



OLD NORTH BRIDGE

**TOWN OF CONCORD**

TOWN HOUSE - P.O. BOX 535  
 CONCORD, MASSACHUSETTS 01742

**Select Board Meeting**  
 Monday, July 14, 2025 at 6:00 PM

Concord Municipal Light Plant, 1175 Elm Street  
 Public Meeting Room and via Zoom

**Join Zoom Meeting**

<https://us02web.zoom.us/j/85175010709?pwd=eArYoenACNjRTa3Caem4iFwwce5YI7.1>

Meeting ID: 851 7501 0709

Passcode: 905480

Dial In Toll-Free: 833 928 4608

	Time	Agenda Item
I.	6:00 PM	<i>Public Comment:</i> Public Comment is an opportunity for the public to address the Select Board on matters under consideration by the Select Board. Therefore, comments related to political campaigns are not appropriate. Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
II.	6:15 PM	<p>Consent Agenda:</p> <ul style="list-style-type: none"> <li>i. Minutes: June 30, 2025; July 8, 2025</li> <li>ii. Town Accountant Warrants: June 30, 2025, July 3, 2025</li> <li>iii. Gift Acceptance from the Friends of the Concord Free Public Library to the Library Staff Gift Fund for supporting libraries programs in the amount of \$30,000.00</li> <li>iv. Tour Guide License for Dr. Holly Zagaria</li> <li>v. One Day Liquor Licenses:             <ul style="list-style-type: none"> <li>a. Wines &amp; Malt Beverages Only for Doug Mandigo of Middlebury College for the Middlebury College Football Alumni Golf Outing on Monday, July 28, 2025 from 12:00 PM – 8:00 PM at Concord Country Club, 246 ORNAC</li> <li>b. Wines &amp; Malt Beverages Only for Jennifer Verrill of Verrill Farm for events to be held at Verrill Farm, 11 Wheeler Road on the following dates:                 <ul style="list-style-type: none"> <li>- Monday, July 14, 2025 from 5:30 PM to 7:30 PM</li> <li>- Thursday, July 24, 2025 from 6:00 PM to 8:00 PM</li> <li>- Saturday, August 2, 2025 from 1:00 PM to 4:00 PM</li> <li>- Thursday, August 7, 2025 from 6:00 PM to 8:00 PM</li> <li>- Thursday, August 28, 2025 from 6:00 PM to 8:00 PM</li> </ul> </li> </ul> </li> <li>vi. Proclamation: Second Annual India Day, August 15, 2025</li> </ul>

		<p>vii. Committee Nominations:</p> <ul style="list-style-type: none"> <li>a. Julie Reed of 116 Monument Street to the Board of Registrars as the Republican member for a term to expire May 31, 2028</li> <li>b. Tom Wilson of 66 Whittemore Street to the Economic Vitality Committee for an unexpired term to expire on May 31, 2026</li> </ul>
III.	6:15 PM	<p>Select Board Appointments:</p> <ul style="list-style-type: none"> <li>i. Teresa Hubscher-Younger of 262 Central Street as an Associate Member to the Library Committee for a term to expire May 31, 2028</li> <li>ii. Barbara Ewen of 49 Adams Road to the Concord Cultural Council for a term to expire May 31, 2028</li> <li>iii. Adam Stark of 154 Lincoln Road, Unit 1 to the Economic Vitality Committee for a term to expire May 31, 2028</li> <li>iv. Doug Gifford of 562 Harrington Avenue to the 2229 Main Street Oversight Committee for a term to expire May 31, 2028</li> <li>v. Judith Long of 94 Annursnac Hill Road to the Land Use Working Group for a term to expire at the conclusion of the work outlined in the charge</li> </ul>
IV.	6:20 PM	<p>Statement, Discussion, and Public Comment on Proposed Action Plans in Response to Hateful Acts and Expression in Concord</p> <p>Presenters: Mark Howell, Chair, Rose Cratsley and Nancy Brown, co-chairs DEIB Commission</p>
V.	6:40 PM	<p>Request for Permit to Remove Public Shade Tree Located at 62 Belknap Street</p> <p>Presenters: Katy Hopewood, 62 Belknap Street; Erik Shaw, Assistant Superintendent of Highway and Grounds and Tree Warden</p>
VI.	6:50 PM	<p>Reflections on 2025 Annual Town Meeting and Discuss and Vote on 2026 Annual Town Meeting Calendar</p> <p>Presenter: Carmin Reiss, Town Moderator</p>
VII.	7:05 PM	<p>Vote on Annual Town Meeting Warrant Articles – Town Meeting Approved petition to the General Court</p> <ul style="list-style-type: none"> <li>- Article 27: Remote Participation at Annual and Special Town Meetings</li> <li>- Article 28: Citizens Petition – Ranked Choice Voting</li> <li>- Article 36: Citizens Petition – Ban Second-Generation Anticoagulant Rodenticides – SGARs</li> </ul> <p>Presenter: Mark Howell, Chair</p>

VIII.	7:10 PM	Discuss New England Deaconess Association Monetary Contributions for Affordable Housing for Seniors being designated to the Concord Municipal Affordable Housing Trust  Presenter: Mark Howell, Chair
IX.	7:30 PM	Discuss and Vote to Authorize the Chief Financial Officer to make any necessary year-end transfers under M.G.L. c. § 33B  Presenter: Ryan Ferrara, Acting Chief Financial Officer
X.	7:35 PM	Discussion on Financial Reserves Policy  Presenter: Mark Howell, Chair
XI.	7:45 PM	Discuss and Correct the Land Use Working Group Charge and Select Board Representative Appointment  Presenter: Mark Howell, Select Board Chair
XII.	7:55 PM	Review Town Manager Evaluation Process/Timeline  Presenter: Jessica Porter, Assistant Town Manager and Human Resources Director
XIII.	8:05 PM	Discuss and Vote on Fiscal Year 2026 Select Board Goals and Discuss Fiscal Year 2027 Budget Priorities  Presenter: Mark Howell, Select Board Chair
XIV.	8:30 PM	Vote on Fiscal Year 2026 Select Board Liaison Assignments  Presenter: Mark Howell, Chair
XV.	8:35 PM	Chair's Report
XVI.	8:40 PM	Town Manager's Report
XVII.	8:50 PM	Select Board Liaison Reports
XVIII.		Adjournment

*\* Times are approximate and subject to change*

**Upcoming Meetings:**

Monday, July 28, 2025

Monday, August 11, 2025

Monday, August 25, 2025



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Jessica Porter at [jporter@concordma.gov](mailto:jporter@concordma.gov) or at 978-318-3028. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.

**Town of Concord  
Select Board Meeting  
Minutes  
June 30, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting both in-person at 22 Monument Square on the 2nd floor in the Select Board Room and via Zoom convened at 6:00 PM on June 30, 2025.

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Paul Boehm, Mary Hartman, and Cameron McKennitt

**Call to Order**

Chair Hartman called the meeting to order at 6:00 PM.

Mr. Howell confirmed that all members were present.

**Elect Select Board Officers**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to elect Mark Howell as Chair of the Select Board.

Ms. Rovelli was nominated as Clerk, and the Board had discussion prior to voting. Mr. McKennitt voiced his interest in the role of Clerk, stating that he has worked hard over the last year as a Select Board member and brings a balanced perspective, also noting that the position of Clerk is often the prerequisite for becoming Chair of the Board. The Board commended Mr. McKennitt's work over the last year, though noted that being Clerk is not necessary prior to becoming Chair. The Board then took a vote.

Upon a motion duly made and seconded, it was **voted:** to elect Wendy Rovelli as Clerk of the Select Board.

The motion passed 4-1, with Mr. McKennitt voting nay due to his interest in the position.

**Public Comment**

Matthew Johnson, 21 Winthrop Street, urged the Select Board to dedicate the monetary contributions from New England Deaconess Association to affordable housing, commenting on mechanisms to establish a gift account for this purpose.

Christine Dinero, 189 Commonwealth Avenue, commented on Gerow Park, suggesting that there should be an official opening event for the park and further suggested that any remaining funds from Phase I should be used to purchase benches and picnic tables for the park. Ms. Dinero asked if there was a plan to apply for Community Preservation funds for Phase II of the park prior to the application deadline in the Fall.

Rich Feeley, 347 Lexington Road, echoed Mr. Johnson's comments and noted that dedicating the funds from New England Deaconess Association to affordable housing could help bridge the gap

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for need in Town for greater availability for affordable housing for seniors/assisted living for seniors.

Several public comments were made regarding traffic concerns and road safety:

- Linda Nieman, 59 Mallard Drive, read a letter submitted by Mothers Out Front regarding a call to action on pedestrian and cyclist road safety.
- Vicky Alani, 257 Commonwealth Avenue, expressed concern from West Concord residents, particularly around Kenny Dunn Square.
- Gina Stark, 512 Thoreau Street, expressed concern regarding Thoreau Street and a safe way for children to get to schools in the area.
- John Smith, 66 Upland Road, expressed concern regarding traffic calming measures and being unable to get results working with the Town, such as installing speed bumps at the curve of Upland Road.
- Katie Chagnon, 81 Upland Road, echoed Mr. Smith's comments and requested clarifying signage at the T-intersection on Upland Road.

**Consent Agenda**

- i. Minutes: June 4, 2025
- ii. Town Accountant Warrants: June 5, 2025, June 12, 2025, June 18, 2025, June 26, 2025
- iii. Gift Acceptances:
  - a. From the Concord Free Public Library Corporation to the Archival Gift Fund for Staff Professional Development in the amount of \$1,342.00
  - b. From the Friends of CCHS Swimming and Diving to the Beede Swim and Fitness Center for 8 new starting blocks valued at \$49,245 and a donation to cover the installation and ongoing maintenance of the blocks in the amount of \$43,757.21
- iv. One Day Liquor Licenses:
  - a. Allison Shilling of the Concord Museum for Wines & Malt Beverages Only for History Happy Hour event series from 6:30 PM – 8:30 PM held at the Concord Museum, 53 Cambridge Turnpike on the following dates:
    - Thursday, July 24, 2025
    - Thursday, August 7, 2025
    - Thursday, August 21, 2025
  - b. Tom Wilson of the Wright Tavern for All Alcoholic Beverages for Beer Garden at the Wright Tavern: Cheers for Democracy and Happy Birthday to Henry David Thoreau on Saturday, July 12, 2025 from 11:00 AM to 7:00 PM held at 2 Lexington Road
    - Requested Rain Date: Saturday, July 19, 2025
- v. Request from the West Concord Junction Cultural District Committee to change their name to **West Concord Cultural District Committee**
- vi. Committee Nominations:
  - i. Teresa Hubscher-Younger of 262 Central Street as an Associate Member to the Library Committee for a term to expire May 31, 2028

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- ii. Barbara Ewen of 49 Adams Road to the Concord Cultural Council for a term to expire May 31, 2028
- iii. Adam Stark of 154 Lincoln Road, Unit 1 to the Economic Vitality Committee for a term to expire May 31, 2028
- iv. Doug Gifford of 562 Harrington Avenue to the 2229 Main Street Oversight Committee for a term to expire May 31, 2028

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the revised Consent Agenda.

**Select Board Appointments**

- i. Paul Boehm of 11 Ridgewood Road as an Ex-Officio Non-Voting representative of the 2229 Main Street Advisory Task Force to the Land Use Working Group for a term to expire at the conclusion of the work outlined in the charge
- ii. Rob Almeida of 28 Commerford Road as the Planning Board representative to the Land Use Working Group for a term to expire at the conclusion of the work outlined in the charge
- iii. Lindsay Wolff of 41 Frances Street as a Full Member (current Associate Member) to the West Concord Advisory Committee with a term to expire May 31, 2027
- iv. Scott Akehurst-Moore of 86 Holden Wood Road as a Full Member (current Associate Member) to the Library Committee for a term to expire May 31, 2028
- v. Tom Claflin of 113 Hubbard Street as a Full Member (current Associate Member) to the Library Committee for a term to expire May 31, 2028
- vi. Reappoint Anita Tekle of 260 Virginia Road to the Concord Cultural Council for a second term to expire May 31, 2028
- vii. Retroactive reappointment for Bill Mrachek of 62 Rollingwood Lane to the Personnel Board for a third term to be exempted from APP 10 and permitted under the 2024 Personnel Bylaw for a term from May 31, 2024 to expire May 31, 2027
- viii. Reappoint Katherine Ryan of 109 Stone Root Lane to the Personnel Board for a second term to expire May 31, 2028
- ix. Reappoint Anne-Catherine Mauk of 199 Oak Hill Circle to the West Concord Junction Cultural District Committee for a first full term to expire May 31, 2028
- x. Reappoint Kerry Lafleur, Town Manager to the Concord Municipal Affordable Housing Trust for a second term to expire May 31, 2027
- xi. Reappoint Wendy Rovelli, Select Board to the Financial Audit Advisory Committee for a second term to expire May 31, 2026
- xii. Reappoint Bianca Taylor of 670 Lowell Road to the Financial Audit Advisory Committee for a second term to expire May 31, 2026
- xiii. Reappoint Katharine Berger of 60 Revolutionary Road to the Hugh Cargill Trust Committee for a second term to expire May 31, 2028

Town Manager with Select Board Approval Appointments:

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- i. Shelly Karlin of 60 Walden Terrace to the Climate Action Committee for a term to expire May 31, 2028 (was nominated on May 19, 2025 and due to clerical error was not appointed at following meeting)
- ii. Robert Shatten of 116 Indian Spring Road to the Climate Action Committee for a term to expire May 31, 2028
- iii. Mark Gailus of 62 Prescott Road to the Transportation Advisory Committee for a term to expire May 31, 2028
- iv. Lauren Meier of 36 Millrun Lane as a Full Member (current Associate Member) to the Historical Commission for a term to expire May 31, 2028
- v. Reappoint Nancy Nelson of 1695 Lowell Road as an Associate Member to the Historical Commission for a term to expire May 31, 2026

Upon a motion duly made and seconded, it was **UNANIMOUSLY voted:** to approve the Select Board appointments and Town Manager Appointments with Select Board approval as included on the Select Board meeting agenda.

**Disclosure by Non-Elected Municipal Employee of Financial Interest as required by  
M.G.L. c. 268A, Section 19**

- i. Matthew Johnson, Concord Municipal Affordable Housing Trust

Matt Johnson, a member of the Concord Municipal Affordable Housing Trust, presented on the Disclosure by a Non-Elected Municipal Employee that he filed to the Select Board as the appointing authority. Mr. Johnson disclosed a past conflict of interest related to Junction Village (being within 300 feet), but argued that this conflict has abated with the integration of MCI Concord and Junction Village discussions, and that his ability to serve would be impeded if he recused himself from MCI Concord-related discussions.

Upon a motion duly made and seconded, it was **UNANIMOUSLY voted:** as the appointing officials, as required by G.L. c. 268A, § 19 A, the Select Board has reviewed the particular matter and the financial interest identified above by Matthew Johnson of the Concord Municipal Affordable Housing Trust. The Select Board determined that the financial interest is not so substantial as to be deemed likely to affect the integrity of the services which the municipality may expect from the employee.

**Discuss and Vote on At-Large Representative to Nominate to the Land Use Working Group**

Chair Howell opened the discussion on the Select Board nomination of the At-Large Representative to the Land Use Working Group. Judith Long emerged as the top candidate for the nomination. All Select Board members commented on her impressive resume and background that closely relates to the charge of the Working Group.

Upon a motion duly made and seconded, it was **UNANIMOUSLY voted:** to nominate Judith Long of 94 Annurnsac Hill Road as the At-Large Representative to the Land Use Working Group for a term to expire at the conclusion of the work outlined in the charge.

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**Public Hearing for the Renewal of the Comcast Franchise Agreement**

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**voted:** to open the Public Hearing for the renewal of the Comcast Franchise Agreement.

Jason Bulger, Concord Municipal Light Plant Director and Interim Chief Information Officer, provided an update on the renewal process for the Comcast Franchise Agreement. Mr. Bulger noted that the agreement was a culmination of a multi-year effort involving himself, Sue Buske of the Buske Consulting Group, Terri Ackerman, former Select Board member, Special Counsel, and the PEG Access Advisory Committee. Mr. Bulger feels that the agreement sufficiently meets the Town's needs, with the community expressing a desire for higher quality content, enough channels, an electronic program guide, and maintaining high level customer service. If approved by the Select Board tonight, the agreement would be valid for 10 years and would have a significant increase in capital payments which would be used for equipment upgrades at Minuteman Media Network.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**voted:** to close the Public Hearing.

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**voted:** to approve the Comcast Franchise Agreement as included in the Select Board meeting packet.

**Background Discussion on Cellular Technology**

Jason Bulger, Concord Municipal Light Plant Director and Interim Chief Information Officer, provided background on cellular technology, prior to the AT&T Small Cell Installation Public Hearing. Mr. Bulger explained the difference between large-scale macro towers and smaller-scale small cell, which is the technology that the Select Board would consider an application for this evening. Mr. Bulger noted that small cell uses smaller antennas, is closer to the ground, can be mounted differently, and is meant to supplement macro towers. Unlike large-scale macro towers, small cell installations typically support a single call carrier and provide roughly a ¼ mile radius of coverage.

**Public Hearing for the Application of a Small Cell Installation by AT&T  
at 1, 143 Sudbury Road**

Upon a motion duly made and seconded, it was UNANIMOUSLY  
**voted:** to open the Public Hearing for the application of a Small Cell Installation by AT&T at 1, 143 Sudbury Road.

Attorney Ed Pare, representing AT&T, and Kevin Brewer, Radio Frequency Engineer for AT&T, appeared before the Select Board to present the application for small cell installations at 1 and

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143 Sudbury Road, with the purpose of providing additional coverage and capacity in these areas for AT&T customers. These are low impact facilities that utilize existing infrastructure.

Mr. McKennitt asked how these two specific poles were identified as the best locations for the infrastructure.

Mr. Bulger responded that AT&T worked closely with CMLP to identify the best locations for the infrastructure, and that there are not many available poles in Town for the infrastructure due to the goal of having communications under-grounded.

Public comments were made by:

- Liam Paskvan, 1 Sudbury Road, submitted a formal comment in writing to the Select Board and voiced concern about installing the infrastructure in a historic district, also being so close to homes and schools. Mr. Paskvan wished that there had been a greater period of notification time regarding the application and would like the cell moved to a more preferred site.
- Don Kupka, 62 Devens Street, voiced support for the infrastructure, noting minimal impact on the community with great benefit, approving service in Concord Center, particularly for making phone calls.
- John Graham, 99 Main Street, echoed Mr. Paskvan's written comment and felt like the application took abutters by surprise, also voicing concern regarding the placement of the infrastructure.
- Tracey Marano, 39 Patridge Lane, asked if the installation would improve cell service at either Concord-Carlisle High School or Alcott School. Mr. Brewer responded that it would not, it mainly covers Concord Center.
- Rosa Hallowell, 19 Sudbury Road, noted that macro towers were discussed at Annual Town Meeting and asked why applications for small cell were not discussed at Town Meeting.
- Su-en Wong, 1 Sudbury Road, commented regarding the close proximity that the infrastructure will have to her property and also voiced concern regarding the infrastructure's aesthetics in the historic district.
- Gail Hire, 54 Nancy Road, voiced concern regarding the risk of fire and utility staff safety who may need to access the poles during emergencies.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to close the Public Hearing.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the application for installation of Small Cell by AT&T at 1 and 143 Sudbury Road as included in the Select Board meeting packet and with the conditions provided by Concord Public Works and Concord Municipal Light Plant.

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**Request for Permit to Remove Public Shade Tree Located at 138 Crescent Road**

Col. (Ret.) and Mrs. Vincent J. MacDonald of 138 Crescent Road presented the request for a permit to remove a public shade tree near their driveway. Col. MacDonald commented that the issue has been ongoing for more than 5 years, attempting to prune the tree and working with third-party services, but the size of the tree is simply too large and is posing major safety concerns for the homeowners entering and exiting the driveway, especially because their home is located on a curve.

Board members discussed the general health of the tree and noted the limited visibility and safety risk associated with the size and location of the tree.

Upon a motion duly made and seconded, it was **voted:** to approve the request for a permit to remove the public shade tree located at 138 Crescent Road.

The motion passed 3-2, with Chair Howell and Ms. Hartman voting nay.

**Status Update on MCI Concord Scenarios and Recommendations**

Chair Howell, as member of the MCI Concord Advisory Board, provided a status update on the Advisory Board's work with project consultants Agency Landscape + Planning, who will be concluding the work in their contract today, with the delivery of a Vision Report and appendices. The Advisory Board will take a couple of weeks to digest the report and then meet again on Monday, July 14<sup>th</sup> to discuss the report and consider a future contract for additional work beyond the initial planning phases, such as Tasks 5 and 6 related to zoning that was included in the original scope of work/Request for Proposals this winter.

**Discuss and Vote to hold a Special Town Election on Tuesday, August 19, 2025 following affirmative votes under the following Annual Town Meeting Articles 8: Debt Exclusion for Road Maintenance and 13: Amenities Building**

Kaari Tari, Town Clerk noted that the Select Board must formally vote to hold the Special Town Election on Tuesday, August 19, 2025 following affirmative action on Articles 8 and 13 from Annual Town Meeting and to also vote the ballot language, which is included in the meeting packet.

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to hold a Special Town Election on Tuesday, August 19, 2025 and approve the ballot language as included in the Select Board meeting packet.

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**Review Fiscal Year 2025 Select Board Goals and Discuss Fiscal Year 2026  
Select Board Goals**

The Select Board reviewed the Fiscal Year 2025 goals, with the goals and last quarterly update on the goals included in the Select Board meeting packet.

