Matthew W. Johnson  
Select Board , Town of Concord  
(508) 878-4117

**Media Contact:**

Madeline Reynolds

Email: [madeline@sevenletter.com](mailto:madeline@sevenletter.com)

## **Mass General Brigham Calls for Action on Housing Crisis**

*State's largest private employer joins 70 other organizations statewide in support of a new transfer fee on real estate transactions to support and preserve affordable housing*

**Boston, Mass. (January 19, 2022)** – In the face of a housing crisis that is making far too many communities unaffordable for their residents, including those in the restaurant and retail sectors, healthcare workers, teachers and public safety workers, [Mass General Brigham](#) announced today it is endorsing legislation allowing Massachusetts communities to levy fees on certain real estate transactions to support housing.

“Health and housing are inextricably linked, and research has demonstrated the connection between housing stability and health outcomes. The lack of affordable housing, and other social determinants of health, plague many neighborhoods disproportionately—particularly communities of color—leading to alarming health disparities. Failure to address these root causes during COVID-19 could further exacerbate these inequities,” noted **Elsie Taveras, MD, MPH, Chief Community Health Equity Officer, Mass General Brigham**. “Not only is affordable housing a concern with respect to the social determinants of health of our patients, but it’s also a significant contributing factor to staffing challenges that our hospitals are facing. The lack of workforce housing is particularly problematic for employees in our Nantucket Cottage and Martha’s Vineyard Hospitals.”

The legislation will help to fight displacement and residential overcrowding, which has endangered public health in Massachusetts, especially during the COVID-19 pandemic. Mass General Brigham submitted testimony today in support of this commonsense solution to a growing public health crisis related to the lack of housing.

Mass General Brigham is a non-profit organization that is committed to patient care, research, teaching, and service to the community. Mass General Brigham is the state’s largest integrated academic healthcare system treating more than 1.5 million patients annually and employing more than 80,000 health care professionals.

H. 1377 and S. 868 will help to solve the ongoing housing crunch by allowing municipalities and regional authorities to opt into a real estate transfer fee of 0.5 percent to 2 percent on higher end property sales to control housing costs, preserve affordable housing, and fund new housing. Each community will be able to determine if it wants to adopt the transfer fee in its city or town. The fee only applies to transactions over the statewide or county median single-family home price, to protect lower income home purchasers, and communities may choose a higher exemption threshold at their discretion. The community itself will determine both the fee percentage and threshold sale price and what exemptions to the fee should apply. Representative Mike Connolly is sponsoring the legislation in the Massachusetts House of Representatives, while Senator Jo Comerford is the bill’s lead sponsor in the State Senate.

“Massachusetts is undeniably in a housing crisis and it is having a real and lasting impact,” said **Tucker Holland, Nantucket’s Municipal Housing Director**. “On the islands, the lack of year-round housing means we have emergency personnel who do not reside on the island, teachers sleeping on couches

and a workforce that often is living in overcrowded apartments. This is dangerous to public health. The pandemic has brought particular and grave focus to this situation. Add to that challenges in keeping and recruiting health care staff and medical professionals when they are most needed. We need the legislature to simply give us permission to help ourselves.”

Recent research has demonstrated the connection between housing stability and health outcomes. In December 2020, the Blue Cross Blue Shield of Massachusetts Foundation released [data](#) showing that individuals enrolled in permanent supportive housing programs had significantly lower total annual average health care costs than a peer group of chronically homeless individuals. Similarly, a report put out by [The Boston Foundation](#) in June 2021 found the health of children and caregivers improved when they had access to stable housing - the average number of emergency department visits dropped from 2.3 visits to 1.3 over a twelve month period.

“First responders, public safety personnel, health care staff – all are required to keep our communities safe and healthy. Massachusetts will not be able to maintain its status as a leader in healthcare if people cannot afford decent, quality housing. In remote locations like Nantucket and Martha’s Vineyard, affordable, year-round housing is essential to recruitment and retention of qualified staff to support and sustain the health of our communities,” noted **Denise Schepici, Martha’s Vineyard Hospital President and CEO** and **Gary Shaw, FACHE, President and CEO of Nantucket Cottage Hospital**.

“Housing is a key determinant of health. That’s why I’m thrilled to see Mass General Brigham endorse and support real estate transfer fee legislation. Municipalities need more funding to develop housing that is truly affordable. Mass General Brigham’s support brings us one step closer to this goal,” said **Senator Jo Comerford**.

“To address the affordable housing emergency, we need a comprehensive approach that includes smart housing production, strong tenant protections, and new revenues to support affordability. Our proposal for a real estate transfer fee will help generate needed revenues by giving municipalities the option to capture a small fraction of the wealth being generated by the real estate market,” **Representative Mike Connolly** said. “I’m thankful to the Mass General Brigham for recognizing that housing is essential to public health and for joining our growing statewide coalition for a real estate transfer fee.”