The Select Board then reviewed the *draft* Fiscal Year 2026 Select Board goals, with the draft goals included in the Select Board meeting packet. Chair Howell asked the Board members to send their comments on the draft goals to Ms. McAndrew by Wednesday, July 9, 2025 for revision and inclusion in the next meeting's packet for further discussion and finalization.

**Discuss Fiscal Year 2026 Select Board Liaison Assignments**

The Select Board reviewed the *draft* Fiscal Year 2026 Select Board Liaison Assignments. The aim is to ensure each Board member is working with at least one major initiative and to spread the wealth of committees amongst the Board members. Chair Howell asked the Board members to send their comments on the draft assignments to Ms. McAndrew by Wednesday, July 9, 2025 for revision and inclusion in the next meeting's packet for further discussion and finalization.

**Town Manager's Report**

Kerry Lafleur, Town Manager, provided her Operations Report for the week ending June 27, 2025. The full report is included in the Select Board meeting packet.

**Select Board Liaison Reports**

Chair Howell noted that the process of submitting written Liaison Reports would continue with the opportunity to speak on the reports for 1-2 minutes at meetings.

**Adjournment**

Chair Howell adjourned the meeting at 9:40 PM.

**Meeting Materials:**

[Select Board Meeting Packet for June 30, 2025](#)

[Select Board Meeting Recording for June 30, 2025](#)

**Town of Concord  
Select Board  
Minutes  
July 8, 2025**

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in a meeting via Zoom on Tuesday, July 8, 2025 at Noon.

Present were: Mark Howell, Chair, Wendy Rovelli, Clerk, Paul Boehm, and Mary Hartman

**Select Board Training on Roles and Responsibilities for Liquor Licensing**

Shannon McAndrew, Management Specialist, provided a Select Board training on roles and responsibilities for liquor licensing.

There was no deliberation of the Select Board or votes taken during the meeting.

DRAFT



**To: Select Board**

**CC: Kerry Lafleur, Town Manager & Ryan Ferrara, Assistant Chief Financial Officer**

**From: Emily Smith, Director of Library Services**

**Date: July 8, 2025**

**Memo: Donation from Friends of the Concord Free Public Library to Library Staff Gift Fund for Supporting Libraries Programs**

Please place on the Select Board Agenda the following gift to the Staff Gift Fund Account from the Friends of the Concord Free Public Library.

This gift will be used, under the direction of the Director of Library Services, for the purpose of supporting library programs and events including, but not limited to, hiring musicians, instructors, and other vendors, purchasing supplies and funding the popular Summer Reading and Museum Pass Programs.

Please find attached a letter from the Board of Directors of the Friends of the Library.

Amount: \$30,000

Friends of the Concord Free Public Library  
P.O. Box 644  
Concord, MA 01742  
[friends@concordlibrary.org](mailto:friends@concordlibrary.org)

Designated Fund: 45100033-4850 (Library Staff Gift Fund)

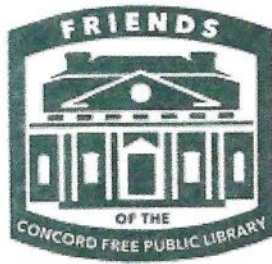
Sincerely,

Emily Smith

Accepted: \_\_\_\_\_

Date: \_\_\_\_\_

Select Board Clerk



**Board of Directors**

Matthew Boger, President

Faith and Stephan Bader,  
Co-Treasurers

Erin Piro, Clerk

**Directors**

Rick Dunn

Betsy Levinson

E. Glenn Mitchell

Laurie O'Neill

John Skelly

Town of Concord  
22 Monument Sq.  
Concord, MA 01742

July 7, 2025

Re: Donation from The Friends of the Concord Free Public Library, Inc. for the purposes of supporting activities

Please accept our enclosed check # 4215 in the amount of \$30,000 as a donation to the Town for the purpose of supplementing the Concord Free Public Library's programs, events and supplies in connection with the programming and activities provided at the Libraries.

For the past several decades, The Friends of the Concord Free Public Library ("Friends") directly paid vendors for many different programs, events, and materials in connection with the programming and activities at our Libraries.

For Fiscal 2025-2026, we are working with the Library Staff and Director to provide quarterly funding in advance for these expenses to lower the overall administrative burden on our volunteer staff and put payment timing and coordination for vendors in the control of the Library Staff.

The Director will track these expenses and provide financial reports to the Friends. The Friends Board will monthly review expenses paid in accordance to the budget we approved in the Spring of 2025 with the Director.

Should there be any questions about this gift, please call me (617.594.4777 m) or e-mail [friends@concordlibrary.org](mailto:friends@concordlibrary.org)

On behalf of our Board of Directors,

  
John Skelly, Director



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: July 14, 2025

Re: One Day Liquor License for Doug Mandigo of Middlebury College

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Included in your meeting packet is a One Day Liquor License application for Wines and Malt Beverages Only for Doug Mandigo of Middlebury College for the Middlebury College Football Alumni Golf Outing on Monday, July 28, 2025 from 12:00 PM to 8:00 PM at Concord Country Club, 246 ORNAC.

Sara Killelea, General Manager of Concord Country Club maintains an updated file of Bartender TIPS Certifications and Crowd Manager Certificates with the Town Manager's Office. This application is complete with payment.

Please reach out with any questions.

**TOWN OF CONCORD**  
**APPLICATION FOR ONE DAY SPECIAL LICENSE**  
**FOR THE SALE OF WINES & MALT BEVERAGES/ALL ALCOHOLIC BEVERAGES**

Fee: **\$75.00/per day - One Day All Alcoholic and/or Wines & Malt Beverages Only** Amount Paid **\$ 75.00**

The undersigned hereby applies for a One Day Special License in accordance with the provisions of the Statutes relating hereto:

NAME: (please print) Doug Mandigo  
COMPANY or organization: Middlebury College Football  
ADDRESS: Middlebury College, 219 South Main Street, Middlebury, VT  
TELEPHONE: 925-783-5941  
DATE(S) APPLIED FOR: Monday, July 28, 2025  
EVENT: Middlebury College Football Alumni Golf Outing  
HOURS OF OPERATION: 12:00 PM - 8:00 PM  
PREMISES TO BE LICENSED: Concord Country Club  
ADDRESS OF PREMISE LICENSED: 246 Old Road to Nine Acre Corner, Concord, MA

License is for the Sale of:

All Alcoholic Beverages	<input type="checkbox"/>
Wines & Malt Beverages Only	<input checked="" type="checkbox"/>
Wines Only	<input type="checkbox"/>
Malt Beverages Only	<input type="checkbox"/>

The Licensed Activity or Enterprise is:

For Profit	<input type="checkbox"/>
Non-Profit	<input checked="" type="checkbox"/>

Are the bartenders TIPS or equivalently trained? Yes  No

Will there be people in attendance that are under the age of 21? Yes  No

Is this the first one day special license secured by this organization? Yes  No

If no, number of consecutive years licensed? Two

Will there be more than 100 people in attendance? Yes  No

If yes, the applicant agrees to contact the Police Department to determine whether traffic control coverage is necessary. The traffic control coverage is provided at the expense of the applicant.

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgment that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Board of Selectmen, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant: Doug Mandigo Date: July 11, 2025



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: July 14, 2025

Re: One Day Liquor Licenses for Jennifer Verill of Verrill Farm

---

Included in your meeting packet are five (5) One Day Liquor Licenses for Jennifer Verrill of Verrill Farm for Wines and Malt Beverages Only for events taking place at Verrill Farm, 11 Wheeler Road:

- Monday, July 14, 2025 from 5:30 PM to 7:30 PM
- Thursday, July 24, 2025 from 6:00 PM to 8:00 PM
- Saturday, August 2, 2025 from 1:00 PM to 4:00 PM
- Thursday, August 7, 2025 from 6:00 PM to 8:00 PM
- Thursday, August 28, 2025 from 6:00 PM to 8:00 PM

Jennifer maintains an updated file of Bartender TIPS Certifications and Crowd Manager Certificates with the Town Manager's Office. These applications are complete with payment.

Please reach out with any questions.

**From:** [noreply@civicplus.com](mailto:noreply@civicplus.com)  
**To:** [licensing board](#); [Town Manager's Office](#); [jromanul@concordma.gov](mailto:jromanul@concordma.gov)  
**Subject:** Online Form Submittal: One Day Special Liquor Licenses  
**Date:** Thursday, June 26, 2025 4:27:52 PM

---

## One Day Special Liquor Licenses

Company or Organization	Verrill Farm LLC/Sara Hedges
Applicant Name	Verrill Farm LLC
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	company outing
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	7/14/2001 5:30 PM
End Time	7:30 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

---

1st one-day license for Organization? No

---

If NO, number of years licensed? 10 plus

---

More than 100 in attendance? No

---

*By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.*

---

I acknowledge and accept the above statement of liability Verrill Farm LLC

---

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742  
Applications cannot be processed until payment is received.*

---

Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

---

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

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(Section Break)

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TIPS TRAINING

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---

I acknowledge and Copies of card(s) will be mailed separately to the Town

agree to the Town of  
Concord's TIPS  
Training Policy as  
outlined above.

Manager's Office

---

(Section Break)

---

#### UNDER 21 POLICY

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I certify that Concord's  
Under 21 Policy, as  
outlined above, will be  
followed.

A legal adult, over 21 years of age, shall check the ages of all guests to ensure compliance., All bartenders shall be made aware of the Under 21 Policy terms before the event's commencement.

---

Email not displaying correctly? [View it in your browser.](#)

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**To:** [licensing board](#); [Town Manager's Office](#); [jromanul@concordma.gov](mailto:jromanul@concordma.gov)  
**Subject:** Online Form Submittal: One Day Special Liquor Licenses  
**Date:** Thursday, June 26, 2025 4:30:31 PM

---

## One Day Special Liquor Licenses

Company or Organization	Verrill Farm LLC
Applicant Name	Verrill Farm LLC
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Farm To Table Dinner
Activity Is	For Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	7/24/2001 6:00 PM
End Time	8:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

---

1st one-day license for Organization? No

---

If NO, number of years licensed? 10 plus

---

More than 100 in attendance? No

---

*By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.*

---

I acknowledge and accept the above statement of liability Verrill Farm LLC

---

APPLICATION FEE \$75.00

*Please forward to: Town Manager's Office PO Box 535 Concord, MA 01742  
Applications cannot be processed until payment is received.*

---

Acknowledgements I attest the information contained in this form is true and accurate., I acknowledge that I must pay an application fee of \$75 and will mail my payment., I acknowledge that no action will be taken, or scheduled, regarding my application until payment is received.

---

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

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(Section Break)

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TIPS TRAINING

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---

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Manager's Office

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(Section Break)

---

**UNDER 21 POLICY**

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**To:** [licensing board](#); [Town Manager's Office](#); [jromanul@concordma.gov](mailto:jromanul@concordma.gov)  
**Subject:** Online Form Submittal: One Day Special Liquor Licenses  
**Date:** Thursday, June 26, 2025 4:31:54 PM

---

## One Day Special Liquor Licenses

Company or Organization Verrill Farm LLC/Cornell Club of Boston

---

Applicant Name Verrill Farm LLC

---

Email Address [jen@verrillfarm.com](mailto:jen@verrillfarm.com)

---

Applicant Address 11 Wheeler Rd

---

City Concord

---

State MA

---

Zip Code 01742

---

Phone Number 9788355638

---

Name of Event Farm To Table Dinner Alumni Dinner

---

Activity Is For Profit

---

Event Type Private Event in Rented Facility

---

Event Date & Start Time 8/7/2001 6:00 PM

---

End Time 8:00 PM

---

Premises to be Licensed Verrill Farm LLC

---

City Concord

---

State Massachusetts

---

Zip Code 01742

---

License is for the Sale of: Wines & Malt Beverages Only

---

Bartenders TIPS trained? Yes

---

Under 21 Attendees? No

---

1st one-day license for Organization? No

---

If NO, number of years licensed? 10 plus

---

More than 100 in attendance? No

---

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I acknowledge and accept the above statement of liability Verrill Farm LLC

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IMPORTANT NOTICE **Board & Committee Meeting Calendar**

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(Section Break)

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Manager's Office

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(Section Break)

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**To:** [licensing board](#); [Town Manager's Office](#); [jromanul@concordma.gov](mailto:jromanul@concordma.gov)  
**Subject:** Online Form Submittal: One Day Special Liquor Licenses  
**Date:** Thursday, June 26, 2025 4:33:06 PM

---

## One Day Special Liquor Licenses

Company or Organization	Verrill Farm LLC
Applicant Name	Verrill Farm LLC
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Farm To Table Dinner
Activity Is	For Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	8/28/2001 6:00 PM
End Time	8:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

---

1st one-day license for Organization? No

---

If NO, number of years licensed? 10 plus

---

More than 100 in attendance? No

---

*By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.*

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I acknowledge and accept the above statement of liability Verrill Farm LLC

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APPLICATION FEE \$75.00

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---

IMPORTANT NOTICE **Board & Committee Meeting Calendar**

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(Section Break)

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(Section Break)

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**To:** [licensing board](#); [Town Manager's Office](#); [jromanul@concordma.gov](mailto:jromanul@concordma.gov)  
**Subject:** Online Form Submittal: One Day Special Liquor Licenses  
**Date:** Thursday, June 26, 2025 4:34:55 PM

---

## One Day Special Liquor Licenses

Company or Organization	Verrill Farm LLC/Linda Mayo
Applicant Name	Verrill Farm LLC
Email Address	jen@verrillfarm.com
Applicant Address	11 Wheeler Rd
City	Concord
State	MA
Zip Code	01742
Phone Number	9788355638
Name of Event	Birthday Party
Activity Is	Non-Profit
Event Type	Private Event in Rented Facility
Event Date & Start Time	8/2/2001 1:00 PM
End Time	4:00 PM
Premises to be Licensed	Verrill Farm LLC
City	Concord
State	Massachusetts
Zip Code	01742
License is for the Sale of:	Wines & Malt Beverages Only
Bartenders TIPS trained?	Yes

Under 21 Attendees? No

---

1st one-day license for Organization? No

---

If NO, number of years licensed? 10 plus

---

More than 100 in attendance? No

---

*By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to the persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of Concord, and the Select Board, acting as the Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.*

---

I acknowledge and accept the above statement of liability Verrill Farm LLC

---

APPLICATION FEE \$75.00

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IMPORTANT NOTICE **Board & Committee Meeting Calendar**

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(Section Break)

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(Section Break)

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---

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COMMONWEALTH OF MASSACHUSETTS  
TOWN OF CONCORD  
SELECT BOARD

**PROCLAMATION**

**INDIA DAY  
FRIDAY, AUGUST 15, 2025**

**WHEREAS** India, the world’s largest democracy, gained independence on August 15, 1947, after a historic nonviolent movement led by leaders like Mahatma Gandhi, inspiring global civil rights efforts, including those in the United States; and

**WHEREAS** This year marks 78 years of Indian independence, celebrating the nation’s enduring commitment to democracy, justice, and unity in diversity; and

**WHEREAS** India has made remarkable progress in education, technology, healthcare, and civic life while honoring its pluralist roots and global contributions, including the concept of zero, yoga, and rich traditions in art, science, and culture; and

**WHEREAS** Indian Americans, including over 4.9 million in the United States, continue to enrich the social, economic, and civic fabric of this country—and in particular, the Indian American community in Concord plays a vital role in strengthening our town through leadership, public service, business, education, the arts, and community-building; and

**WHEREAS** India’s Independence Day is a time to honor the shared values of freedom and democracy between India and the United States, and to recognize the meaningful contributions of Indian Americans in Concord and beyond;

**NOW THEREFORE,** We, the Select Board of the Town of Concord, do hereby proclaim **August 15, 2025** as **India Day** in the Town of Concord and encourages all residents to join in the celebration of India and the vibrant Indian American community that enriches our Town.



*Proclaimed this 14<sup>th</sup> day of July, 2025.*

\_\_\_\_\_  
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\_\_\_\_\_  
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\_\_\_\_\_

**CONCORD SELECT BOARD**



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

To: Concord Select Board

From: Shannon McAndrew, Management Specialist

Date: July 14, 2025

Re: New Tour Guide License – Dr. Holly Zagaria

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Included in your meeting packet is a new Tour Guide License for Dr. Holly Zagaria. Dr. Zagaria was previously licensed by the Select Board but had not renewed her license at the calendar year. Dr. Zagaria is now employed with the Boston Hidden Gems Tour Guide Company and is now seeking renewal of her license.

This application has been reviewed and is complete with payment.

**TOWN OF CONCORD**  
**Application For Tourist Guide License**

**To offer Guide Service within Concord**

**License Fee \$50.00**

The undersigned hereby applies for a TOURIST GUIDE LICENSE in accordance with the provisions of the Town of Concord bylaw *Article 16 (Sub-Article 9)*

Name:

DR. HOLLY M. ZAGARIA

Address:

60 PROSPECT ST, Wakefield, MA 01880

\* Company or companies employed with:

Boston Hidden Gems

\* Website Address:

bostonhiddengems.com

Telephone Number:

617.240.4951

Email Address:

hzagaria@gmail.com

Year Concord History Course Taken:

2022

Signature:

Dr Holly M Zagaria

\* New hire!

**This application also requires a copy of a valid state issued identification card or driver's license and a Criminal Offender Record Information (CORI) Acknowledgement Form.**

I agree by to comply with any and all Town of Concord Regulations.

Dr Holly M Zagaria July 2025

Office Use Only

Paid:

Check

Cash

Check #

Date:

3036

7/2/2025

License expires on December 31, 2025

(OVER)



## Statement from the Diversity, Equity, and Inclusion Commission Town of Concord, MA

### In Response to Recent Hateful Acts in Our Community

The Concord Diversity, Equity, and Inclusion (DEI) Commission unequivocally condemns the recent acts of antisemitism, racism, homophobia, and other expressions of hate that have occurred in our community—including the disturbing graffiti and hate speech incidents reported at Concord-Carlisle High School and in other public spaces. These acts are not isolated; they are symptomatic of broader systemic harms that marginalize and traumatize our neighbors, especially those who are Jewish, Black, Indigenous, LGBTQ+, immigrant, and members of other historically excluded communities.

### Hate has no home in Concord.

We reject all forms of bigotry and stand in solidarity with those harmed by these acts. Our town's values—of inclusion, equity, justice, and community care—must be upheld through concrete action and sustained commitment.

### Proposed Action Plan

To ensure that our response is not merely symbolic but rooted in structural change, we recommend the following steps:

#### 1. Public Education & Community Dialogue

- Host a town-wide restorative listening circle and healing forum, in partnership with impacted communities and local organizations.
- Launch an ongoing “Concord Against Hate” education campaign, including school-based programs, interfaith dialogues, and public forums on antisemitism, racism, and LGBTQ+ rights.
- Mandate annual anti-bias and anti-hate training for all public officials, town employees, and school personnel.

#### 2. Reporting & Accountability Mechanisms

- Launch a transparent and anonymous town-wide incident reporting system, with clear tracking and follow-up procedures, informed by community best practices
- Ensure public updates on investigations and outcomes related to hate incidents to maintain community trust and transparency.

#### 3. Mental Health & Support Services

- Expand trauma-informed mental health support for students, families, educators, and staff impacted by hate and bias-related incidents.
- Fund culturally competent counseling services, prioritizing care for historically marginalized populations, including elders and youth.

#### 4. Policy & Structural Change

- Work with the Select Board and School Committee to audit existing policies for racial, religious, and gender equity and propose reforms.
- **Advocate** for the creation of a permanent DEI Director position with a mandate and budget to lead cross-sector initiatives and coordinate town-wide responses.

#### 5. Partnership & Solidarity

- Form a coalition with neighboring towns, local houses of worship, nonprofits, and advocacy groups to build regional strategies against hate.
- Support intergenerational and intercultural programs that strengthen community resilience and relationships across difference.

We urge all residents, civic leaders, educators, and young people to join us in standing firmly against hate and actively participating in the work of justice and inclusion.

We are Concord—and we must all take responsibility for shaping the kind of town where everyone is safe, seen, and valued.

**Katherine Hopewood**

62 Belknap Street  
Concord, MA 01742  
July 8, 2025

**Select Board**

Town of Concord  
22 Monument Square  
Concord, MA 01742

Dear Members of the Select Board,

I am writing in advance of the upcoming hearing scheduled for July 14 regarding my request for the removal of the Red Pine tree located in front of my home at 62 Belknap Street.

While the arborist's report was inconclusive regarding the tree's health, in my observation the tree appears to be in declining condition and does not contribute positively to the appearance of the streetscape. In speaking with Erik Shaw, I also learned that a number of Red Pines in the area have been affected by disease and have been removed as a result—which raises concern about the long-term viability of this tree. After thoughtful consideration, I am requesting that it be removed.

Should the request be approved, we plan to replace the tree with a **native Eastern Redbud ('Forest Pansy' cultivar)**, which will be more in keeping with the character of the neighborhood and supportive of pollinators and local biodiversity. We believe this species will thrive in the location and contribute positively to the streetscape over time.

I have attached photographs of the Red Pine tree to provide additional context and appreciate your time and consideration of this request. Please don't hesitate to reach out if further information would be helpful in advance of the hearing.

Sincerely,

**Katherine Hopewood**

katherine.hopewood@gmail.com  
203-907-8297



---

CONCORD PUBLIC WORKS  
HIGHWAY & GROUNDS  
133 Keyes Road  
Concord, MA 01742

Tel: (978) 318 - 3220  
Fax: (978) 318 - 3204



DATE: July 10, 2025

**MEMORANDUM**

---

**TO:** Selectboard, Town of Concord

**VIA:** Kerry LaFleur, Town Manager

**CC:** Alan H. Cathcart, Director of Public Works  
Aaron Miklosko, Highway & Ground Superintendent, Deputy Tree Warden

**FROM:** Erik Shaw, Asst. Highway & Grounds Superintendent, Tree warden

**SUBJECT:** **Public Shade Tree Removal – 62 Belknap Street**

---

**62 Belknap Street - Tree Removal Permit Information:**

On September 12, 2024, the Town received a request for a hearing to remove a public shade tree from Katy Hopewood at 62 Belknap Street. The request was made by the resident citing the tree as unsightly in the landscape and potentially in decline from insect infestation.

A public shade tree hearing was posted and held on October 8th at 10:00am for a 15" DBH Red Pine TKID (16893). Erik Shaw (Tree Warden), Jeff Koranda (CPW Staff), Katy Hopewood, and Sven Weber (neighbor), Maerk & Tanya Gailus (residents) were present. The town received an objection in writing via email to the removal of this tree on October 4th, 2024, as well as a verbal objection from Tanya Gailus at the hearing, and the request for removal was denied by the Tree Warden as required by law at the hearing. The resident was informed that the tree would not be removed following the hearing and that alternatively, they could request a permit for removal from the Selectboard.

The tree warden had performed a follow-up inspection via the town's consulting arborist to further review the health of the tree to see if there were any conditions that would determine the tree unhealthy or unsafe. That report was provided by our consulting arborist at Davey Tree on February 18<sup>th</sup>, 2025 and no evidence suggested the tree should be removed for any reason.

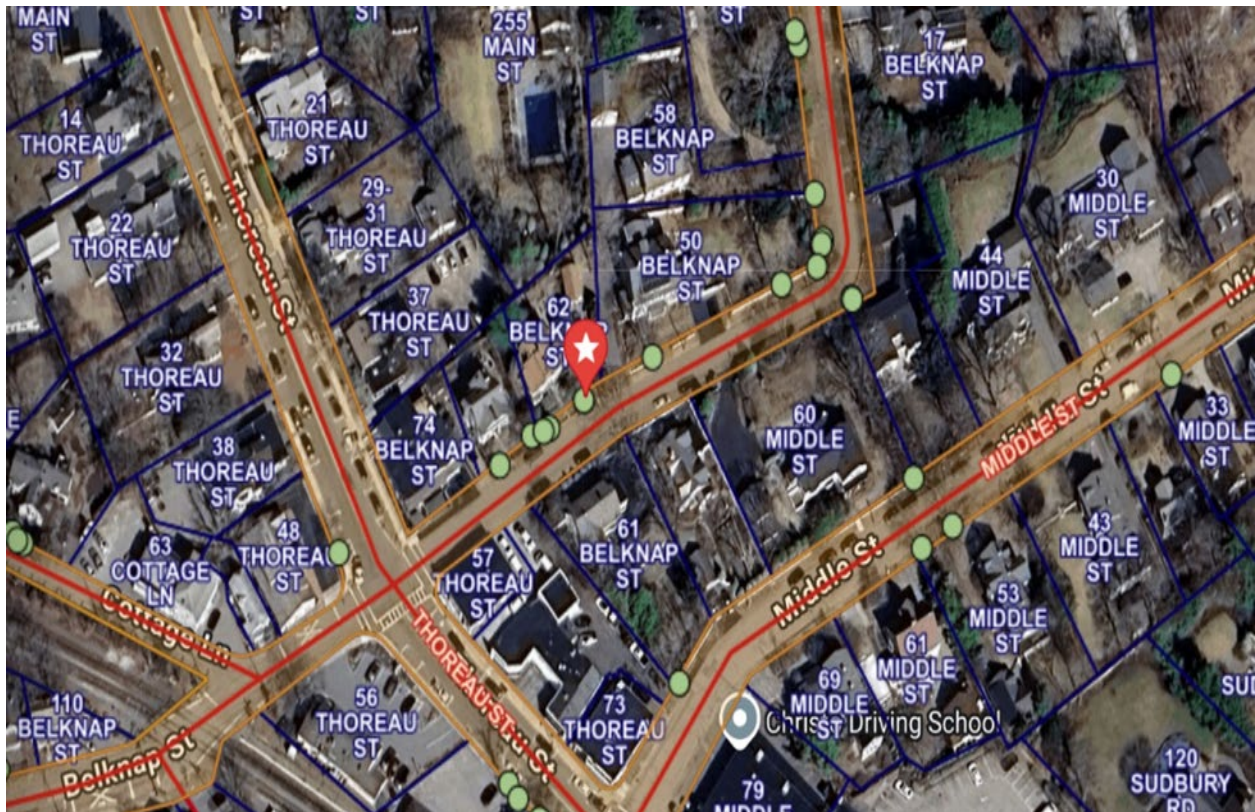
**MGL CH87 Public Shade Tree Law Information:**

From MGL CH 87, section 3: Cutting of public shade trees; public hearing.

*“public shade trees shall not be cut, trimmed or removed, in whole or in part, by any person other than the tree warden or his deputy, even if he be the owner of the fee in the land on which such tree is situated, except upon a permit in writing from said tree warden, nor shall they be cut down or removed by the tree warden or his deputy or other person without a public hearing.”*

From MGL Ch 87, Section 4: Cutting down or removing public trees; approval of selectman or mayor.

*“Tree wardens shall not cut down or remove or grant a permit for the cutting down or removal of a public shade tree if, at or before a public hearing as provided in the preceding section, objection in writing is made by one or more persons, unless such cutting or removal or permit to cut or remove is approved by the selectmen or by the mayor.”*



Areal Photo of tree location at 62 Belknap Street.



Current photo of Red Pine (16893) – 62 Belknap Street



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

To: Concord Select Board

Cc: Kerry Lafleur, Town Manager

From: Shannon McAndrew, Management Specialist, Carmin Reiss, Town Moderator,  
Eric Moore, Chair of the Town Meeting Study Committee

Date: July 14, 2025

Re: 2025 Annual Town Meeting Debrief/Post-Town Meeting Survey Results

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Following Annual Town Meetings, the Town has typically had a survey available for residents who attended Town Meeting to provide feedback. This year, the Town Meeting Study Committee developed a clearer and more informative Post-Annual Town Meeting Survey, which we will continue to tweak and use moving forward. The Town conducted a direct mailing using voter check in data with a postcard message regarding this year's Post-Annual Town Meeting Survey, QR code, and link.

A total of 207 residents responded to the survey. The survey gauged experiences with the meeting format, new processes like electronic voting ("clickers"), the Briefing Book, scheduling changes, and communication tools. It also collected extensive open-ended comments on potential improvements.

### **Attendance & Participation**

- Attended:
  - One night: 17%
  - Two nights: 37%
  - Three nights: 46%
- Most residents (56%) attended the full sessions; 29% attended as availability allowed during a session.

### **Feedback on New Processes**

#### Clickers

- 84% found the clickers easy to use.
- 77% expressed support for continued use of clickers.
- While many praised the privacy, accuracy, and efficiency for close votes, others criticized delays and lack of transparency.

- Several comments called for limiting clicker use to close or 2/3 majority votes.

#### Scheduling

- 85% approved of the earlier meeting start time (6:30 PM).
- 89% appreciated that meeting sessions ended earlier (9:30 PM).
- Some comments noted the earlier start conflicted with family obligations and commutes.
- Suggestions included better coordination with school and town events to reduce conflicts.
  - Note that conflicts were likely higher this year due to the late scheduling of the meeting in June, versus the typical end of April – early May schedule.

### Meeting Content & Deliberation

#### Presentations

- Over 75% found article presentations and board opinions “about right.”
- Town service-related content (e.g., enterprise fund presentations) had lower clarity, with 21% unsure about those presentations.

#### Deliberation Experience

- 61% felt they had the right opportunity to share their views.
- 60% said deliberation involved too much repetitive commentary.
- Many respondents expressed frustration with a small group of individuals dominating discussion. Several supported formal limits on the number of times individuals can speak per night or per article.
- There was strong interest in **better facilitation of debate**, including stricter time enforcement, more use of “calling the question,” and limiting off-topic remarks.

### Resources & Communications

#### Briefing Book & Warrant

- 86% found the new mailed Briefing Book helpful.
- Only 33% used the Warrant printed in the *Concord Bridge*.
  - For 2026, we plan to ask the *Bridge* to place a notice on the front cover that alerts readers that this edition contains the Warrant.
- Forums and public hearings had lower engagement (~50% didn’t use them).
- Suggestions included posting slide decks in advance, publishing cumulative tax impact summaries, and improving Town website organization.

#### Community Engagement

- 83% found Town Meeting-related *Concord Bridge* articles helpful.
- Forums and public hearings had lower engagement (~50% didn’t attend).

- Suggestions included posting slide decks in advance, publishing cumulative tax impact summaries, and improving Town website organization.

### **Common Themes in Open Comments**

- Support for continued experimentation (clickers, scheduled articles, earlier starts).
- Desire for process efficiency (shorter comments, tighter facilitation, pre-published materials).
- Broad concern over low turnout, with frequent calls for structural reforms including remote access or even Representative Town Meeting.

# DRAFT 2026 Annual Town Meeting and Town Election Calendar

## Town Election Schedule

Monday, January 26, 2026	Town Caucus
Friday, March 20, 2026	Voter Registration Deadline for Annual Town Election
Tuesday, March 31, 2026	Annual Town Election

## Annual Town Meeting Schedule

Thursday, November 20, 2025	Finance Committee Capital Planning Forum
Monday, December 8, 2025	Tri-Board Capital Planning Forum: Select Board, Finance Committee, and School Committee
Monday, December 29, 2025, 9:00 AM	Annual Town Meeting Warrant Opens
Friday, January 9, 2026, 12:00 PM	Due Date for Draft Warrant Articles [internal Town and School staff deadline] (submit to: <a href="mailto:TMsubmissions@concordma.gov">TMsubmissions@concordma.gov</a> )  Note: Citizen Petition articles must be submitted to the Town Clerk before closing of the Warrant at 12:00 PM on Friday, January 23, 2026 and are not required to be submitted earlier in draft.
Friday, January 23, 2026, 12:00 PM	Annual Town Meeting Warrant Closes
Monday, February 2, 2026	Select Board Meeting to vote order of Warrant Articles
Tuesday, February 3, 2026, 4PM	Warrant Review Meeting with Town Counsel [Town and School officials and staff only]
Thursday, February 12, 2026, 12:00 PM	Deadline to submit Warrant to the <i>Concord Bridge</i>
Friday, February 20, 2026	Warrant Mailed as an inset in the <i>Concord Bridge</i> to Households
Monday, March 2, 2026, 6:00 PM	Public Hearing #1 (hybrid): Select Board  <i>In the event of inclement weather, the meeting will be held virtually via Zoom.</i>
Tuesday, March 3, 2026, 7:00 PM	Public Hearing #2 (hybrid): Planning Board  <i>In the event of inclement weather, the meeting will be held virtually via Zoom.</i>

Thursday, March 5, 2026, 7:00 PM	Public Hearing #3 (hybrid): Finance Committee – Town, Concord Public Schools, CC Regional School District  <i>In the event of inclement weather, the meeting will be held virtually via Zoom.</i>
Tuesday, March 10, 2026, 7:00 PM	Public Hearing #4 (hybrid): Finance Committee – Minuteman, Community Preservation Committee and others  <i>In the event of inclement weather, the meeting will be held virtually via Zoom.</i>
Thursday, March 12, 2026, 7:00 PM	Public Hearing #5 (hybrid): Finance Committee – Enterprise Funds  <i>In the event of inclement weather, the meeting will be held virtually via Zoom.</i>
Wednesday, March 18, 2026, 4:00 PM	Deadline for Final Motions (submit to <a href="mailto:TMSubmissions@concordma.gov">TMSubmissions@concordma.gov</a> )  Deadline for Town staff, Town Boards & Committees to submit supplemental materials for ATM Briefing Book (submit to <a href="mailto:TMSubmissions@concordma.gov">TMSubmissions@concordma.gov</a> )
Monday, March 23, 2026	Deadline Select Board and Finance Committee Recommendations on Articles  Select Board Meeting to provide input on draft Consent Calendar to Moderator
Tuesday, March 24, 2026, 4:00 PM	Motions Review Meeting with Town Counsel (Town officials and staff only)
Monday, March 30, 2026	Deadline for Completion of ATM Briefing Book, incorporated FinCom Report and supplements prepared article sponsors
Wednesday, April 8, 2026	ATM Briefing Book and incorporated FinCom Report Mailed and posted on Town Website
Friday, April 17, 2026, 9:00 AM	Moderator’s Town Meeting Coordination Meeting (All Article Sponsors and Town Meeting Coordinator)
Friday, April 17, 2026, 10:00 AM	Moderator’s Staff Coordination Meeting (internal Town and School staff only)

Friday, April 17, 2026, 12:00 PM	Deadline to submit PowerPoint Presentations by article sponsors and Paper Handouts by non-article sponsors for review and approval (submit to <a href="mailto:TMSubmissions@concordma.gov">TMSubmissions@concordma.gov</a> )
Friday, April 17, 2026, 5:00 PM	Voter Registration Deadline for Annual Town Meeting
Monday, April 27, 2026, 6:30PM	Annual Town Meeting at Concord Carlisle High School
Tuesday, April 28, 2025, 6:30PM	Subsequent Additional Days as needed to conclude Annual Town Meeting

### Relevant Holidays

December 15 – December 22, 2025	Hanukkah
Thursday, December 25, 2025	Christmas Day
Thursday, January 1, 2026	New Year's Day
Monday, January 19, 2026	Martin Luther King, Jr. Day
Monday, February 16, 2026	President's Day
February 16 – February 20, 2026	Concord Public Schools February Vacation
February 17 – March 19, 2026	Ramadan
April 2 – April 9, 2026	Passover
Sunday, April 5, 2026	Easter
Monday, April 20, 2026	Patriot's Day
April 20 – April 24, 2026	Concord Public Schools April Vacation

**To:** Concord Select Board  
**From:** Concord Municipal Affordable Housing Trust c/o chair Keith Bergman  
**CC:** Housing Roundtable partners CHA, CHDC, CHF, CPC, PB c/o chairs; Town staff  
**Date:** June 16, 2025  
**SUBJ:** CMAHT Recommends NEDA Contribution for Affordable Housing for Seniors

Summary

- *CMAHT recommends the Select Board deposit all of the New England Deaconess Association's contribution for special needs of elderly citizens into a special gift account specifically designated for affordable housing for persons aged fifty-five (55) or older.*
- *The most lasting value that could come out of NEDA's financial contribution from its new facility would be in creating affordable housing for seniors who cannot afford to live in that new facility.*

The Concord Municipal Affordable Housing Trust congratulates the Select Board on successfully negotiating a Memorandum of Agreement (MOA) with the New England Deaconess Association - Abundant Life Communities, Inc. (NEDA). That agreement not only serves to help expand "aging in place" opportunities for elders at the NEDA-owned site Annual Town Meeting just zoned as a Continuing Care Retirement Community Overlay District, but will also contribute to other Town goals through ongoing collection of taxes, infrastructure improvements, and the contribution to be made by NEDA for special needs of elderly citizens.

The Trust understands that the Select Board has scheduled a discussion for June 30, 2025 on the use of funds contributed by NEDA for the special needs of seniors, which—the MOA provides--the Town shall spend "on issues related to housing, health care, and financial security for persons aged fifty-five (55) or older." Please know in that regard that, at its meeting on June 10, 2025, the Trust voted unanimously (6-0)<sup>1</sup> to urge that the Select Board deposit all of NEDA's contribution for the special needs of elderly citizens into a special gift account specifically designated for affordable housing for persons aged fifty-five (55) or older.

The Trust recognizes that the "housing, health care, and financial security" language in the MOA aligns with the wording that governs NEDA's services under IRS Ruling 72-124. But the most lasting value that could come from NEDA's contribution from its new facility would be in creating affordable housing for seniors whose incomes would not qualify them to live there.

The Trust thanks the Select Board of its continued support of affordable housing options in Concord, and for your consideration of this request.

Please let us know what questions you have. Thanks again.

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<sup>1</sup> CMAHT members Mike Lawson, Linda Escobedo, Rich Feeley, Kerry Lafleur Matt Johnson, and Keith Bergman voted in favor of the motion. CMAHT member Mary Hartman was not able to attend the meeting.

**To:** Concord Select Board  
**From:** Concord Municipal Affordable Housing Trust c/o chair Keith Bergman  
**CC:** Housing Roundtable partners CHA, CHDC, CHF, CPC, PB c/o chairs; Town staff  
**Date:** June 30, 2025  
**SUBJ:** CMAHT’s FY 2025 Fiscal Year-End Report to Select Board, per Bylaw §7

Summary

- In the fiscal year ending June 30, 2025, CMAHT’s fund received \$1,097,428: (1) \$500,000 in FY 2025 CPA funds, for up to 80% of AMI; (2) \$500,000 in Town ARPA funds, for up to 120% of AMI; and (3) \$97,428 in interest earned on the fund’s balance.
- In FY 2025, CMAHT committed \$1,075,000: (1) \$1,000,000 grant to CHDC to construct 3 new ownership units at Assabet River Homes; (2) \$25,000 grant for CHDC’s Small Grant program; and (3) \$50,000 budgeted for pre-development of Junction Village.

The [Concord Municipal Affordable Housing Trust](#)<sup>1</sup> is pleased to submit to the Select Board this annual report on Trust fund activities for the fiscal year ending June 30, 2025 (FY 2025), pursuant to §7 of the [CMAHT Bylaw](#).<sup>2</sup> The Trust was established in 2021 to be able to act quickly when affordable housing opportunities arise, if funds are available. The Trust is grateful for the Select Board’s leadership and support, and for the support of all of our Concord Housing Roundtable partners and the Concord community as a whole. For a general overview of affordable housing in Concord, please see again the Trust’s [presentation to the May 19, 2025 Concord Housing Roundtable](#), which not only tracked the number of units “countable” on the Town’s Subsidized Housing Inventory-- currently at 13.34%-- but also proposed setting a goal that at least 10% of Concord’s housing be “affordable” at up to 150% of AMI (“workforce”).<sup>3</sup>

As detailed in the CMAHT Fund Balance Report, attached as “A,” since Town Meeting began setting aside funds in 2019, the Trust’s fund has received \$5,249,342-- \$3,205,086 from general revenues (including \$173,806 in interest income); \$1,544,256 from community preservation funds (for up to 80% of AMI); and \$500,000 in Town ARPA funds (for up to 120% of AMI). Of that \$5,249,342, \$3,166,405 was committed to support/create 63 affordable units, as summarized in the CMAHT Grantee Tracking Sheet, attached as “B.” As FY 2025 ends, the Trust’s uncommitted fund balance is \$2,082,937, as shown at right. When FY 2026 begins, that balance increases to \$2,822,937 with \$740,000 in FY 2026 CPA funds (for up to 100% of AMI, a/k/a “community housing”) from 2025 Annual Town Meeting Article 47.

<b>CMAHT fund</b>	<b>FY25 ending</b>	<b>FY26 starting</b>	
Total Revenues	<b>\$5,249,342</b>	\$5,989,342	+740,000
Total Expenses	<b>-3,166,405</b>	<b>-3,166,405</b>	
Uncommitted	<b>\$2,082,937</b>	\$2,822,937	

<sup>1</sup> CMAHT’s seven members are Mary Hartman (Select Board member), Kerry Lafleur (Town Manager), Mike Lawson, Linda Escobedo, Rich Feeley, Matt Johnson, and Keith Bergman. CMAHT was established in 2021 to provide for the preservation and creation of affordable housing in Concord for the benefit of low- and moderate-income households and for the funding of community housing, as defined in the CPA Act.

<sup>2</sup> CMAHT Bylaw §7 provides, in part, that “The Trustees shall keep a record of its activities and at the close of every fiscal year, shall make a report thereof to the Select Board. The report shall include a description and source of funds received and expended and the type of affordable housing programs or properties assisted with the funding.”

<sup>3</sup> Under EOHLIC regulations, units countable on the S.H.I. include those deed restricted as affordable up to 80% of AMI, DDS group homes, and market rate rental units in a 40B. At an S.H.I. of 13.34%, Concord currently has 957 of its total 7,172 units as “countable” on the S.H.I., including 535 market rate rentals. When at 16.15%, Concord will have 519 affordable units (7.24% of total) at up to 150% of AMI, including 46 not counted on the S.H.I. .

In FY 2025, the Trust fund received \$1,097,428 from three sources: (1) \$500,000 in FY 2025 CPA funds (for up to 80% of AMI), under 2024 ATM Article 40; (2) \$500,000 in Town ARPA funds (for up to 120% of AMI), awarded by the Town Manager in December 2024 to be expended by December 2026; and (3) \$97,428 in interest earned on the Trust fund's balance.