"The cry can be heard from every corner of the state, large and small, urban and rural: we cannot find affordable places for people to live," said **Pamela Schwartz, Director of the Western Massachusetts Network to End Homelessness and member of the [Transfer Fee for Affordable Housing Coalition](#)**. "This Transfer fee legislation is a critical response to this all-hands-on-deck situation. We must give our local communities the option to use it." The coalition represents more than 70 organization across the Commonwealth of Massachusetts that support this legislation.

//End

### ***About the Transfer Fee for Affordable Housing Coalition***

The Transfer Fee for Affordable Housing Coalition is a diverse group of more than 70 community organizations, housing and planning agencies, municipalities and other groups that support legislation enabling municipalities to levy a transfer fee on high end real estate sales and use this money to create affordable housing in their communities. We support State-wide enabling legislation, as well as home rule petitions that would enable implementation of a transfer fee in those municipalities that have already approved this innovative source of funding for affordable housing. You can learn more about the coalition at [www.realestatetransferfee.org](http://www.realestatetransferfee.org).

January 19, 2022

State Senator John Keenan, Chair  
Joint Committee on Housing  
Massachusetts State House  
24 Beacon Street, room 413-F  
Boston, MA 02133

State Representative James Arciero, Chair  
Joint Committee on Housing  
Massachusetts State House  
24 Beacon Street, room 38  
Boston, MA 02133

Re:H1377/S868 – An Act empowering cities and towns to impose a fee on certain real estate transactions to support affordable housing

Dear Chair Keenan and Chair Arciero:

I am honored to submit testimony on behalf of Mass General Brigham in support of “An Act empowering cities and towns to impose a fee on certain real estate transactions to support affordable housing” (House Bill 1377 and Senate Bill 868), filed by Representative Mike Connolly and Senator Joanne Comerford.

Mass General Brigham is the state’s largest integrated academic healthcare system treating more than 1.5 million patients annually and employing more than 80,000 health care professionals. We are a non-profit organization that is committed to patient care, research, teaching, and service to our community. In addition, Mass General Brigham is one of the nation’s leading biomedical research organizations and a principal teaching affiliate of Harvard Medical School.

From Greater Boston to the Cape and Islands to the Pioneer Valley, cities and towns are grappling with the adverse effects of rapidly escalating home prices on their communities’ economy, workforce, quality of life, and social identity. Longtime residents are being displaced by higher income buyers or speculators, and housing demand far outstrips supply in many communities across Massachusetts. As a result, forced overcrowding is causing severe public health consequences, exacerbated by the pandemic.

In a recent report from the National Low Income Housing Coalition, Massachusetts was ranked the 3rd least affordable state in the nation. An estimated 20,000 people are experiencing homelessness on any given day in Massachusetts – individuals and families, young adults and seniors, people with a variety of backgrounds and life experiences.

The lack of affordable housing, and other social determinants of health, plague many neighborhoods disproportionately—particularly communities of color—leading to alarming health disparities. Failure to address these root causes during COVID-19 could further exacerbate these inequities.

Health and housing are inextricably linked, and research has demonstrated the connection between housing stability and health outcomes. For example, a report by The Boston Foundation in June 2021 found the health of children and caregivers improved when they had access to stable housing - the average number of emergency department visits dropped from 2.3 visits to 1.3 over a twelve-month period. In addition, people who face housing instability are more likely to experience poor health

outcomes. A recent review of the literature on health and housing published in the journal *Health Affairs* found that low-income families that have difficulty paying rent, mortgage, or utility bills are less likely to have a usual source of medical care and more likely to postpone needed treatment.

In addition, in 2019, Mass General Brigham helped establish the first city-wide community health needs assessment. This collaborative aimed to identify the most pressing issues that affect the health of Boston residents, with a focus on the economic, social, and environmental factors that impact health. The assessment found that a top community health concern of respondents was housing quality/affordability (51%).

Martha's Vineyard Hospital's community health needs report also found that housing insecurity poses significant challenges. About half of year-round Martha's Vineyard Island households meet the HUD definition of cost-burdened, spending more than 30 per cent of their income on housing. That is much higher than the statewide average of about a third of households, the report found. About a quarter of Island households spend more than half their income on housing compared with 16 per cent statewide. And Nantucket's lack of affordable housing and resources have been an issue for the community for many years. Nantucket Cottage Hospital's community health needs assessments also continuously highlight the lack of housing affordability, with a Workforce Housing Needs assessment from 2015 finding that half of the island's year-round population struggles to pay their rent.

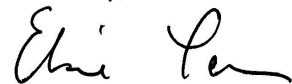
Not only is affordable housing a concern with respect to the social determinants of health of our patients, but it's also a significant contributing factor to staffing challenges that our hospitals are facing. The lack of workforce housing is particularly problematic for employees in our Nantucket Cottage and Martha's Vineyard Hospitals.