In FY 2025, the Trust committed a total of \$1,075,000 in Trust funds for these three projects:

- CHDC: Assabet River Homes development – On September 3, 2024, a grant of \$1,000,000 [\$500,000 in FY 2025 CPA funds and \$500,000 in non-CPA funds] was awarded to the Concord Housing Development Corporation to engage Habitat of Humanity of Greater Lowell to develop 3 new affordable ownership units on CHDC's 1-acre property at 406 Old Marlboro Road, pursuant to a Land Disposition Agreement between CMAHT, CHDC, CHA Local Properties LLC and Habitat.
  - *2 affordable rental units operated by the Concord Housing Authority were added to the Subsidized Housing Inventory on May 14, 2025. The 3 new ownership units are scheduled to be added by April 2026, July 2026, and February 2027, respectively.*
- CHDC Small Grant Program – Year 3: On September 3, 2024, \$25,000 in non-CPA funds was awarded to the Concord Housing Development Corporation to fund for a third year CHDC's Small Grant Program, which provides financial assistance for health and safety purposes to preserve existing housing units occupied by income eligible households. In 2023, the Trust had approved \$50,000 for two years. Begun 12 years ago, the program has awarded over \$210,000 for 70 grants.
- Junction Village pre-development w/MCI Concord - On September 3, 2024, the Trust established a budget of \$50,000 in non-CPA funds to be made available for the Concord Housing Development Corporation for its 12.8-acre Junction Village property at 6X Winthrop Street, as the MCI-Concord reuse and redevelopment process proceeds. If needed, CHDC could submit a further application to the Trust in order to access those funds.

The Town continues to seek State approval of home rule petitions-- refiled by Reps. Cataldo and Gentile-- for a real estate transfer fee [[H.3043](#)] and a building permit surcharge [[H.3042](#)] to fund the Trust (for up to 150% of AMI). These measures might raise \$2,000,000 per year. The Local Options for Housing Affordability (LOHA) Coalition has also refiled its statewide local option real estate transfer fee, for which Rep. Gentile is a lead co-sponsor in the House [[H.3056](#)] and Senator Barrett is a Senate co-sponsor [[S.1937](#)]. Legislative hearings will be held this September.

Please let us know what questions you have. Thanks again.

Attachments:

- A. CMAHT Fund Balance Report, 6/30/25
- B. CMAHT Grantee Tracking Sheet, 6/30/25

CONCORD MUNICIPAL AFFORDABLE HOUSING FUND ACTIVITY BY DATE, AS OF 6/30/2025

<i>Date</i>	<i>By</i>	<i>Purpose</i>	<i>Applicant</i>	<i>Amount</i>	<i>Balance</i>	<i>Comment</i>
<b>CONCORD SELECT BOARD</b>						
<b>7/1/2019</b>	<b>Town Meeting</b>	<b>2019 ATM, Article 23</b>		<b>\$ 500,000.00</b>	<b>\$ 500,000.00</b>	<b>appropriation</b>
7/1/2019	Select Board	930 Main St - Assist in purchase (2 units)	CHDC	(150,000.00)	350,000.00	SHI 1/1/2022
7/29/2019	Select Board	Gerow - Design feasibility (1 unit)	CHA	(50,000.00)	300,000.00	completed
<b>9/13/2020</b>	<b>Town Meeting</b>	<b>2020 ATM, Article 14</b>		<b>500,000.00</b>	<b>800,000.00</b>	<b>appropriation</b>
<b>1/4/2021</b>	<b>Select Board</b>	<b>Gift of Eric Green &amp; Carmin Reiss to AHTF</b>		<b>25,000.00</b>	<b>825,000.00</b>	<b>donation</b>
2/22/2021	Select Board	Emerson Annex - Preserve 1 unit	Town	(100,000.00)	725,000.00	completed
6/1/2021	Select Board	100 Elm Brook Buydown - Create 1 SHI unit	CHDC	(570,000.00)	155,000.00	committed
<b>7/1/2021</b>	<b>Town Meeting</b>	<b>2021 ATM, Article 17</b>		<b>500,000.00</b>	<b>655,000.00</b>	<b>appropriation</b>
11/22/2021	Select Board	Emerson Annex - return unused balance	Town	5,000.00	660,000.00	returned to article
<b>CONCORD MUNICIPAL AFFORDABLE HOUSING TRUST (CMAHT)</b>						
12/6/2021	Select Board	Transfer fund balances to CMAHT fund			\$ 660,000.00	non-ARPA/CPA
12/16/2021	CMAHT	Assabet River Bluff land - deposit	CHDC	\$ (50,000.00)	610,000.00	non-ARPA/CPA
1/3/2022	Select Board	100 Elm Brook Buydown - decommit	CHDC	570,000.00	1,180,000.00	decommitted
1/6/2022	CMAHT	Assabet River Bluff property for 5 SHI units	CHDC	(600,000.00)	580,000.00	non-ARPA/CPA
<b>7/1/2022</b>	<b>Town Meeting</b>	<b>2022 ATM, Article 24</b>		<b>500,000.00</b>	<b>1,080,000.00</b>	<b>non-ARPA/CPA</b>
10/4/2022	CMAHT	Christopher Heights 83 SHI units	CHDC	(1,000,000.00)	80,000.00	committed
10/25/2022	CMAHT	Christopher Heights 83 SHI units - decommit	CHDC	1,000,000.00	1,080,000.00	decommitted
<b>2/22/2023</b>	<b>Town Finance Dep't</b>	<b>Accumulated interest through 2-22-2023</b>		<b>12,472.85</b>	<b>1,092,472.85</b>	<b>interest income</b>
4/18/2023	CMAHT	135 Baker Ave - buy down 1 unit - by 7/6/23	RHSO	(38,000.00)	1,054,472.85	non-ARPA/CPA
<b>4/30/2023</b>	<b>Town Meeting</b>	<b>2023 ATM, Article 29 Town transfer</b>		<b>1,000,000.00</b>	<b>2,054,472.85</b>	<b>non-ARPA/CPA</b>
<b>5/26/2023</b>	<b>Town Finance Dep't</b>	<b>Resale fee: 127 Old Bedford Rd, #1</b>		<b>6,280.00</b>	<b>2,060,752.85</b>	<b>RHSO resale fee</b>
<b>6/20/2023</b>	<b>CPA grant agreement</b>	<b>2023 ATM, Article 28 CPA @80% of AMI</b>		<b>1,044,255.76</b>	<b>3,105,008.61</b>	<b>CPA funding</b>
<b>6/26/2023</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 6-26-2023</b>		<b>18,131.74</b>	<b>3,123,140.35</b>	<b>interest income</b>
11/7/2023	CMAHT	CHDC Small Grant Program	CHDC	(50,000.00)	3,073,140.35	non-ARPA/CPA
11/21/2023	CMAHT	CHA LLC Property Acquisition Program	CHA LLC	(400,000.00)	2,673,140.35	CPA funds
12/5/2023	CMAHT	CHDC Buy Down Program	CHDC	(266,120.00)	2,407,020.35	CPA funds
<b>1/28/2024</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 1-28-2024</b>		<b>22,819.75</b>	<b>2,429,840.10</b>	<b>interest income</b>
3/26/2024	CMAHT	NOVO 40B Sewer Improvement Fee	NOVO RC LLC	(392,285.00)	2,037,555.10	CPA, non-ARPA/CPA
<b>6/25/2024</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 6-25-2024</b>		<b>22,954.14</b>	<b>2,060,509.24</b>	<b>interest income</b>
<b>7/16/2024</b>	<b>CPA grant agreement</b>	<b>2024 ATM, Article 40 CPA @80% of AMI</b>		<b>500,000.00</b>	<b>2,560,509.24</b>	<b>CPA funding</b>
9/3/2024	CMAHT	Assabet River Bluff - develop 3 units	CHDC	(1,000,000.00)	1,560,509.24	CPA, non-ARPA/CPA
9/3/2024	CMAHT	Junction Villlage pre-development w/MCI	CHDC	(50,000.00)	1,510,509.24	non-ARPA/CPA
9/3/2024	CMAHT	CHDC Small Grant Program	CHDC	(25,000.00)	1,485,509.24	non-ARPA/CPA
<b>12/10/2024</b>	<b>ARPA interagency</b>	<b>FY25 ARPA 91B Main St @120% of AMI</b>		<b>500,000.00</b>	<b>1,985,509.24</b>	<b>ARPA funding</b>
<b>12/23/2024</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 12-23-2024</b>		<b>38,722.61</b>	<b>2,024,231.85</b>	<b>interest income</b>
<b>4/4/2025</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 4-4-2025</b>		<b>37,763.88</b>	<b>2,061,995.73</b>	<b>interest income</b>
<b>6/11/2025</b>	<b>Town Finance Dep't</b>	<b>Incremental interest through 6-11-2025</b>		<b>20,941.37</b>	<b>2,082,937.10</b>	<b>interest income</b>
<b>UNCOMMITTED BALANCE</b>					<b>\$ 2,082,937.10</b>	

**PROGRAMMATIC SUMMARY**

**CMAHT 6/30/2025**

**REVENUES**

**REVENUES BY FUNDING SOURCE**

	<b>SHI</b>	<b>ARPA Funding</b>	<b>Non-ARPA/CPA</b>	<b>CPA Funding</b>	<b>Total Funding</b>
2019 ATM, Article 23			\$ 500,000.00		\$ 500,000.00
2020 ATM, Article 14			500,000.00		500,000.00
Donation to AHTF			25,000.00		25,000.00
2021 ATM, Article 17			500,000.00		500,000.00
2022 ATM, Article 24			500,000.00		500,000.00
Accumulated interest through 2-22-2023			12,472.85		12,472.85
2023 ATM, Article 29 Town transfer			1,000,000.00		1,000,000.00
Resale fee: 127 Old Bedford Rd, #1			6,280.00		6,280.00
2023 ATM, Article 28 CPA @80% of AMI			-	\$ 1,044,255.76	1,044,255.76
Incremental interest through 6-26-2023			18,131.74		18,131.74
Incremental interest through 1-28-2024			22,819.75		22,819.75
Incremental interest through 6-25-2024			22,954.14		22,954.14
2024 ATM, Article 40 CPA @80% of AMI				500,000.00	500,000.00
FY25 ARPA 91B Main St @120% of AMI		500,000.00			500,000.00
Incremental interest through 12-23-2024			38,722.61		38,722.61
Incremental interest through 4-4-2025			37,763.88		37,763.88
Incremental interest through 6-11-2025			20,941.37	-	20,941.37

**Total**      **\$ 500,000.00**      **\$ 3,205,086.34**      **\$ 1,544,255.76**      **\$ 5,249,342.10**

**FUNDS COMMITTED**

**FUNDS COMMITTED BY PROJECT**

930 Main St - Assist in purchase (2 units)	<b>2</b>		\$ (150,000.00)		\$ (150,000.00)
Gerow - Design feasibility (1 unit)	<b>1</b>		(50,000.00)		(50,000.00)
Emerson Annex - Preserve 1 unit	<b>1</b>		(95,000.00)		(95,000.00)
Assabet River Bluff property for 5 SHI units	<b>5</b>		(650,000.00)		(650,000.00)
135 Baker Ave - buy down 1 unit - by 7/6/23	<b>1</b>		(38,000.00)		(38,000.00)
CHDC Small Grant Program			(50,000.00)		(50,000.00)
CHA LLC Property Acquisition Program	<b>1</b>		-	(400,000.00)	(400,000.00)
CHDC Buy Down Program	<b>1</b>			(266,120.00)	(266,120.00)
NOVO 40B Sewer Improvement Fee	<b>51</b>		(14,149.24)	(378,135.76)	(392,285.00)
Assabet River Bluff - develop 3 units			(500,000.00)	(500,000.00)	(1,000,000.00)
Junction Village pre-development w/MCI			(50,000.00)		(50,000.00)
CHDC Small Grant Program			(25,000.00)		(25,000.00)

**Total**      **63**      **\$ -**      **\$ (1,622,149.24)**      **\$ (1,544,255.76)**      **\$ (3,166,405.00)**

**UNCOMMITTED BALANCE**      **\$ 500,000.00**      **\$ 1,582,937.10**      **\$ -**      **\$ 2,082,937.10**

*Expend by 12/31/26*

**Concord Municipal Affordable Housing Trust - Grantee Tracking Sheet – June 30, 2025**

**“B”**

Date voted	Grantee/Project	Units	CMAHT funds	Other local funding	Total local funds	Total per unit subsidy	EOHLC S.H.I. ID#	Project status
7/1/19*	CHDC 930 Main Street - Assist in purchase	2	<b>\$150,000</b>	CHF \$75,000 Habitat 75,000 CHDC 25,000 CPC'20 <u>186,232</u> 361,232	\$511,232	\$255,616	#10718	Completed 7/26/22
7/29/19*	CHA Gerow feasibility - 367 Commonwealth Ave.	1	<b>50,000</b>	CPC '21 60,000	110,000	110,000	#10905	Completed 1/26/24
2/22/21*	CHA Emerson Annex, 58 Stow Street #5	1	<b>95,000</b>	0	95,000	95,000	#802	Completed 7/19/21
1/6/22; 9/2/24	CHDC Assabet River Homes - 406 Old Marlboro	5	<b>1,650,000</b>	CPC '23 300,000 CPC '24 500,000 CHF <u>100,000</u> 900,000	2,550,000	510,000	# _____	2 units completed 5/14/25; 3 units under construction
4/18/23	RHSO 135 Baker Avenue - buy down	1	<b>38,000</b>	0	38,000	38,000	#9015	Completed 8/9/23
11/21/23	CHA LLC - 78 Forest Ridge Road #204 - acquire	1	<b>400,000</b>	CHA 149,900	549,900	549,900	#10942	Completed 7/24/24
12/5/23	CHDC Buy Down Program	1	<b>266,120</b>	CPC '22 233,880	500,000	500,000	--	No activity reported
3/26/24	NOVO Sewer Imp. Fee, 292-294 Baker Avenue	51	<b>392,285</b>	0	392,285	7,692	#10919	Fell off SHI 4/17/25; no activity reported
11/7/23; 9/3/24	CHDC Small Grant Program Years 1 & 2; 3	0	<b>75,000</b>				Not applicable	All funds expended by CHDC
9/3/24	Junction Village planning (Budgeted, if needed)		<b>\$50,000</b>					
		<b>63</b>	<b>\$3,166,405</b>					

\* Projects approved by the Select Board between July 1, 2019 and December 6, 2021, when it voted to transfer to CMAHT oversight of 2019, 2020, and 2021 ATM articles totaling \$1.5-million, “subject to any funding commitments that may have been made by the Select Board or Town Manager prior to this vote.”



# Concord Housing Foundation, Inc.

*Working to Preserve Concord's Housing Diversity*

June 19, 2025

## **Restricting Funds under Newbury Court Development Agreement to Elder Housing**

Honorable Select Board Members

On June 11, the Board of the Concord Housing Foundation unanimously voted to request that the Select Board commit the monies to be paid under the development agreement (MOA) with New England Deaconess Association (NEDA) to be used for affordable housing for elders in Concord.

The Foundation understands that the Select Board has scheduled a discussion for June 30, 2025 on the use of funds contributed by NEDA for the special needs of seniors, which the Town shall spend "on issues related to housing, health care, and financial security for persons aged fifty-five (55) or older."

We urge that the Select Board deposit all of NEDA's contribution for the needs of elderly citizens into a special gift account specifically designated for affordable housing for persons aged fifty-five (55) or older.

We recognize that the "housing, health care, and financial security" language in the MOA aligns with the wording that governs NEDA's services under IRS Ruling 72-124. But there are several reasons this money should be restricted to housing. Originally, NEDA offered to make a number of units in the new facility "attainable," but the Town and NEDA recognized the difficulty in determining who would be eligible (and acceptable to NEDA) under this arrangement. So the monies to be paid are, in effect, a replacement for these attainable units.

Only a fraction of Concord elders can afford the admirable services provided by Newbury Court. The proportion of Concord's population over 65 is growing rapidly. The eldest, those over 80 and 90, will grow by 60% over 25 years. Concord desperately needs more elder housing and assisted living capacity as soon as possible. The NEDA funds can help us do that. Covering medical expenditures would create a whole new program for Concord, with difficulties meshing such support with Medicare, Medicaid, P.O. Box 751, Concord, MA 01742

and long term care insurance. Medical expenditures by the elderly can be so large that the approximately \$3.8 million available through the development agreement could quickly be exhausted. Working through the Concord Municipal Affordable Housing Trust and Concord Housing Development Corporation, we can leverage state, Federal and private funds with the NEDA payments to create a substantial number of elder housing units that would not otherwise be built.

Please vote to place these funds in a restricted gift account, with the anticipation that CMAHT will use the money to create new elder housing units.

We look forward to attending the June 30 meeting. Please contact me if you have any questions.

Frank (Rich) Feeley  
President  
Concord Housing Foundation  
347 Lexington Road  
Concord MA 01742

cc; Keith Bergman, CMAHT  
Julie McClure, CHDC  
Liz Rust, RHSO  
Kerry LaFleur, Town Manager  
Alyssa Sandoval, Director of Community Development  
Concord Housing Foundation Board

P.O. Box 751, Concord, MA 01742

**2025 ANNUAL TOWN MEETING APPROVED PETITIONS TO THE GENERAL COURT**

**REMOTE PARTICIPATION AT ANNUAL AND SPECIAL TOWN MEETINGS**

**ARTICLE 27.** To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below and to authorize the Select Board to approve amendments to said legislation by the General Court before its enactment that are within the general objectives of this Article; or take any other action relative thereto:

**“An Act Authorizing Remote Participation at Town Meetings and Special Town Meetings in the Town of Concord”**

SECTION 1. Notwithstanding chapter 39 of the General Laws, or any other general or special law or charter provision to the contrary, the Town of Concord may hold Town Meetings and Special Town Meetings with voters located in a common, physical location in-person, fully remotely or through a hybrid of a remote and in-person format.

SECTION 2. Any Town meeting held completely remotely or in hybrid form in accordance with this act shall be recorded and the recording shall be made available for public viewing on the town’s website, or another publicly available video platform for at least 30 days following the conclusion of the meeting. The recording shall also be a public record of the Town, subject to disclosure upon request.

SECTION 3. All actions taken at a remote or hybrid Town Meeting held in accordance with this act shall have the same effect as if the Town Meeting had been conducted entirely in person.

SECTION 4. This act shall take effect upon its passage.

**CITIZEN PETITION: RANKED CHOICE VOTING**

**ARTICLE 28.** To determine whether the Town will reauthorize and request the Select Board to petition the General Court substantially in the form below for Home Rule Legislation to elect Town offices using Ranked Choice Voting or any other action relative thereto.

**REVISED FORM OF PROPOSED HOME RULE LEGISLATION  
TO BE MOVED AT ANNUAL TOWN MEETING:**

**AN ACT RELATIVE TO RANKED CHOICE VOTING IN THE TOWN OF CONCORD**

SECTION 1. RANKED CHOICE VOTING

(a) For the purposes of this section, the following terms shall, unless the context clearly requires otherwise, have the following meanings:.

"Concluded ballot," a ballot that does not rank any continuing candidate or contains an overvote at the highest-ranked continuing candidate.

"Continuing candidate," a candidate who has not been defeated.

"Highest-ranked continuing candidate," the continuing candidate with the highest ranking on a voter's ballot. Where a ballot omits one or more rankings, the next highest ranking shall be used for determining the highest-ranked continuing candidate.

"Overvote," a circumstance in which a voter ranks more than 1 candidate at the same ranking.

"Ranking" means the number assigned on a ballot by a voter to a candidate to express the voter's preference for that candidate. Ranking number 1 shall be the highest ranking, ranking number 2 shall be the next-highest ranking, and so on.

(b) All elected town offices shall be elected by ranked choice voting, except for a single-seat offices when the number of candidates printed on the ballot is less than or equal to 2, or multi-seat offices when the number of candidates printed on the ballot is less than or equal to the number of seats to be elected. Ranked choice voting elections shall be tabulated in rounds pursuant to this section.

(c) In any single-seat election, each round shall begin by counting each ballot as 1 vote for its highest-ranked continuing candidate. Concluded ballots shall not be counted for any continuing candidate. Each round shall proceed sequentially as follows:

(1) If there are 2 continuing candidates, the candidate with the most votes shall be elected, and tabulation shall be complete

(2) If there are more than 2 continuing candidates, the candidate with the fewest votes shall be defeated, and a new round shall begin.

(d) In any multi-seat election, the first seat shall be filled pursuant to the tabulation process established in subsection (c). The remaining seats shall be filled by repeated application of the tabulation process established in subsection (c); provided, however, that all rankings marked for candidates who have already been elected shall be disregarded and ballots shall be counted as 1 vote for their next highest-ranked continuing candidate.

(e) If 2 or more candidates are tied with the fewest votes such that tabulation cannot continue until the candidate with the fewest votes shall be defeated, the tied candidate with the fewest votes in the prior round shall be defeated. If the continuing candidates remain tied, this process shall be repeated using the votes from the next closest previous round, until either one continuing candidate has fewer votes or there are no more previous rounds to examine. The Town Clerk shall establish a method of tie-breaking that will be used if 2 or more candidates are tied with the fewest votes in the first round of tabulation.

(f) The Town Clerk shall have the authority to promulgate whatever rules are necessary to implement this act.

SECTION 2. This act shall take effect upon its passage, provided there are at least 90 days until the next election, to allow for proper implementation.

**CITIZEN PETITION: BAN SECOND-GENERATION ANTICOAGULANT RODENTICIDES (SGARs)**

**ARTICLE 36.** To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below:

That notwithstanding Chapter 132B of the General Laws or any other general or special law to the contrary, the Town of Concord may by ordinance prohibit the application of second-generation

anticoagulant rodenticides within the Town of Concord, including application of such pesticides by licensed commercial applicators as defined in 333 C.M.R. 10.00, except as allowed by the Board of Health to remediate a public health condition; this act shall take effect upon its passage.



# TOWN OF CONCORD

## Finance Department

22 Monument Square  
P.O. Box 535  
Concord, Massachusetts 01752

**TO:** Select Board and Kerry Lafleur, Town Manager

**FROM:** Ryan Ferrara, Acting Chief Financial Officer and Zachary Lamoureux, Senior Financial Analyst

**DATE:** July 9, 2025

**RE:** Projected Fiscal Year 2025 Year-End Projection

---

The Town of Concord Finance Department has been tracking Fiscal Year 2025 year-end spending over the past month. While some Town Departments are projected to be over budget for Fiscal Year 2025, other Departments within the respective Divisions are projecting underspending which will address the shortfall. Through the un-encumbrance of funds and closing of open purchase orders we believe that all Divisions will remain within their respective budget. In an exercise of caution to ensure any Division based shortfalls can be addressed, the Finance Department is requesting the Finance Committee and Select Board authorize the Chief Financial Officer to make Fiscal Year 2025 transfers as needed. The Finance Committee accordingly voted at their June 26th meeting in favor of allowing the Chief Financial Officer to transfer the funds needed within FY25 budget with the amendment stipulating the CFO provide an update in September on the transfers.

G.L. c. 44, § 33B eliminates the limits on types and amounts of end-of-year appropriation transfers that can be made by a municipality during May and June, and the first 15 days of July of the new fiscal year. End-of-fiscal-year transfers may be made from health insurance, debt service or other unclassified or non-departmental line-item appropriations. Transfers in any amount can be made from a departmental or other appropriation to any other appropriation. School and light departments are exempt from this procedure. End-of-year transfers require a majority vote of the Selectboard and a majority vote of the Finance Committee. There are sufficient funds within each of the Town's Departmental budgets to address projected fiscal year end deficits.

### **Proposed Select Board Vote**

Move to vote, per end-of-year budget transfer procedure under G.L. c. 44, § 33B, to authorize the Chief Financial Officer, to transfer any amount within the Fiscal Year 2025 Operating Budget from a departmental or other appropriation to any other appropriation; and, that the Select Board and Finance Committee receive an update by the end of September on any transfers.



# Town of Concord, Massachusetts

## Financial Policies

Jonathan A. Harris  
Budget and Purchasing Director  
Finance Department  
Town of Concord, Massachusetts  
February 2, 2017



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## Concord Financial Policies

### 1. Annual Budgets

#### A. *General Fund Budget*

1. It is Town policy that the Town Manager shall direct the preparation of the General Fund budget that takes into account the Finance Committee guideline.
2. It is Town policy that the Town Manager shall submit a budget detailing estimated revenues and expenditures for the ensuing fiscal year to the Select Board at least 90 days before the Annual Town Meeting, per Concord Town Charter, Section 16, Estimate of Expenditures.

#### B. *Enterprise Budgets*

1. It is Town policy that the Town Manager shall direct the preparation of budgets for the Enterprise Funds and certain Revolving Funds that ensure that these funds operate in a fiscally self-sustaining manner with respect to operating expenses, capital expenses, and long-term liabilities.

### 2. Revenue Assessment

#### A. *Full and Fair Cash Value*

1. It is Town policy that the Assessing Division assesses real estate and personal property at its full and fair cash value per M.G.L. 59 § 2A. To accurately assess real estate property values, the Assessing Division inspects all properties on a 5-year cycle or at a pace of approximately 1,200 properties per year.

#### B. *Calculation of Tax Rate*

1. It is Town policy that the Board of Assessors calculates a tax rate by dividing the total taxable property value as determined on January 1<sup>st</sup> of a given year, plus the value of any new taxable construction ("New Growth") occurring before June 30<sup>th</sup>, by the tax levy as appropriated by Town Meeting in the spring of that year.
2. In the Fall, the Board of Assessors shall make a recommendation to the Select Board in a Classification Hearing for the adoption of the following four tax rate-related factors: the residential factor, open space discount, residential exemption, and small commercial exemption.
3. With the adoption of these factors, the Assessing Division shall submit this information to the Bureau of Local Assessment, which certifies the tax rate.

### **3. Revenue Collection**

#### *A. Property Taxes*

##### *1. Collection of Property Tax*

- a. It is Town policy to issue bills for real estate and personal property taxes on a quarterly basis in order to optimize cash flow. Interest shall be charged at a rate of 14 percent per annum for any unpaid balances after the respective due dates. Demand notices shall be mailed by May 31<sup>st</sup> on any balances outstanding after May 1<sup>st</sup>. A demand fee of \$10.00, as well as 14% interest, shall be included on the demand bills in accordance with state statute. If the outstanding balance is less than \$10, the demand fee is not charged.

##### *2. Application of Tax Payments*

- a. It is Town policy to assure the correct application of taxpayers' payments to their accounts on a timely basis. Receipts that are subject to interest, demands and other costs shall be applied based on the following order: interest, demand or other fees, utility liens, betterment assessments, real estate or personal property tax due.

##### *3. Tax Abatements and Exemption*

- a. The Town policy is to assure the correct application of taxpayers' abatements and exemptions to their accounts on a timely basis. As approved by the Board of Assessors or directed by the Appellate Tax Board, the Assessing Division grants abatements for real estate and personal property tax. The Board of Assessors may grant exemptions to qualifying veterans, the blind, surviving spouses, elderly and others along with those applying for tax deferrals that meet the statutory requirements as of July 1<sup>st</sup>.
- b. The Assessing Division enters all abatements and exemptions into the financial service software. As a result of this process, a *Notice and Certificate of Abatement Document* is created, signed by the Board of Assessors, and mailed to the taxpayer and provided to the Treasurer/Collector Division as evidence of the reduction in accounts receivable.

##### *4. Property Tax Refunds*

- a. It is Town Policy that the Treasurer/Collector Division is responsible for taxpayer refunds. Refunds for real estate and personal property are processed after May 1<sup>st</sup> (last tax due date) of any given year to assure all taxes due for the fiscal year have been paid. All precautions must be taken to assure the correct party receives the refund. Refunds shall be processed within 30 days (of the posting of the abatements/exemptions) for credit balances caused by the abatement/exemption.

##### *5. Refunds on Overpayments Due to Abatements*

- a. It is Town policy to assure the accurate calculation and the subsequent distribution of taxpayers' abatements to the proper party on a timely basis.

##### *6. Special Situations*

- a. It is the policy of the Town to bill, collect and record in an accurate and timely manner all of the special situations in accordance with Massachusetts General Law.

##### *7. Property Tax Payment Delinquency*

- a. It is Town policy is to collect all property taxes owed. Property taxes that are owed and not paid on time shall result in the taxpayer being charged penalties and interest, and may result in a tax taking and ultimately in a foreclosure.

*B. Motor Vehicle Excise Tax*

1. It is Town policy to optimize the Town's cash flow by mailing each motor vehicle commitment within 15 days of receipt of the *Assessors Warrant to the Treasurer/Collector* for each commitment from the Registry of Motor Vehicles (RMV).
2. The RMV maintains all records on motor vehicles and values. Several times over the course of the year, the RMV provides an electronic record to the Town Assessor, which documents the total value of the specific commitment and contains all of the information for billing to specific motor vehicle owners/accounts.
3. The first major motor vehicle excise (MVX) commitment of each calendar year, which is the largest commitment, will be mailed within 21 days of receipt of the commitment file from the RMV. All subsequent commitments are to be mailed within two weeks of receipt of the file from the RMV.
4. The Town currently has a contract with a Deputy Collector which provides that this vendor is responsible for MVX bill printing and mailing, delinquent payment processing, collection at warrant and reporting. The Town is responsible to assure that the commitment is accurate, for review and approval of abatements; for refunds and the overall monitoring of the process and for the reconciliation of the MVX receivable.
5. Bills are due and payable in full within 30 days of issue. Demand notices will be mailed within 15 days of the due date of the excise bill.
6. A \$10.00 demand fee will be included along with interest on the unpaid balance of the bill. Payments not paid at demand are subject to:
  - o Warrant fee of \$10.00 and notice fee of \$12.00
  - o If not paid, then final warrant fee of \$17.00 and
  - o If not paid, then Registry of Motor Vehicle fee of \$20.00.

**4. Other Revenues**

*A. State Aid*

1. It is Town Policy to budget conservatively in anticipation of the receipt of State Aid. Under M.G.L. 58 § 25A, the Commissioner of Revenue is required to provide an estimate of local aid to municipalities. Likewise, under M.G.L. 59 § 21, the Commissioner of Revenue is required to provide the Town with advance estimates of state assessments and charges and the Assessing Division is required to use these figures in determining the local property tax rate.

*B. State and Federal Grants*

1. It is Town policy that, with the approval of the Town Manager, Departments may apply for Federal and State grants to support Town initiatives or projects. All grant contracts must be approved and signed by the Town Manager. A copy of the grant documents must be provided to the Accounting Division. Departments shall comply with all of the requirements presented in the grant.
2. The source of the grant funding determines whether a grant is a state or federal grant.
3. It is Town policy that all procurement associated with State and Federal grants comply with State and Local laws and regulations.

## 5. Operating Expenditures

### A. *Accounts Payables*

1. It is Town policy that the Accounting Division shall assure the timely payment of all original invoices and vouchers submitted and approved by authorized Town employees. In order to accomplish this, vendors are paid weekly.
2. It is Town policy that vendor invoices are only paid after verification of available funds for said purpose and upon evidence of compliance with procurement requirements established by State law, Town Bylaws and Administrative Policies and Procedures.

### B. *Payroll*

1. It is Town policy that Town and Concord Public School employees shall be accurately compensated in a timely fashion for their work.

## 6. Cash Management

### A. *Departmental Receipts*

1. It is Town policy that the Town Treasurer shall have the fiduciary duty for the collection, management, and disbursement of cash.
2. It is Town policy that the department that collects cash, checks and credit card payments for services performed be responsible for safeguarding the collection and remittance of receipts until this money is turned over to the Treasurer/Collector Division. All cash received shall be turned over to the Treasurer/Collector Division; and no money shall be retained for petty cash or for making change.
3. It is Town policy that the department shall turn over these receipts to the Treasurer/Collector Division at least weekly or when total receipts are greater than \$2,000 and/or cash is greater than \$100. Exceptions to this turnover policy can be made by the Town Treasurer. The department shall separately send a copy of the turnover sheet to the Accounting Division.
4. Upon receipt of a departmental turnover, the Treasurer/Collector Division shall verify the amounts of the turnover. Within a period of one business day, the Treasurer/Collector Division shall post the receipt and deposit the collected money into a Town bank account. The Accounting Division will then post the receipts to the General Ledger.

### B. *Cash Disbursements*

1. It is Town policy that warrants shall be processed on a weekly basis and payroll payments shall be processed on a bi-weekly basis. Warrants shall be duly signed and approved by the Town Accountant and the Select Board. The Treasurer/Collector or her designee shall be responsible for the disbursement and mailing of all vendor checks and shall assure that all Town checks are delivered only to the designated vendor.

### C. *Emergency Disbursements (Special Warrants)*

1. It is Town policy that only in extenuating circumstances will the Treasurer/Collector Division be allowed to issue a disbursement outside of the normal weekly warrant process. Following the issuance of a check by the Town Accountant, the Town Manger must approve the release of funds in advance of Select Board approval.

*D. Petty Cash Administration*

1. It is Town policy that Petty Cash accounts shall be authorized by the Treasurer for departments that need a small amount of cash to make payments required at the time of service or to manage cash change transactions. Petty cash can only be replenished by submittal of all documentation and receipts through the warrant process for review by the Accounting Division.

*E. Tailings (Uncashed Checks)*

1. It is Town policy to identify and research all Uncashed Checks (Tailings) as a part of the timely reconciliation of all bank accounts. If after 60 days from the date of issuance of a check and the check has not been cashed, either a letter shall be sent to the known address for the check recipient or a notice shall be posted on the Town website. If there is no response within 60 days, for checks that are \$100 or more and are not cashed, a notice shall be advertised in a local newspaper. After one year of the newspaper notice, funds from these unclaimed checks may be credited to the Town's General Fund.

*F. Reconciliation of Cash*

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.

**7. Reserves**

*A. General Fund*

1. It is Town policy to maintain Free Cash, the General Fund's unassigned fund balance as certified by the Massachusetts Department of Revenue (DOR), at a level between 5% and 10% of the ensuing General Fund Budget with the following stipulations:
  - a. Free Cash shall be used only to the extent that it can be replenished within a one-year period.
  - b. Free Cash can be used to provide relief to Town taxpayers by allocating a portion of Free Cash that is not more than 1% of the ensuing General Fund Budget to reduce the tax levy, if that allocation is expected to be replenished in the ensuing year.
  - c. If Free Cash falls below 5% of the ensuing General Fund Budget, Town Manager and the Finance Director shall develop a plan to bring Free Cash back up to the 5% level.
  - d. If Free Cash rises above 10% of the ensuing General Fund Budget, the Town Manager shall consider recommending using the excess Free Cash in the following ways:
    - i. Appropriate a portion of the excess Free Cash for a special non-recurring expenditure that would include a capital item that would otherwise be eligible to be funded through borrowing, and
    - ii. Appropriate a portion of the excess Free Cash to a General Fund Stabilization Fund.

*B. Enterprise and Revolving Funds*

1. It is Town policy to maintain unrestricted fund balance for its enterprise and revolving funds at a minimum level that would provide adequate resources to sustain operations through unexpected and unfavorable financial events. These financial events could result in an unexpected expenditure outlay or revenue loss.
2. For the enterprise funds, unrestricted fund balance is categorized into two groups: depreciation funds and undesignated funds. The purpose of depreciation funds should be to allocate resources for the maintenance of capital assets. By setting aside annual depreciation expense using a half-year, straight-line convention, depreciation funds monetarily recognize the gradual wear of capital assets.
3. Undesignated funds are the additional funds need to sustain operations through unexpected and unfavorable financial events. Insurance policies (Refer to the Risk Mitigation section) cover the Town for events related to property damage and liability claims. Since enterprise funds rely on fees for services to fund operations, loss of expected revenue from the customer base may have an impact on the enterprise. Since some enterprises (Light Fund, Water Fund, and Sewer Fund) have a stable customer base, there is not the need for a large minimum undesignated fund balance. Other enterprises (Beede Fund) are dependent on a market-driven customer base, and there is the need for a larger minimum undesignated fund balance to sustain operations if market conditions change.
4. According, it is Town policy to maintain a minimum undesignated fund balance for the enterprise funds as follows:
  - a. Light Fund: Two months of annual operating revenue,
  - b. Water Fund: Two months of annual operating revenue,
  - c. Sewer Fund: Two months of annual operating revenue, and
  - d. Beede Fund: Six months of annual operating revenue.
5. For the two revolving funds ( Solid Waste Revolving Fund and Recreation Revolving Fund), which do have a market-driven customer base but have flexibility in adjusting operations more rapidly because they do not have capital assets to maintain, it should be the Town's policy to maintain a minimum fund balance as follows:
  - a. Solid Waste Revolving Fund: Two months of annual operating revenue, and
  - b. Recreation Revolving Fund: Two months of annual operating revenue.
6. If an undesignated fund balance for an enterprise or revolving fund falls below these minimum levels, the Town Management should develop a plan to bring the respective fund balance up to the minimum levels.
7. It should be noted that these defined levels of fund balance are minimums and a greater amount is permitted in order for the enterprise or revolving fund to accumulate resources for an anticipated future event.

*C. Stabilization Funds*

1. It is Town policy that stabilization funds can be created to set aside funds to be used for a specific purpose at some later date.

*D. Encumbrances*

1. It is Town policy that a Department Head may request at the end of the fiscal year that the Town Manager set aside available funds from the department's General Fund appropriated account to be used for a specific purpose at some later date. Encumbered funds shall not be used for operating expenses in future years. Once these encumbered funds are approved and established, the Department Head may use these funds for the stated purpose in subsequent fiscal years.

*E. Reserve Fund*

1. It is Town policy that the Town Manager, with the certification as to fund balance by the Town Accountant, can make a request to the Finance Committee for a transfer from the General Fund Reserve Fund to another appropriated account in the event that the account incurs an expenditure which is extraordinary or unforeseen, per M.G.L. 40 § 6. The Finance Committee shall have the sole authority to approve such a transfer.

**8. Investments**

*A. Investments of Treasury Funds*

1. It is Town policy that the Town Treasurer may invest Treasury Funds as follows:
  - a. Massachusetts State Pooled Fund (in unlimited amounts and the pool is liquid) – The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the direction of State Treasurer.
  - b. Commercial Bank Deposits or Certificates of Deposit, which are fully collateralized through a third party agreement (in unlimited amounts for up to three-year maturity).
  - c. Massachusetts list of Legal Investments, per M.G.L. 167 § 15A as updated each July 1<sup>st</sup>.
  - d. Other financial instruments as defined in M.G.L. 44 § 55.

*B. Investments of Trust Funds*

1. It is Town policy that the Town Treasurer may invest Trustee Funds as specified in the investment policy established by the Trustees of Town Donations, the entity that has fiduciary duty over these funds.

*C. Diversification*

1. Diversification shall be interpreted in two ways: in terms of maturity, as well as instrument type and issuer. The diversification concept shall include prohibition against over-concentration of maturities as well as concentration in a specific institution.
2. It is Town policy that with the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies and state pools (e.g., MMDT), no more than 10 percent of the Town's investments shall be invested in a single financial institution.

*D. Ethics*

1. It is Town policy that the Town Treasurer (and other Finance Department staff) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair or appear to impair ability to make impartial investment decisions. Said individuals shall disclose to the Town Manager any material financial interest in financial institutions that do business with the town. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the Town's investments.
2. It is Town policy that the Town Treasurer shall not make a deposit in any bank, trust company or banking company that he/she is associated with as an officer or employee, or has been associated with as an officer or employee for any time during the three years immediately preceding the date of any such deposit.

*E. Relationship with Financial Institutions*

1. It is Town policy that financial institutions shall be selected first and foremost with regard to the safety of the Town assets.
2. It is Town policy that the Town shall only select brokers who are recognized, reputable dealers. The Town Treasurer shall require any brokerage houses and broker/dealers wishing to do business with the municipality to supply the following information to the treasurer:
  - a. Audited financial statements,
  - b. Proof of National Association of Security Dealers certification,
  - c. A statement that the dealer has read the municipality's investment policy and will comply with it, and
  - d. Proof of credit worthiness (minimum standards of at least five years in operation and a minimum capital of \$10 million).

**9. Capital Expenditures**

*A. Capital Assets*

1. It is Town policy that capital items are defined as assets such as structures, land, and equipment (including related plans, designs, and studies), which have a life expectancy of at least 2 years and a cost of at least \$10,000.
2. It is Town policy that in compliance with GASB #34, capital assets (other than land) are depreciable and should follow straight-line depreciation schedules in accordance with the Massachusetts Department of Revenue's useful life schedules.

*B. Capital Funding Target Level (General Fund – within the levy limit)*

1. It is Town policy that a target of 7% to 8% of the total budget net of the excluded debt levy be allocated for capital financing. Of the 7% to 8%, no more than 5% shall be for debt service within the levy limit. Capital Outlay from the Town Departments and the Concord Public Schools shall be at least 2% to 3% of the annual budget (not including excluded debt).

C. *Five-Year Capital Improvement Program (CIP)*

1. It is Town policy that the Town shall maintain and annually update a 5-year Capital Improvement Program to identify current and future capital needs. The CIP shall allocate resources to fund new needed capital projects and fund the repair and replacement of existing capital assets in effort to maintain the Town's physical infrastructure and avoid deferring maintenance for future years.

**10. Debt**

A. *Debt Structure*

1. It is Town policy that capital items that can be funded through borrowing include infrastructure, facilities, vehicles, equipment, and land, which have (1) an estimated cost of \$100,000 or more and (2) a useful life of at least 5 years.
2. It is Town policy that all borrowing whether tax-supported by the General Fund or revenue-supported by the Enterprise Funds shall be issued as General Obligation (GO) bonds, having the Town's pledge of full faith and credit for repayment.
3. It is Town policy that tax-supported borrowing can be used for the sustainability, improvement, or expansion of the Town's significant capital assets with debt service is paid for by the General Fund.
4. It is Town policy that the maximum level of indebtedness shall not exceed 5% of the equalized valuation of the Town per M.G.L. 44 § 10.
5. It is Town policy that the Town shall develop a 5-year debt capacity analysis inclusive of CPS, with estimated project costs updated annually.
6. It is Town policy that for tax-supported borrowing within the levy limit, the Town's goal is to structure the Town's debt in the following way:
  - a. The repayment schedule is at an accelerated pace in which of 60% of the principal is repaid within 5 years and 90% is repaid within 10 years. This goal reduces the cost of interest expense and frees up debt capacity for future borrowing.
  - b. The annual amount of debt services is approximately 5% of the annual General Fund expenditures net of excluded debt service. The purpose of this goal is to allocate sufficient funds for the Town's capital needs and prevent operating needs from "crowding out" the proper investment in capital.
7. It is Town policy that revenue-supported borrowing shall be reserved for capital assets associated with expansion of service. Debt service is paid through user fees and rates earned by the specific Enterprise Fund.
8. It is Town policy that excluded debt shall be used for capital items that cannot be funded through the debt plan within the levy (e.g., new schools construction, facility expansion, land acquisition, etc.). For all excluded debt proposals, the impact on property tax shall be calculated prior to the presentation at Town Meeting.
9. It is Town policy that the retirement structure of a specific bond shall not be greater than the useful life of the underlying capital assets.
10. It is Town policy that borrowing shall not be used for operating expenses or to fund other long-term liabilities such as pension or other post-employment benefit obligations.

*B. Debt Authorization*

1. It is Town policy that the Town shall publish a notice of the Town Meeting warrant article for a borrowing at least 7 days prior to an Annual Town Meeting and at least 14 days prior to a Special Town Meeting, per M.G.L. 44 § 10.
2. It is Town policy that all borrowing authorizations require a two-thirds majority vote by Town Meeting per M.G.L. 44 § 7. For borrowing authorizations outside the levy limit, Town Meeting must approve the borrowing by a two-thirds majority and the Town must approve it by a majority vote in a community-wide referendum per M.G.L. 44 § 8.