This legislation will empower communities that choose to do so to place a small fee of 0.5% to 2% on higher-end real estate transactions to fund affordable housing. This legislation is intentionally adaptable so that different municipalities can enact the type of transfer fee that works best for their community. Even with more accommodating zoning regulations and the American Rescue Plan Act funds that have recently been allocated for housing, additional and reliable funding sources, such as revenue from transfer fees, are desperately needed to construct truly affordable housing.

We urge the committee to favorably consider this important piece of legislation as we work to ensure that members of our communities can have their housing and health care needs met.

Thank you.

Sincerely,



Elsie Taveras, MD, MPH  
Chief Community Health Equity Officer  
Executive Director, Kraft Center for Community Health at MGH  
Conrad Taff Professor, Harvard Medical School

Christopher Carmody

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**From:** Terri Ackerman  
**Sent:** Thursday, January 13, 2022 2:10 PM  
**To:** Christopher Carmody  
**Subject:** Fw: Warrant Article for Affordable Housing

misc corres

I apologize for this message being brief and informal. That allows me to answer many emails quickly. Thanks for your understanding.

Regards,  
Terri

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**From:** Feeley III, Frank G <ffeeley@bu.edu>  
**Sent:** Thursday, January 13, 2022 11:58 AM  
**To:** Terri Ackerman <tackerman@concordma.gov>; Linda Escobedo <lescobedo@concordma.gov>; Matthew Johnson <mjohnson@concordma.gov>; Henry Dane <hdane@concordma.gov>; Susan Bates <sbates@concordma.gov>  
**Cc:** Kerry Lafleur <klafleur@concordma.gov>; Keith Bergman <keith@kbergman.com>; Lee Smith <leesmith125@gmail.com>  
**Subject:** Warrant Article for Affordable Housing

I write on behalf of the Concord Housing Foundation to request that the Select Board include an article in the regular Town Meeting warrant containing additional funds for affordable housing. We recognize that, in recent years, this has been funded from free cash, and certainly hope in the long run that regular funds will come from a real estate transfer fee, once approved by the Legislature.

We recognize that some of the factors which will affect the Town budget for 2023 are still in flux, and that it may not be possible right now to determine the exact amount or source of funds for an affordable housing appropriation. However, as the recent Assabet Bluff developments show, unexpected opportunities to add to our affordable housing stock will continue to occur. We are also encouraged by the efforts to find a way to build the planned house on the edge of Gerow Park. But with rising prices and more pressure from developers to tear down smaller houses in Town, it is important that Concord, and the Affordable Housing Trust, have a continuing source of funds for affordable housing in place until the real estate transfer fee is in effect.

We will monitor with interest the development of the Regular Town Meeting Warrant, and are hopeful that you will include an appropriation for affordable housing from the most appropriate source.

Thank you for your consideration.

Frank (Rich) Feeley  
President  
Concord Housing Foundation  
347 Lexington Road  
Concord., MA 01742  
ffeeley@bu.edu  
978 369 3399o

Christopher Carmody

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**From:** Terri Ackerman  
**Sent:** Friday, January 21, 2022 4:37 PM  
**To:** Christopher Carmody  
**Subject:** Fw: League of Women Voters Concord-Carlisle: Candidate Forum for Concord School Committee election

misc corres

I apologize for this message being brief and informal. That allows me to answer many emails quickly. Thanks for your understanding.

Regards,  
Terri

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**From:** nancy@confrey.com <nancy@confrey.com>  
**Sent:** Wednesday, January 12, 2022 5:06 PM  
**To:** Matthew Johnson <mjohnson@concordma.gov>  
**Cc:** Terri Ackerman <tackerman@concordma.gov>; 'Karlen Reed' <karlen.reed@gmail.com>; 'Diane Proctor' <dpdproctor@gmail.com>  
**Subject:** League of Women Voters Concord-Carlisle: Candidate Forum for Concord School Committee election

Hi Matt,

I'm writing to let the Select Board know that the LWVCC is hosting a Candidate Forum for the candidates running for the position on the School Committee. Full information and registration details are below. Will you please forward this to the other members of the Select Board? Please also feel free to forward to others you think would be interested in this event.

With best regards and thanks,

Nancy Confrey  
League of Women Voters Concord-Carlisle  
Voter Services, chair

\*\*\*\*\*

What: The League of Women Voters Concord-Carlisle presents a Candidates Forum: a moderated Q&A with the two candidates, Todd Benjamin and Carrie Rankin, running for a one year term on the Concord School Committee  
When: Thursday, January 27<sup>th</sup>, 7:30 – 8:30 pm  
Where: Zoom, registration link provided below or at [www.lwvcc.org](http://www.lwvcc.org)  
Additional information: If you would like to submit questions for possible inclusion in the formal question period of the session, please email them to [voterservice@lwvcc.org](mailto:voterservice@lwvcc.org) by January 18th. There will also be an opportunity during the Forum for audience questions but time could be limited.

Registration link:  
<https://us02web.zoom.us/meeting/register/tZMocuGvrjssEtD7n-y0eNn34WRWg9tFD4va>

After registering, you will receive a confirmation email containing information about joining the meeting.