*C. Debt Issuance*

1. It is Town policy that the Town should retain a financial advisor and bond counsel for financial and legal guidance for debt issuance. Prior to the issuance of a bond, the Town shall provide an Official Statement containing legally required disclosure information pertaining to the financial and economic position of the Town (17 CFR § 240.15c2-12).
2. It is Town policy that with the guidance of Bond Counsel, the Town shall award the winning bond bid to the bidder with the lowest True Interest Cost (TIC).
3. It is Town policy that the Town shall spend the bond proceeds in a timely manner to avoid IRS arbitrage penalties. The Finance Department as well as the particular departments shall monitor the use of bond proceeds to ensure compliance with arbitrage regulations.

**11. Other Liabilities**

*A. Pension*

1. It is Town policy to allocate resources to fully fund the Town's portion of the Concord Contributory Retirement System by 2030. In order to do so, the Town shall contribute to the pension fund its share of the Annual Required Contribution (ARC) payment as determined by a biennial actuarial valuation report, certified by the Public Employee Retirement Administration Commission (PERAC), and reviewed by Contributory Retirement Board. This contribution may consist of (1) a General Fund appropriation increasing at a 3% annual growth rate, (2) the use the Town Pension Reserve Fund to supplement the required General Fund allocation as necessary, and (3) the full funding of the ARC associated with the Town's enterprise operations.
2. It is Town policy that management and investment of the pension fund are the responsibility of the Concord Contributory Retirement Board.

*B. OPEB*

1. It is Town policy to allocate resources to fully fund the Town's portion of Other Post-Employment Benefits (OPEB) by 2039. In order to do so, the Town shall contribute to the OPEB Trust Fund its share of the Net OPEB Obligation (NOO) as determined by an actuarial valuation report. This contribution may consist of (1) a General Fund appropriation increasing by \$250,000 annually until the General Fund's portion of the NOO is fully funded, and (2) the full funding of the NOO associated with the Town's enterprise operations.
2. Funds invested and reinvested in the OPEB Trust Fund by the Town Treasurer shall be consistent with the prudent investor rule established under M.G.L. 203C.

## **12. Accounting and Financial Reporting**

### *A. Financial Reporting*

1. It is Town policy that the Town's accounting practices shall conform to Generally Accepted Accounting Principles (GAAP) as set forth by the Government Accounting Standards Board (GASB), the Uniform Municipal Accounting System (UMAS), and the Massachusetts Department of Revenue (DOR) Informational Guideline Releases.
2. It is Town policy that a certified public accounting firm shall conduct an independent annual audit of the Town financial records. There are four types of opinions provided by the auditor of the independent annual audit: Unqualified Opinion (Clean Opinion), Qualified Opinion, Adverse Opinion, and Disclaimer of Opinion. It is Town policy that Town government shall maintain its financial records so that the auditor can render a Clean Opinion, the opinion in which the Town financial records have been maintained in accordance to GAAP. An opinion rendered by an auditor that is not a clean opinion shall be reviewed by the Finance Department and corrections shall be made in the next fiscal year.
3. It is Town policy that the Finance Department shall take steps to address Management Letter items (e.g., items that the independent auditor sees deficiencies) during the subsequent fiscal year.
4. It is Town policy that a completed audit by the Town shall be submitted to the Division of Local Services, per State law.
5. It is Town policy that whenever the total annual federal grants to the Town and CPS total more than the level that triggers a single audit, the Town is required to comply with the Single Audit Act for Audits of States, Local Governments, and Non-Profit Organizations.
6. It is Town policy to have a Financial Audit Advisory Committee (FAAC) to assist the Select Board, Town and Concord Public School financial management officials in the organization, implementation and review of the annual examination of financial reporting and control procedures and in the continuous review and improvement of fiscal accountability matters.

### *B. Reconciling Accounts*

1. It is Town policy that the Treasurer/Collector Division and the Accounting Division shall reconcile all cash accounts as recorded in the Treasurer's Cashbook and as recorded on the General Ledger on a monthly basis. The Treasurer/Collector Division and the Accounting Division shall provide monthly reports documenting the reconciliation to the Finance Director.
2. It is Town policy that the Treasurer Collector Division shall reconcile all receivable accounts on a monthly basis. The reconciliation shall show each receivable account by levy year for property and excise taxes and total balances for betterment, tax title, and lien accounts. A separate report shall be provided for any other receivables. Deferred revenue accounts for all funds shall be reconciled to the receivable accounts on a monthly basis.
3. It is Town policy that the Accounting Division shall reconcile the General Ledger accounts as follows:
  - a. Payable and payroll withholding accounts shall be checked periodically and not less than semiannually to determine that the balances are properly clearing.
  - b. Budgeted expenditure accounts shall be reviewed monthly to identify any unusual activity or predict potential budget shortages.

- c. Revenue and expenditure accounts shall be reconciled to the control accounts. This is performed automatically by the financial system but should be periodically checked to assure that there are no system errors.
- d. All funds should be checked to be sure they are in balance.
- e. Interfund transfers and receivable/payable accounts shall be reconciled where applicable.
- f. Appropriation balances shall be reconciled to the tax recap and Town meeting votes.
- g. All accounts shall be reviewed analytically from time to time for reasonableness and to identify unusual activity.

C. *Monitoring Accounts*

1. It is Town policy that all expenditure budgets be reviewed on a monthly basis by department heads. The official record of expenditures is the Town's General Ledger as maintained by the Accounting Division and department heads or authorized employees must submit documentation to support any journal entry if an expenditure account on the General Ledger needs adjustment.
2. It is Town policy that all revenue transactions be reviewed on a monthly basis by department heads. The official record of revenues is the Town's General Ledger as maintained by the Accounting Division, and department heads or authorized employees must submit documentation to support any journal entry if a revenue account on the General Ledger needs adjustment.

D. *Year-End Closing*

1. It is Town policy that the Accounting Division shall complete the year-end closing process once the auditors have finished their field work and have given the Town approval to generate year-end financial statements and to submit documentation for Free Cash certification.

E. *Regulatory Reporting*

1. *Free Cash Certification (Balance Sheet)*: It is Town Policy to file appropriate documentation with Massachusetts Department of Revenue's (DOR) Bureaus of Account for the certification of Free Cash after the close of each fiscal year. Certified Free Cash is available for appropriation at the subsequent Town Meeting. Please refer to *Section 7. Reserve Funds* for the Free Cash Policy.
2. *Schedule A*: It is Town policy that the Accounting Division files *Schedule A*, the year-end statement of revenues and other financing sources, expenditures and other financing uses, changes in fund balances, certain balance sheet and other information with the DOR, by annual deadline of November 30<sup>th</sup>.
3. *Tax Recapitulation Sheet*: It is Town policy that the Finance Administration Division, Assessing Division and Accounting Division work collectively to complete the Department of Revenue's *Tax Rate Recapitulation* form, a four-page form that assembles all information necessary to calculate tax rates for the municipality, by the end of November. Once the tax rate has been approved by DOR, the Accounting Division shall record a journal entry for the final overlay account (allowance for abatements and exemptions).

4. *CPA Reporting:* It is Town policy that the Town completes and submits to the DOR three Community Preservation Act (CPA) reports annually: the CP-1 Form (Community Preservation Act Surcharge Report), the CP-2 Form (The Community Preservation Fund Report), and the CP-3 Database (The Online Community Preservation Projects Report).
5. *Cash and Receivable Reconciliation:* It is Town policy that the Accounting Division and the Treasurer/Collector Division submit an end-of year cash and receivable reconciliation to DOR.
6. *Snow and Ice Reporting:* It is Town policy that the Accounting Division submits a snow and ice report signed by the Town Manager and the Finance Committee to the DOR by deadline of September 30<sup>th</sup>. This report is a statement of snow and ice expenditures and financing sources for the previous winter.
7. *1099 Reporting:* It is Town policy that the Accounting Division shall issue *1099 Forms* by January 31<sup>st</sup>. The Accounting Division shall submit a 1099 file to both the IRS and the State. A 1099-MISC is issued for each person the Town has paid at least \$600 for rents, services, prizes and awards, or other income payments during the calendar year. A 1099-INT is issued for each person to whom the Town has paid \$10 or more of interest during (from tax abatement refunds, 53-G refunds, etc.) for the calendar year.
8. *Annual Provider Information Form:* It is Town policy that the Accounting Division is responsible for generating this report and submitting this report to the State by August 1<sup>st</sup>. Massachusetts General Laws Chapter 62C § 47A requires that cities and towns report certain information on vendors. The Town is required to list all persons who furnished goods, services, or real estate space for \$5,000 or more during the preceding fiscal year under contracts or agreements. The listing shall contain the name, address, and social security or federal identification number. The Department of Revenue further requires that the Town submit the Tax ID number of all providers of goods and services to the Town.
9. *Fixed Asset Reporting:* It is Town policy that the Accounting Division is responsible for fixed asset reporting. A capital asset is defined as having a value of \$10,000 or more and useful life is 2 years or more. GASB 34 requires the Town to account for capitalized infrastructure associated with Government Activities.

### **13. Risk Mitigation**

#### *A. Financial Risk*

1. It is Town Policy that the Town will contract with an independent auditing firm to examine the Town's financial statements, render an opinion, and provide a management letter. The Financial Audit Advisory Committee has the charge for reviewing the audited financial statements and management letter.

#### *B. Property Risk*

1. It is Town policy that that the Town shall contract for sufficient insurance coverage to protect Town property in the case of an unforeseen catastrophe or damage to Town property. Property Risk mitigation is the responsibility of the Town Manager's Office and policies and procedures for property risk mitigation are established by that department.

*C. Information Risk*

1. It is Town policy that the Town shall provide safeguards against cyber threats. Information risk mitigation is the responsibility of the Information Technology Department and policies and procedures for information risk mitigation are established by that department.

*D. Professional Liability Risk*

1. It is Town policy that the Town shall contract for sufficient professional liability insurance coverage to protect Town officials and members of Town boards and committees for decisions made during official duty.

**14. Procurement**

*A. Procurement*

1. It is Town policy that the purchase of goods, services, and construction activities are obtained at the best value. Best value is defined as the lowest price for purchases that have similar quality and a combination of lowest price and highest quality for other purchases. This policy is implemented through compliance with State procurement statutes and Town regulations that promote competition in the award of contracts: competition is ensured by requiring that the Town conduct a sealed bid or proposal process for items over a certain dollar threshold and by allowing the Town to participate in federal, state and regional competitively-bid purchasing agreements.

*B. Chief Procurement Officer and Delegation of Authority*

1. As set forth in Section 9F of the Town Charter, the Town Manager shall be responsible for the procurement of all supplies, materials and equipment and for the award of all contracts. Town Manager shall be appointed as the Chief Procurement Officer of the Town. Most of these duties and powers shall be delegated to the Finance Director and the School Finance Officer as allowed by M.G.L. 30B § 19 and specified in APP #36. The Town Manager shall alone retain the sole authority to award and execute contracts.

*C. Purchase Orders*

1. It is Town policy that purchase orders shall be used for all purchases of \$1,000 or more, unless otherwise exempted.

*D. Authorization*

1. *Purchase Orders between \$1,000 and \$4,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, and Budget & Purchasing Director.
2. *Purchase Orders between \$5,000 and \$34,999:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director and Finance Director.
3. *Purchase Orders of \$35,000 or more:* These purchases must follow the applicable State statutes and Town regulations and be approved by the appropriate Division Manager, Department Head, Budget & Purchasing Director, Finance Director and Town Manager.

*E. Statutory and Regulatory Compliance*

1. *Goods & Services:* For the procurement of goods and services, the Town shall follow the Uniform Procurement Act, M.G.L. 30B.
2. *Building Design:* For building design, the Town shall follow the Designer Selection Law, M.G.L. Chapter 7 §§ 38 A½ - O.
3. *Building Construction and Repair:* For building construction and repair, the Town shall follow M.G.L. 149 §§ 44 A-M.
4. *Public Works Construction:* For roads, bridges, water and sewer systems, and other public works construction, the Town shall follow M.G.L. 30 § 39M.



# Informational Guideline Release

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Bureau of Municipal Finance Law  
Informational Guideline Release (IGR) No. 24-12  
March 2024

**Supersedes IGR 17-20 and Inconsistent Prior Written Statements**

## **STABILIZATION FUNDS**

**([G.L. c. 40, § 5B](#) and [G.L. c. 59, § 21C\(g\)](#))**

This Informational Guideline Release (IGR) informs local officials about changes made by [§ 8 of chapter 77 of the Acts of 2023](#) that distinguished general purpose stabilization funds and special purpose stabilization funds and amended the vote quantum requirement for appropriations from special purpose stabilization funds to a simple majority.

**Supersedes IGR 17-20 and Inconsistent Prior Written Statements**

**STABILIZATION FUNDS**  
**(G.L. c. 40, § 5B and G.L. c. 59, § 21C(g))**

**SUMMARY:**

These guidelines inform local officials about [G.L. c. 40, § 5B](#), which establishes city, town and district stabilization funds.

Under [G.L. c. 40, § 5B](#), municipalities and districts may create one or more stabilization funds, which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose. [G.L. c. 40, § 5B](#) now distinguishes between a general purpose stabilization fund, which is created for the later appropriation of any lawful purpose, and a special purpose stabilization fund, created for the later appropriation of a more specific purpose or purposes. Voters may also approve a Proposition 2½ override in order to fund appropriations for a particular stabilization fund. Monies accumulated in a stabilization fund carry over from one fiscal year to another, and interest remains with that fund.

As a result of [§ 8 of chapter 77 of the Acts of 2023](#) and Municipal Modernization Act, [St. 2016, chapter 218, § 22](#), there have been significant changes to [G.L. c. 40, § 5B](#) in recent years. First, the caps on the amount that could be appropriated into the fund in any year and the aggregate balances of all stabilization funds were eliminated by the Municipal Modernization Act. Previously, municipalities and districts could not appropriate into a stabilization fund in any year an amount exceeding 10 percent of the prior year's tax levy, or a larger amount, without the approval of the Director of Accounts, and the total reserved in all funds could not exceed 10 percent of the equalized valuation of the municipality or district.

Second, as a result of the Municipal Modernization Act, appropriations made into either the general or special purpose stabilization fund are approved by a majority vote, instead of a two-thirds vote. Appropriations from a general purpose stabilization fund must be approved by a two-thirds vote, but per [§ 8 of chapter 77 of the Acts of 2023](#), appropriations from a special purpose stabilization fund must only be approved by a majority vote. A two-thirds vote is needed to create either stabilization fund or to change their purpose.

Third, the local treasurer has a broader range of investment options consistent with the 2014 amendments to municipal and district trust fund investments under [G.L. c. 44, § 54](#) and banking laws governing the Commissioner of Bank's authority to establish a list of sound investments for banking institutions. [St. 2014, c. 343](#). Finally, a local acceptance provision was added as part of the Municipal Modernization Act as the fourth paragraph of [G.L. c. 40, § 5B](#). If accepted, the local legislative body, by a two-thirds vote, may dedicate to a stabilization fund certain revenue streams, including revenue from fees and charges, except revenues already reserved by law for particular purposes and locally assessed taxes and excises.

These guidelines are in effect and supersede Informational Guideline Release No. 17-20 and any inconsistent prior written statements or documents.

**GUIDELINES:**

**I. MULTIPLE STABILIZATION FUNDS**

**A. Creation of Funds**

Stabilization funds may be created for one or more different purposes. [G.L. c. 40, § 5B](#). A fund may be created, broadly, for any lawful purpose. This type of stabilization fund is commonly known as a general purpose stabilization fund. Stabilization funds may also be created for a more specific category of spending purposes, like a capital budget purpose, purpose for which the community may borrow money or a specific purpose or project, for example, to acquire a new fire truck or undertake a particular school construction project. This type of stabilization fund is commonly known as a special purpose stabilization fund.

Creation of either type of stabilization fund requires a two-thirds vote of the legislative body of the city, town or district. The vote must clearly define the purpose(s) of the fund.

**B. Changing Fund Purpose**

The purpose of either a general purpose stabilization fund or a special purpose stabilization fund may be changed at any later time by a two-thirds vote of the legislative body. For example, if a community had established a fund in order to reserve monies to acquire a new fire truck and a balance remains after the purchase, the legislative body could vote to change the purpose to meet some new savings objective.

If the legislative body votes to change the purpose of a stabilization fund for which revenue has been dedicated, the vote should also state whether the dedication continues after the purpose changes. See Section II-C-1 below regarding the minimum period a dedication is effective.

If a Proposition 2½ levy limit override was approved for the purpose of funding the particular stabilization fund, however, the city or town must also follow the election procedure explained in Section III-C below to be able to change the fund purpose and then continue using the additional levy capacity resulting from that override in future years.

**C. Appropriations into and from Stabilization Funds**

**1. General Purpose Stabilization Funds**

Appropriations **into** a general purpose stabilization fund require a majority vote of the legislative body. Appropriations **from** a general purpose stabilization fund require a two-thirds vote of the legislative body.

## 2. Special Purpose Stabilization Funds

Appropriations **into** a special purpose stabilization fund require a majority vote of the legislative body. Appropriations **from** a special purpose stabilization fund require a majority vote of the legislative body.

### D. Transfers

For both general purpose stabilization funds and special purpose stabilization funds, monies may also be transferred from one stabilization fund to another by two-thirds vote. When monies in the fund from which the transfer is made cannot be appropriated directly for the purpose of the fund receiving the transfer, for example, a transfer of \$50,000 from a fund for a particular school construction project to a fund to construct a new senior center, the vote also serves as a change in purpose to the extent of the amount appropriated.

### E. Investment and Interest

The treasurer may deposit stabilization funds in (1) a trust company, co-operative bank, or savings bank, if the trust company or bank is organized or exists under either the laws of the Commonwealth of Massachusetts, or of any other state, or may transact business in the Commonwealth, and has its main office or a branch office in the Commonwealth; and (2) a national bank, federal savings bank or federal savings and loan association, if the bank or association may transact business and has its main office or a branch office in the Commonwealth. Any state-chartered or federally-chartered bank used to deposit stabilization funds must be insured by the Federal Deposit Insurance Corporation (or its successor).

The treasurer may also invest stabilization funds in (1) participation units under [G.L. c. 29, § 38A](#) (Massachusetts Municipal Depository Trust established by the State Treasurer); or (2) securities that are legal investments for savings banks under Massachusetts law. Savings banks may legally invest in securities included in the annual legal list of investments established by the Commissioner of Banks under [G.L. c. 167, §§ 15A-15K](#), and permitted by [G.L. c. 167F, § 3](#). All investments in securities that are legal investments for savings banks must still meet the investment standard in [G.L. c. 44, § 55B](#) governing a treasurer's investment of public funds generally, which means those investments must be prudent.

All interest earned on the deposit and investment of stabilization funds belongs to the funds. The treasurer may pool monies from all stabilization funds for investment purposes, but the accounting officer must account for them separately in the general ledger and allocate interest earned on the pooled monies proportionately to each stabilization fund.

## II. DEDICATION OF REVENUES TO STABILIZATION FUND

### A. Purpose

Cities, towns and districts that accept the fourth paragraph of [G.L. c. 40, § 5B](#) may dedicate, without further appropriation, all, or a percentage of not less than 25 percent, of

a particular fee, charge or other receipt to any stabilization fund established under [G.L. c. 40, § 5B](#).

**B. Acceptance Procedure**

Acceptance of the fourth paragraph of [G.L. c. 40, § 5B](#) is by majority vote of the legislative body of the city, town or district, subject to charter. [G.L. c. 4, § 4](#). (See attached sample acceptance vote.)

**C. Dedication of Revenue Stream to a Stabilization Fund**

1. Dedication Vote

After a city, town or district has accepted the fourth paragraph of [G.L. c. 40, § 5B](#), its legislative body may vote to dedicate a revenue source to a stabilization fund by a two-thirds vote. The vote must include the (1) specific revenue source being dedicated; (2) the percentage of that revenue source being dedicated, which must be at least 25 percent of the source; and (3) the fund into which the revenue source is being dedicated. A separate vote should be taken for each dedication. (See attached sample dedication vote.)

The vote must take place before July 1 of the fiscal year in which the dedication is to begin. A dedication may be terminated in the same manner, i.e., by a two-thirds vote of the legislative body, but cannot terminate unless it has been in effect for at least three fiscal years.

2. Dedicated Revenue Streams

Any fee, charge or other receipt may be dedicated to a stabilization fund, except:

a. Locally Assessed Taxes, Excises and Property Tax Surcharges

Real and personal property taxes, motor vehicle excises, boat excises, farm animal and machinery excises, classified forest, farm and recreational land and penalty taxes, community preservation surcharges and municipal water infrastructure surcharges cannot be dedicated to a stabilization fund.

b. Revenues Reserved by Law for Particular Purposes

Fees, charges or other receipts already reserved by law for expenditure for a particular purpose cannot be dedicated to a stabilization fund. This includes revenues dedicated by general laws or special acts and revenues dedicated because the city, town or district accepted a statute or otherwise acted under a statute to dedicate them.

For example, the legislative body could not dedicate those betterments and special assessment revenues reserved for debt service under [G.L. c. 44, § 53J](#), parking meter receipts reserved for certain parking related purposes if the city or town had accepted [G.L. c. 40, § 22A](#) or ambulance receipts if

the city or town was reserving them for appropriation under [G.L. c. 40, § 5F](#).

This exception means that the fees, charges or other receipts that may be dedicated are revenues that would belong to the general fund. [G.L. c. 44, § 53](#).

3. Dedicated Revenue Accounting

Upon receipt of dedicated revenue, the accounting officer must credit the voted percentage to the designated stabilization fund and the remaining percentage, if any, to the general fund. No appropriation or other action is required.

4. Balance Available for Appropriation

The stabilization fund balance available for appropriation includes only the amount of the dedicated revenue actually received and credited to the fund.

**D. Revocation of Acceptance**

Acceptance may be revoked, but the city, town or district must wait until at least three years after acceptance. [G.L. c. 4, § 4B](#). Revocation is also by vote of the legislative body of the city, town or district, subject to charter.

Revocation terminates all dedications at the end of the fiscal year in which the revocation takes effect. See II-E below.

**E. Effective Date of Acceptance or Revocation**

Acceptance or revocation of the fourth paragraph of [G.L. c. 40, § 5B](#) is effective for the fiscal year that begins the next July 1, unless a later fiscal year is designated in the acceptance or revocation vote.

**III. STABILIZATION FUND OVERRIDES**

**A. Presentation and Approval of Override Ballot Question**

Cities and towns may ask voters to approve a Proposition 2½ levy limit override ballot question for the purpose of funding any of the stabilization funds it establishes.

If approved, the additional levy capacity is earmarked for the same stabilization fund in the fiscal year the override is effective and subsequent years. [G.L. c. 59, § 21C\(g\)](#).

Therefore, the amount of any override for a stabilization fund must be clearly identified, preferably by presenting a separate override question for each stabilization fund being funded. For example:

Shall the city/town of \_\_\_\_\_ be allowed to assess an additional \$100,000 in real estate and personal property taxes for the purposes of funding the municipal capital stabilization fund for the fiscal year beginning July 1, \_\_\_\_?

Shall the city/town of \_\_\_\_\_ be allowed to assess an additional \$100,000 in real estate and personal property taxes for the purposes of funding the school capital stabilization fund for the fiscal year beginning July 1, \_\_\_\_?

If the amount is included in an override for multiple purposes, however, the exact amount allocated to the particular stabilization fund must be stated. For example:

Shall the city/town of \_\_\_\_\_ be allowed to assess an additional \$1,000,000 in real estate and personal property taxes for the purposes of funding the town and school operating budgets, the municipal capital stabilization fund (\$100,000) and the school capital stabilization fund (\$100,000) for the fiscal year beginning July 1, \_\_\_\_?

**B. Appropriation of Override in Future Years**

1. Annual Appropriation Procedure

In the fiscal year the override is effective, the appropriation of the funds generated by the override into the particular stabilization fund is made by the usual appropriation procedure for stabilization funds under [G.L. c. 40, § 5B](#), i.e., a majority vote of the legislative body.

Each year thereafter, however, the selectboard, town council or city council, with the mayor's approval if required by law, must decide whether to "appropriate" any of the additional capacity resulting from the override for the same stabilization fund purpose. A two-thirds vote is required to make any subsequent fiscal year "appropriation" into a stabilization fund. [G.L. c. 59, § 21C\(g\)](#),

2. Appropriation Amount

All or some of the additional levy capacity may be "appropriated." In the first year after the override is effective, the additional levy capacity that may be appropriated is 102.5 percent of the override amount. In subsequent years, it is 102.5 percent of the amount of additional levy capacity appropriated in the last year it was appropriated.

### Example

A \$100,000 override is approved for a school capital project stabilization fund for fiscal year 2023 and the legislative body appropriates the same amount from that year's tax levy for that purpose.

In FY2024, \$102,500 is available for "appropriation" by the selectmen, town council or city council, with the mayor's approval if required by law. That entire amount is "appropriated."

In FY2025, \$105,062 (1.025 x FY2024 appropriation of \$102,500) is available, but only \$80,000 is "appropriated."

The amount available in FY2026 now becomes \$82,000 (1.025 x FY2025 appropriation of \$80,000). However, no appropriation is made in FY2026.

The amount available in FY2027 is \$82,000 (1.025 x last appropriation made, i.e., FY2025 appropriation of \$80,000).

#### 3. Tax Rate

The assessors must raise the amount "appropriated" in the tax rate. This "appropriation" is reported on page two of the tax rate recapitulation under "Other Amounts to Be Raised" and documented by a certified copy of the "appropriation" vote, as explained in the annual tax rate recapitulation instructions issued by the Bureau of Accounts.

#### 4. Levy Limit Calculation

The municipality's levy limit for any year is increased by the amount of additional levy capacity that is appropriated for the stabilization fund purpose. The new limit must still be within overall levy ceiling of 2½ percent of the full and fair cash value of taxable property.

### C. Change in Override Purpose

#### 1. Presenting Ballot Question

The selectboard, town council or city council, with the mayor's approval if required by law, may ask the voters to approve a change in the purpose of the override. This change can result in the additional levy capacity being allocated to another stabilization fund or to any other municipal purpose. A two-thirds vote is required to place the ballot question before the voters.

#### 2. Question Form

The following question form should be used to ask voters to change the override purpose:

Shall the city/town of \_\_\_\_\_ be allowed to change the purpose of a Proposition 2½ override question approved at an election held on \_\_\_\_\_, \_\_\_\_ for the (capital stabilization fund) to the following new purpose(s): \_\_\_\_\_ for the fiscal year beginning July 1, \_\_\_\_?

3. Question Approval

The question is approved if a majority of those voting on the question vote “yes.”

4. Appropriation in Future Years

If the purpose of the override is changed to another stabilization fund, or other purpose, the additional levy capacity would have to be “appropriated” to the new purpose each year or the levy limit would not be increased. See Section III-B above.

## SAMPLES

(Samples should not be used without the advice of municipal or district counsel.)

### DEDICATION OF REVENUES TO A STABILIZATION FUND

#### ACCEPTANCE

##### Legislative Body Vote

**ARTICLE/ORDER.** To see if the city/town/district will vote to accept the fourth paragraph of [Massachusetts General Laws Chapter 40, Section 5B](#), which allows the dedication, without further appropriation, of all, or a percentage not less than 25 percent, of particular fees, charges or receipts to a stabilization fund established under Massachusetts General Laws Chapter 40, Section 5B, to be effective for the fiscal year beginning on July 1, \_\_\_\_\_, or take any other action relative thereto.

**MOTION.** Moved/ordered that the city/town/district accept the fourth paragraph of [Massachusetts General Laws Chapter 40, Section 5B](#), which provides for the dedication, without further appropriation, of all, or a percentage not less than 25 percent, of particular fees, charges or receipts to a stabilization fund established under Massachusetts General Laws Chapter 40, Section 5B, to be effective for the fiscal year beginning on July 1, \_\_\_\_\_.

#### REVOCATION

##### Legislative Body Vote

**ARTICLE/ORDER:** To see if the city/town/district will vote to revoke its acceptance of the fourth paragraph of [Massachusetts General Laws Chapter 40, Section 5B](#), which allows the dedication, without further appropriation, of all, or a percentage not less than 25 percent, of particular fees, charges or receipts to a stabilization fund established under Massachusetts General Laws Chapter 40, Section 5B, to be effective for the fiscal year beginning on July 1, \_\_\_\_\_, or take any other action relative thereto.

**MOTION:** Moved/ordered that the city/town/district revoke its acceptance of the fourth paragraph of [Massachusetts General Laws Chapter 40, Section 5B](#), which provides for the dedication, without further appropriation, of all, or a percentage not less than 25 percent, of particular fees, charges or receipts to a stabilization fund established under Massachusetts General Laws Chapter 40, Section 5B, to be effective for the fiscal year beginning on July 1, \_\_\_\_\_.

## REVENUE DEDICATION

### Legislative Body Vote

**ARTICLE/ORDER:** To see if the city/town/district will dedicate all or a percentage, which may not be less than 25 percent, of the \_\_\_\_\_ to the \_\_\_\_\_ Stabilization Fund established under [Massachusetts General Laws Chapter 40, Section 5B](#), effective for fiscal year \_\_\_\_\_ beginning on July 1, \_\_\_\_\_ or take any other action relative thereto.

**MOTION:** Moved/ordered that the city/town/district dedicate \_\_\_\_% of the \_\_\_\_\_ to the \_\_\_\_\_ Stabilization Fund established under [Massachusetts General Laws Chapter 40, Section 5B](#), effective for the fiscal year \_\_\_\_\_ beginning on July 1, \_\_\_\_\_.

### Example

**ARTICLE/ORDER:** To see if the city/town will dedicate all or a percentage, which may not be less than 25 percent, of the meals excise revenues collected under [Massachusetts General Laws Chapter 64L](#) to the Capital Purposes Stabilization Fund established under [Massachusetts General Laws Chapter 40, Section 5B](#), effective for fiscal year 2025 beginning on July 1, 2024, or take any other action relative thereto.

**MOTION:** Moved/ordered that the city/town dedicate 50% of the meals excise revenues collected under [Massachusetts General Laws Chapter 64L](#) to the Capital Purposes Stabilization Fund established under [Massachusetts General Laws Chapter 40, Section 5B](#), effective for fiscal year 2025 beginning on July 1, 2024.

For any municipality criticized for operating in perpetual crisis mode, allowing municipal assets to deteriorate, or being generally shortsighted, special purpose stabilization funds can provide an effective planning tool. Under [M.G.L. c. 40 § 5B](#), a city or town can create multiple stabilization funds and assign a different purpose to each. The community may also take advantage of a unique funding source available under [M.G.L. c. 59, § 21C\(g\)](#).

An example of a special purpose stabilization fund would be one created to supplement state reimbursements received under Chapter 90 to cover the costs of an ongoing street improvement program. A fund established solely to pay for building repair and maintenance would be another. A city or town might set up a fund to finance a vehicle replacement program. In this example, a community anticipating the need to purchase a \$400,000 fire truck in five years could reserve \$80,000 a year in such a fund and retain the interest earned.

A special purpose stabilization fund helps a community to:

- Think long term. Any program to replace vehicles, maintain buildings, or improve roads requires ongoing evaluation of the assets, management of a repair/replace schedule, and calculations of long-term projected costs.
- Save money. If a community purchases a \$400,000 fire truck by borrowing over 15 years instead of paying cash in full, interest payments could add about \$150,000 to the total cost, depending on rates. Even if this represents a nominal impact on the tax rate, the community can instead achieve a savings or expend the money elsewhere.
- Manage debt. A plan to accumulate cash over time and pay outright for a moderate-range capital expenditures helps preserve debt capacity for major, higher-dollar purchases or projects. An approach that balances debt with pay-as-you-go practices and protects against unforeseen costs is viewed in a positive light by credit rating agencies.
- Build resident confidence in government. Special purpose stabilization funds directly address resident concerns and provide assurance that money appropriated for a particular purpose will be used for that purpose and not be diverted.

The creation of a special purpose stabilization fund requires a two-thirds vote of a city or town council, town meeting, or district prudential (or similar) committee, and this vote must clearly define the purpose of the fund being established. As with a general stabilization fund, a city or town council, district committee, or town meeting may appropriate into a special stabilization fund by majority vote and may appropriate out of one by two-thirds vote.

There are three options for building up the balance in special purpose stabilization fund. One is as a traditional appropriation, presented either as a budget line item or in a separate article and sourced from within the levy or from other general fund revenues, such as a transfer of funds from another account. The second funding option is a unique type of Proposition 2½ override. Like a general override, additional tax revenue can be raised year after year without a communitywide ballot question beyond the year of inception. For this kind of override, however, the addition to the levy limit can be discontinued in a future year. Third, any fee, charge or other receipt may be dedicated to a stabilization fund, except locally assessed taxes, excises and property tax surcharges, or revenues reserved by law for a particular purpose, such as betterments that are dedicated to pay debt services.

In each succeeding year after a community has approved a stabilization fund override, the select board, city council or town council can continue the additional tax earmarked for the fund or may lower it, defer it, or resume a prior deferral solely through an annual two-thirds “appropriation” vote. The additional tax that can be appropriated for any year is limited to 102.5 percent of the amount when it was last appropriated.

For example, in FY2017, residents approve a \$100,000 override for a special purpose stabilization fund and town meeting appropriates that amount. In FY2018, \$102,500 (1.025 x \$100,000) is available for "appropriation" and that entire amount is "appropriated." For FY2019, \$105,062 is available (1.025 x \$102,500), but only \$80,000 is "appropriated." The amount available in FY2020 now becomes \$82,000 (1.025 x \$80,000), but the select board choose to make no appropriation. The amount available in FY2021 is \$82,000 (1.025 x last appropriation made, which was \$80,000 in FY2016).

Building up stabilization balances through an override unquestionably involves an increase to the tax levy but, as important, the creation of a special purpose stabilization fund provide a means for a municipality to respond to resident concerns about a lack of long-term planning. If considered thoughtfully and implemented prudently, these funds offer strategic mechanisms to help plan for future costs. Ultimately, they are most effective as a revenue source for anticipated expenditures, similar to a savings account. They work best when used to build moderate balances and pay midlevel expenditures the community will eventually need to make, like building maintenance, road repairs, and vehicle purchases.

For more information, please see the Information Guideline Release [2017-20 Stabilization Funds](#)

**Town of Concord  
Land Use Working Group  
Charge**

**Background**

Several relatively large parcels of land could become available to the town within the next five years including MCI Concord (51 acres), 2229 Main St (46 acres), Peabody School Site (20 acres) and various smaller parcels. These parcels, added to the 14 acres already owned by the Concord Housing Development Corp (Junction Village) could bring the total land available to the town to over 140 acres. The work of the Land Use Working Group is to identify current town needs and recommend best matches between needs and available parcels.

**Purpose**

The working group will make recommendations to the Select Board regarding the best use of parcels as they become available. This work will be done in Phases:

- Phase I will address urgent needs. Concord faces critical challenges delivering the services of its municipal departments due to limitations of existing facilities. Both the Public Safety building and the Public Works facility are in failure mode, and both require relocation. As identified in the 2020 Concord Municipal Facilities Assessment, renovations and/or expansion of these facilities is not an option. Consolidation of administrative offices is also a consideration since co-location of admin functions could yield significant efficiencies and cost savings.
- Phase II will address other potential uses including commercial development, housing, and recreation/open space.

**Responsibilities of the Working Group**

The working group will weigh these needs and wants against the available land taking into consideration program requirements, zoning regulations, community priorities, project timelines, and financial feasibility to recommend a course of action. Specific responsibilities include:

- **Research Written Reports.** These include:
  - The 2021 Final Report of the Nuclear Metals/Starmet Property Re-use Planning Committee
  - The 2020 Concord Municipal Facilities Assessment
  - The 2024 Final Report of the 2229 Main Street Advisory Task Force
  - The MCI-Concord enabling legislation: The Massachusetts House Passed General Appropriation Bill H4601, Section 76
  - Envision Concord Bridge to 2030
  - The Housing Production Plan 2022
  - The Recreation Strategic Plan
- **Assess Program Needs.** Review the operational and spatial requirements of the Public Safety, Public Works and other relevant municipal facilities.
- **Evaluate Properties.** Analyze current and prospective parcels for suitability based on location, size, cost, environmental considerations, accessibility, zoning, alignment with stated town goals, other infrastructure requirements and any domino effects of freeing up current facility locations.

- **Understand Timing.** Develop an understand of when sites will become available and the timing/urgency of possible uses/needs.
- **Integrate Efforts.** Communicate with the MCI Advisory Board and EPA/DOJ to link the work of this working group to milestones and decision points at the MCI and 2229 Main St sites.
- **Engage the Community.** Solicit public input through forums, surveys and other methods to understand and incorporate community responses.
- **Report Findings.** Provide frequent updates to the Select Board. It is expected that updates will be timed to coincide with key milestones reached by the MCI Advisory Board as well as information to EPA regarding probably uses envisioned for 2229 Main St and how that might be accomplished during the remedial stage of work.
- **Develop Recommendations.** Propose a prioritized plan for municipal facility relocation including timelines, financial considerations, zoning requirements, etc.
- **Written Report.** At the completion of the work, deliver a final, written report to the Select Board outlining the working groups analysis and recommendations.

### **Duration**

The working group will be appointed for a term of 12 months beginning on the date of its first meeting. Extensions may be granted by the Select Board if additional time is required to complete this charge. The working group will provide quarterly updates to the Select Board on the progress of its work.

### **Membership**

1. One member of the Select Board or their designee
2. One member of the School Committee or their designee
3. One member of the Public Works Committee or their designee
4. One member of the MCI Advisory Board or their designee
5. One ex-officio member of the 2229 Main St. Task Force or their designee
6. One member of the Concord Municipal Affordable Housing Trust or their designee
7. One member of the Economic Vitality Committee or their designee
8. One member of the Planning Board or their designee
9. One member of the Recreation Committee or their designee
10. One member at-large appointed by the Select Board

Additionally, the Finance Committee will appoint an observer.

These citizens will be supported by active involvement of senior town managers. It is expected that senior staff will clearly and consistently communicate their priorities to this working group before and throughout the duration of the work.

### **Other Considerations**

The working group will conduct its business in full conformance with the Open Meeting Law, Public Records Law, Conflict of Interest Law and other state and local rules encouraging openness and transparency in governance. Each meeting will allow adequate time for public comment.

The Deputy Town Manager will consult with the Town Manager to discuss staff assistance or other financial support.

# 2025 - 2026 Select Board Goals

## I. Development and Land Use:

### A. MCI redevelopment:

1. Conceptual planning completed
2. Zoning Design in progress with Town meeting scheduled
3. DCAMM RFP requirements submitted and negotiated
4. WWTF – Decision to acquire; Capital Plan is done, transfer agreement with the state is in place

### B. Cell Service:

1. Complete an analysis of technical options (small cells, DAS, etc.)
2. West Concord improvement option is under way
3. A third option for Concord Center is under development
4. Update the Wireless Overlay District ByLaw for 2026 Town Meeting

### C. Wastewater Treatment System Capacity:

1. Conduct and complete discussions with EPA and MADEP
2. Permit increase applications for both facilities are prepared and submitted.
3. Design and capital requirements for interconnecting with MCI system are developed

### D. Transportation:

1. Rotary re-design town priorities identified and communicated to MassDOT
2. Complete **Comprehensive Transportation and Mobility Study (TAC)**
  - a) Evaluate potential high priority actions
3. Review and Develop proposals to improve Sidewalk, Safety and Traffic Calming programs

- E. Town Facilities:
  - 1. Building consolidation priorities and roadmap
  - 2. Public Safety and Public Works Facilities Concepts Proposed and introduced into the Long-Range capital plan
- F. 2229 Main St. Acquisition negotiations
  - 1. Initiate and make substantial progress on negotiations
    - a) EPA and US Gov Lien status
  - 2. Develop Site Preparation Priorities and provide them to DeMaximus
- G. Commercial Development
  - 1. Develop plan for increasing commercial tax revenues through increases in percentage of taxable entities relative to residential (???)

# 2025 - 2026 Select Board Goals

## II. Financial Management:

### A. Reserve Policy:

1. Designed in conjunction with the FinCom and CFO
2. Town Meeting articles are proposed as needed to implement the revised policy

### B. Audits and Free Cash certification

C. Complete FY 2024 AND FY 2025 Town audits by June 2026.

D. Conduct review of free cash and town revenues estimates in October 2025 and March 2026

### E. Revenue goals

#### 1. Local Receipts

- a) *Support Business Community to enhance local receipts*
- b) *Forecast schedule published, Prior year estimates assessed and reconciled to forecast*
- c) *Review and modify license and permit fees to cover cost of service*

#### 2. Continue PILOT Program

- a) *Establish new agreements with ten percent of identified organizations*
- b) *Refine outreach process*

### F. Affordability and Budgeting

1. Utilize benchmarks to establish town budget efficiency opportunities
2. Examine impact of Affordable housing/new developments on town budgets and tax impacts across different taxpayer groups
3. Understand debt level and tax impact under different capital investment scenarios
4. Receive a report from the RTE/Tax committee and consider the

implications

### III. Effective and Transparent Governance

- A. Organizational Capacity:
  - 1. Fully Staff town departments, turnover metrics and hiring dashboard
- B. Committee Processes:
  - 1. Fully Staffing committee, or reorganize as needed
  - 2. Committee training- Open Meeting Law, ethics, records management
  - 3. APP 10 update- Complete policy update, develop improvements in transparency of tracking and recruitment of committee members
  - 4. Topical Forums and Long range plan coordination needed
- C. Conduct a 250th Celebration “Lessons Learned” session
  - 1. Best Practices that can be adopted by the Town
- D. Initiate quarterly coordination discussions with School Committee
- E. Evaluate Adequacy of Select Board Communications

### IV. Sustainability and Ecology

- A. Warner’s Pond Management plan – Defined and funded for FY27
- B. Middle School Solar Construction
- C. Substation bi-directional power flow – CMLP to Grid
- D. Time of use electrical billing
- E. Climate Action
  - 1. Complete the 2020 Climate Action Plan update
  - 2. Evaluate new organizational effectiveness

## V. Civility, Tolerance and Inclusion

- A. Review and improve reporting and communications around incidents of hate speech or bias
- B. Unified approach developed with School Committee
- C. Promote community dialog supporting tolerance and inclusion

# 2024 – 2025 Select Board Goals

Update as of March 17, 2025

## I. Effective and Transparent Governance

- Align Boards, Committees, and Senior Management Team of the Town whenever possible.
  - Establish goals that align and integrate between Select Board, Town Boards, Committees, Staff, and town departments.
- Excellent alignment between Select Board goals and town staff and town departments via the new Performance/Merit Pay program.
  - Alignment between Select Board and other town boards and committees is accomplished via the liaison role and chairs' breakfasts.
  - Conduct periodic joint Finance Committee and Select Board and joint School Committee and Select Board meetings.
    - Done. Three meetings with School Committees and the Finance Committee to prioritize capital spending.
      - Aug 19, 2024
      - Nov 18, 2024
      - Dec 16, 2024
  - Recommit to an annual capital planning process between the Select Board, School Committee, and Finance Committee that includes Tier II and Tier III.
    - Done. Staff working collaboratively to bring 5-year Tier I, II and III budgets to the joint meetings.
  - NOTE: Other areas of transparency: Prompt posting of minutes and agendas and, public comment allowed at all meetings.
- Improve Committee Processes
  - Periodic topical forums, such as housing, sustainability, planning, arts & culture.
    - Housing roundtable held quarterly, sustainability roundtable held quarterly.
    - Monthly Chair's Breakfast held as hybrid to enable remote participation. Notes from meeting are publicly available.
  - Committee training, such as procurement, ethics, sexual harassment, etc.
    - Training on ethics, first amendment and OML completed.
- Improve Select Board Processes
  - Ensure good process and governance; utilize data to make decisions; consider different viewpoints; delay decisions whenever possible to enable community input.
    - Hearing held on RTE.
    - Review and Amend Alcohol Rules & Regulations

- Review and update Correspondence Policy.
- Review and update APP#10 in process.
- Revise the Town flag policy.
  - Done

## II. Land Use Opportunities

- Engage the community, legislative delegation, and state agencies in a robust planning process that ensures that Concord's interests are expressed and prioritized during the disposition of the MCI Concord property. Measurable outcomes:
  - The MCI-AB has established a cooperative working relationship with DCAMM toward reuse of the MCI parcel
  - MCI-AB has engaged Agency, Inc. to help with visioning, planning and community outreach.
  - Town counsel, the town manager and Select Board chair are actively involved in conversations with DCAMM regarding due diligence efforts necessary for the town's potential acquisition of the wastewater treatment plant.
- Utilize the expertise of the 2229 Main Street Advisory Task Force and input from the community to determine the next steps for the 46-acre parcel at 2229 Main Street.
  - Based on a unanimous vote of the SB, the town is in active conversations with EPA and DOJ regarding financial and legal considerations.
- Work with State Representatives and MassDOT to advance design and implementation of Route 2 rotary improvements.
  - Met with MADOT cohort to articulate Concord's interest in improvements to the rotary as well as connectivity along the corridor to the east of the rotary. Going forward, quarterly meetings are planned.
- Work with the Senior Management Team to develop a land-use matrix and action plan to determine the best matches between municipal needs and potential land available.
  - In process

## III. Town Infrastructure and Planning

- Review Zoning Bylaw Parking Requirements to make sure that they are consistent with industry standards and address local business concerns; propose recommended zoning amendments for 2025 Town Meeting
  - i. EVC is proposing an article at town meeting to propose a by-law that will allow a change in use without triggering add'l parking.
  - ii. Other parking changes are considered too complex to address this year.
- Warner's Pond Road Map
  - ?????
- Review and update West Concord Master Plan by June 2025 to reflect new and evolving residential, business, and industrial changes and opportunities including MCI Concord

- The West Concord Advisory Committee (WCAC) has completed a review of the 78 projects identified for implementation in the 2010 Master Plan. The committee has assigned a level of completeness, current priority status, available funding and indicator for relevance to the MCI project. Following a review in early January, the updated project matrix will be forwarded to the MCI Concord Advisory Board for review and consideration
- Take action to improve Town infrastructure:
  - Cell phone service.
    - Contract awarded to Wireless Edge for landfill site. Will issue an RFP for Keyes Rd campus. Changes to the Wireless Overlay district is the next necessary step.
  - Road maintenance, funding and improvements (intersections, trails, curb bump outs, etc.).
    - The Select Board will discuss this year's warrant article to fund \$27.5m over five years for road maintenance as well as bicycle and pedestrian safety.
- Ensure progress on major projects.
  - Sustainability plans for electric, water, sewer
    - CMLP and DPW have Select Board support for their plans.
  - Town capital projects
    - Will use the Land Use Matrix as a mechanism to understand the timing and siting of DPW and Public Safety facilities.
- Conduct review of Climate Action Plan, document GHG reductions and progress against original blueprint recommendations and establish revised recommendations for 2025-2030 to achieve targeted GHG reductions for 2030 (Article 31 in 2024 Town Meeting strives for a 50% reduction in GHG emissions)

#### **IV. Financial Planning and Stability**

- Increase Revenue Generation
  - Pursue PILOT Agreements (circle back)
    - Policy written and approved. We will begin conversations after the 250<sup>th</sup> celebrations.
  - Evaluate Town-owned properties for possible reuse or disposition.
    - Land-Use matrix
  - Support Concord business community to enhance local receipts.
    - Efforts focused mainly on tourism and arts & culture.
  - Support tourism and programs sponsored by arts and culture groups in town.
    - Benches, decals, poetry phone booth, painted signal boxes.
  - Update Revolving and Enterprise fees to reflect value of service.
    - ????????
- Endorse and update Financial Stability Goals
  - Clarify 5-year priorities and expected financial impact.
  - Work to cut costs and tighten the Town's budget in FY2026.

- FY26 proposed town operating budget comes in at 2.85% while expected inflation is projected to be 3.2%. The budget is \$600k lower than a level service budget with savings from reduced expenses as well as reduction in headcount.

**V. Diversity, Equity, and Inclusion**

- Create a welcoming, diverse, and inclusive community.
  - Protect and enhance the diversity of housing stock via continued focus on affordable housing.
    - Active participation in CMAHT
    - Advocate for funding lower cost/unit housing
    - \$500K ARPA earmarked for 91B Main St parcel
  - Review impact and implications of the Residential Tax Exemption.
    - Tax Relief task force appointed and held their first meeting on March 6.
  - Expand underrepresented voices in Town program and committees.
    - Ideas?

## 2024 – 2025 Select Board Goals

### I. **Effective and Transparent Governance**

- Align Boards, Committees, and Senior Management Team of the Town whenever possible.
  - Establish goals that align and integrate between Select Board, Town Boards, Committees, Staff, and town departments.
  - Conduct periodic joint Finance Committee and Select Board and joint School Committee and Select Board meetings.
  - Recommit to an annual capital planning process between the Select Board, School Committee, and Finance Committee that includes Tier II and Tier III.
- Improve Committee Processes
  - Periodic topical forums, such as housing, sustainability, planning, arts & culture.
  - Committee training, such as procurement, ethics, sexual harassment, etc.
- Improve Select Board Processes
  - Ensure good process and governance; utilize data to make decisions; consider different viewpoints; delay decisions for one meeting whenever possible to enable community input.
  - Revise the Town flag policy.

### II. **Land Use Opportunities**

- Engage the community, legislative delegation, and state agencies in a robust planning process that ensures that Concord's interests are expressed and prioritized during the disposition of the MCI Concord property. Measurable outcomes:
  - Agreement(s) between the Town and the state that outlines the disposition process for most of the land area.
  - The outline visioning and planning with broad community input.
- Utilize the expertise of the 2229 Main Street Advisory Task Force and input from the community to determine the next steps for the 46-acre parcel at 2229 Main Street.
- Work with State Representatives and MassDOT to advance design and implementation of Route 2 rotary improvements.
- Work with the Senior Management Team to develop a land-use matrix and action plan to determine the best matches between municipal needs and potential land available.

### III. **Town Infrastructure and Planning**

- Review Zoning Bylaw Parking Requirements to make sure that they are consistent with industry standards and address local business concerns; propose recommended zoning amendments for 2025 Town Meeting
- Warner's Pond Road Map

- Review and update West Concord Master Plan by June 2025 to reflect new and evolving residential, business, and industrial changes and opportunities including MCI Concord
- Take action to improve Town infrastructure:
  - Cell phone service.
  - Road maintenance, funding and improvements (intersections, trails, curb bump outs, etc.).
- Ensure progress on major projects.
  - Sustainability plans for electric, water, sewer
  - Town capital projects
- Conduct review of Climate Action Plan, document GHG reductions and progress against original blueprint recommendations and establish revised recommendations for 2025-2030 to achieve targeted GHG reductions for 2030 (Article 31 in 2024 Town Meeting strives for a 50% reduction in GHG emissions)

#### **IV. Financial Planning and Stability**

- Increase Revenue Generation
  - Pursue PILOT Agreements (circleback)
  - Evaluate Town-owned properties for possible reuse or disposition.
  - Support Concord business community to enhance local receipts.
  - Support tourism and programs sponsored by arts and culture groups in town.
  - Update Revolving and Enterprise fees to reflect value of service.
- Endorse and update Financial Stability Goals
  - Clarify 5-year priorities and expected financial impact.
  - Work to cut costs and tighten the Town's budget in FY2026.

#### **V. Diversity, Equity, and Inclusion**

- Create a welcoming, diverse, and inclusive community.
  - Protect and enhance the diversity of housing stock via continued focus on affordable housing.
  - Review impact and implications of the Residential Tax Exemption.
  - Expand underrepresented voices in Town program and committees.

**Fiscal Year 2026 Select Board Liaison Assignments**

**Paul Boehm**

2229 Main Street Oversight Committee  
Cemetery Committee  
Diversity Equity and Inclusion  
Commission  
Massport Community Advisory  
Committee  
PEG Access Advisory Committee  
Public Ceremonies and Celebrations  
Committee  
Public Works Commission  
Transportation Advisory Committee  
West Concord Advisory Committee

**Mary Hartman**

Agricultural Committee  
Board of Registrars  
Community Preservation Committee  
Concord Cultural Council  
Concord Municipal Affordable Housing  
Trust (m)  
Economic Vitality Committee  
Land Use Working Group(m)  
Recreation Commission  
West Concord Cultural District  
Committee

**Mark Howell**

Board of Health  
Commission on Disability  
MBTA Representative (m)  
MCI Concord Advisory Board (m)  
Middle School Building Committee (m)  
Natural Resources Commission  
Personnel Board  
Pollinator Health Advisory Committee

**Cameron McKennitt**

Board of Assessors  
Concord Housing Authority  
Concord Housing Development Corp  
Concord250 Committee  
Historical Commission  
Historic Districts Commission  
Municipal Light Board  
Library Committee  
Retirement Board  
School Committee  
Trails Committee

**Wendy Rovelli**

Climate Action Committee  
Council on Aging  
Financial Audit Advisory Committee(m)  
Finance Committee  
Hanscom Area Town Select Boards(m)  
Hanscom Field Advisory Commission

Hugh Cargill Trust Committee  
Planning Board  
Tax Relief Evaluation Task Force  
Trustees of Town Donations  
Zoning Board of Appeals

**Non-Select Board Member**

**Assignments:**

**Keith Bergman:**

Metropolitan Area Planning Council

**Terri Ackerman:**

Hanscom Field Advisory Commission

**Ira Goldman:**

Massport Community Advisory  
Committee

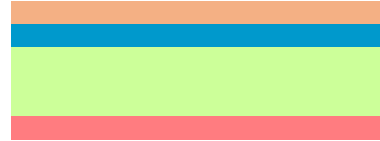
**Michael Lawson:**

Massachusetts 250<sup>th</sup> American  
Revolution Anniversary Commission

(m) Indicates voting membership

Key:  
Needs Liaison - was T. Ackerman  
Town Manager Appointing Authority

Town Manager with Select Board Approval  
Appointing Authority  
Established by State Statute



	Committee Name	Chair	Email	Select Board Liaison	Appointing Authority Notes
1	2229 Main Street Advisory Committee	Ray Bruttomesso	<a href="mailto:rbruttomesso@earthlink.net">rbruttomesso@earthlink.net</a>		
2	Agricultural Committee	Liza Bemis	<a href="mailto:liza@hutchinsfarm.com">liza@hutchinsfarm.com</a>	Mary Hartman	
3		Dan Schmid	<a href="mailto:dan.schmid@walden.org">dan.schmid@walden.org</a>		
4	Battle Road Scenic Byway Committee	Mike Lawson	<a href="mailto:mlawson@bu.edu">mlawson@bu.edu</a>	N/A	
5	Board of Appeals (Zoning)	Theo Kindermans	<a href="mailto:tkindermans@yahoo.com">tkindermans@yahoo.com</a>	Wendy Rovelli	
6	Board of Assessors	Mera Tilley	<a href="mailto:mera.tilley@gmail.com">mera.tilley@gmail.com</a>	Wendy Rovelli	TM w/ SB Approval
7	Board of Health	Jim Whalen	<a href="mailto:whalen55@aol.com">whalen55@aol.com</a>		TM Appointment
8	Board of Registrars	PENDING - Membership Changing		Mary Hartman	
9	Carlisle School Committee	Sharon Witt	<a href="mailto:switt@carlisle.k12.ma.us">switt@carlisle.k12.ma.us</a>	N/A	
10	Cemetery Committee	Geoff Walton	<a href="mailto:GeoffreyWalton@yahoo.com">GeoffreyWalton@yahoo.com</a>		TM Appointment
11	Climate Action Committee	Brad Dye	<a href="mailto:brad.j.dye@gmail.com">brad.j.dye@gmail.com</a>	Mark Howell	TM w/ SB Approval
12	Commission on Disability	Jean Goldsberry	<a href="mailto:jgoldsberry@minutemanarc.org">jgoldsberry@minutemanarc.org</a>	Mark Howell	TM w/ SB Approval
13	Community Preservation Committee	Eve Isenberg	<a href="mailto:eveisenberg@yahoo.com">eveisenberg@yahoo.com</a>	Mary Hartman	
14	Concord 2025 Executive Committee	Gary Clayton	<a href="mailto:garyclayton@comcast.net">garyclayton@comcast.net</a>		
15	Concord Cultural Council	Arthur (Tooey) Rogers	<a href="mailto:tooevr@gmail.com">tooevr@gmail.com</a>	Mary Hartman	
16	Concord Housing Authority	Stephan Bader	<a href="mailto:concordcitizen@aol.com">concordcitizen@aol.com</a>	Mary Hartman	
17	Concord Housing Development Corp.	Lee Smith	<a href="mailto:leesmith125@gmail.com">leesmith125@gmail.com</a>	Mary Hartman	
18	Concord Middle School Bldg Comm.	Pat Nelson	<a href="mailto:pcknelson@gmail.com">pcknelson@gmail.com</a>	Mark Howell	
19		Dawn Guarriello	<a href="mailto:dawnguarriello@yahoo.com">dawnguarriello@yahoo.com</a>		
20	Concord Mun. Affordable Housing Trust	Keith Bergman	<a href="mailto:keith@bergman.com">keith@bergman.com</a>	Mary Hartman	
21	Conservation Restriction Stewardship	Mary Ann Lippert	<a href="mailto:malippert@comcast.net">malippert@comcast.net</a>	N/A (subcommittee of NRC)	
22	Council on Aging	Christina Kendrick	<a href="mailto:ace4kendrick@gmail.com">ace4kendrick@gmail.com</a>	Wendy Rovelli	TM Appointment
23	DEI Commission	Nancy Brown	<a href="mailto:nancygutfeldbrown@gmail.com">nancygutfeldbrown@gmail.com</a>	Mark Howell	
24		Rose Cratsley	<a href="mailto:rose.cratsley@gmail.com">rose.cratsley@gmail.com</a>		
25	Economic Vitality Committee	Mike Lawson	<a href="mailto:mlawson@bu.edu">mlawson@bu.edu</a>	Mary Hartman	
26	Finance Committee	Lois Wasoff	<a href="mailto:lwasoff.fincom@icloud.com">lwasoff.fincom@icloud.com</a>	Mary Hartman	
27	Financial Audit Advisory Committee	Wendy Rovelli	<a href="mailto:wrovelli@concordma.gov">wrovelli@concordma.gov</a>	Wendy Rovelli	
28	Heywood Meadow Stewardship	Susan Clark	<a href="mailto:sbc@mercury.lcs.mit.edu">sbc@mercury.lcs.mit.edu</a>	N/A (subcommittee of NRC)	
29		Joanne Gibson	<a href="mailto:joanne.gibson@comcast.net">joanne.gibson@comcast.net</a>		
30	Historic Districts Commission	Kate Chartner	<a href="mailto:kate@chartener.com">kate@chartener.com</a>	Cameron McKennitt	
31	Historical Commission	Douglas Ellis	<a href="mailto:doug3llis@gmail.com">doug3llis@gmail.com</a>	Cameron McKennitt	TM w/ SB Approval
32	Hugh Cargill Trust Committee	Jill Block	<a href="mailto:jillblock16@gmail.com">jillblock16@gmail.com</a>	Wendy Rovelli	
33	Land Use Working Group	PENDING		Mary Hartman, Select Board Rep	
34	Library Committee	Laura Klein	<a href="mailto:laurajanklein@yahoo.com">laurajanklein@yahoo.com</a>	Cameron McKennitt	
35	MCI Concord Advisory Board	Patrick McCurdy	<a href="mailto:ptmccurdy@icloud.com">ptmccurdy@icloud.com</a>	Mark Howell, Select Board Rep	
36		Dan Gainsboro	<a href="mailto:gainsboromciconcord@gmail.com">gainsboromciconcord@gmail.com</a>		
37	Municipal Light Board	Warren Leon	<a href="mailto:wleon@cleanegroup.org">wleon@cleanegroup.org</a>	Cameron McKennitt	TM Appointment
38	Natural Resources Commission	Sarah Grimwood	<a href="mailto:sarahgrimwood16@gmail.com">sarahgrimwood16@gmail.com</a>	Mark Howell	TM w/ SB Approval
39	PEG Access Advisory Committee	Vince Carlson	<a href="mailto:vcarlson@bonworks.com">vcarlson@bonworks.com</a>		
40	Personnel Board	Bill Mrachek	<a href="mailto:wimma1@icloud.com">wimma1@icloud.com</a>	Mark Howell	
41	Planning Board	Roberto Almeida	<a href="mailto:rob.almeida7@gmail.com">rob.almeida7@gmail.com</a>	Mary Hartman	
42	Pollinator Health Advisory Committee	Mark Hanson	<a href="mailto:mhansson@dovenote.com">mhansson@dovenote.com</a>	Mark Howell	
43	Public Ceremonies & Celebrations	Holly Legault	<a href="mailto:hmllegault@yahoo.com">hmllegault@yahoo.com</a>		
44	Public Works Commission	Andrea Solomon	<a href="mailto:andreasolomon@yahoo.com">andreasolomon@yahoo.com</a>		TM Appointment
45	Regional School Committee	Tracey Marano	<a href="mailto:tmarano@concordps.org">tmarano@concordps.org</a>	Wendy Rovelli	
46	Recreation Commission	Philip Griffiths	<a href="mailto:pgref17@gmail.com">pgref17@gmail.com</a>	Cameron McKennitt	TM Appointment
47	Retirement Board	Peter Fulton	NO EMAIL ON FILE	Cameron McKennitt	State Statute
48	School Committee	Andrew Herchek	<a href="mailto:aherchek@concordps.org">aherchek@concordps.org</a>	Wendy Rovelli	
49	SuAsCo River Stewardship Committee	Carlene Hempel	<a href="mailto:carlenehempel@hotmail.com">carlenehempel@hotmail.com</a>	N/A	

50	Tax Relief Task Force	Lynn Sallinger	<a href="mailto:blsallinger@gmail.com">blsallinger@gmail.com</a>	Wendy Rovelli	
51		Ellen Quackenbush	<a href="mailto:equackenbush206@gmail.com">equackenbush206@gmail.com</a>		
52	Trails Committee	Bob White	<a href="mailto:rlincwhite@yahoo.com">rlincwhite@yahoo.com</a>	Mary Hartman	
53	Transportation Advisory Committee	Mark Gailus	<a href="mailto:mark_gailus@yahoo.com">mark_gailus@yahoo.com</a>		TM w/ SB Approval
54	Trustees of Town Donations	Gavin Morrissey	<a href="mailto:gavin@fsawm.com">gavin@fsawm.com</a>	Wendy Rovelli	
55	West Concord Advisory Committee	Susan Mlodozeniec	<a href="mailto:susan.mlodozeniec@gmail.com">susan.mlodozeniec@gmail.com</a>	Wendy Rovelli	
56	West Concord Junction Cultural Dist.	Sue LaChance	<a href="mailto:suelachance02@gmail.com">suelachance02@gmail.com</a>	Mary Hartman	
57	Town Moderator	Carmin Reiss	<a href="mailto:moderator@concordma.gov">moderator@concordma.gov</a>	N/A	N/A

As of June 25, 2025

## **Mary Hartman Liaison Report for July 14, 2025 Select Board meeting**

### Robbins House (7/4)

Participated in a collective reading of Frederick Douglas speech “What to the slave is the fourth of July?” at the Robbins House museum.

### Land Use Working Group (7/8)

Facilitated the kick-off meeting for this working group. Reviewed the charge, scope and deliverables. Megan briefly reviewed existing reports, presented a list of available municipal land and suggested a schedule for both guided and self-guided site visits. The group agreed on a bi-weekly meeting cadence with the next meeting scheduled for Tuesday, July 15 when they will have full membership, elect officers and hear from Russ Karlstad, Facilities Director, to review and update the 2020 Concord Municipal Facilities Assessment and Masterplan.

### Recreation Commission (7/9)

The O’Donnell family presented a plan to gift to the town the construction of an addition to the Beede Center to house a dryland training room in honor of their daughter, Maisey. Maisey was a two-time state diving champion who often expressed a wish to have such equipment for herself and her teammates. The initial concept was favorably rec’d. Next steps are to discuss with the School District and then come to the Select Board to gain our support before proceeding beyond this conceptual phase.

### Concord Municipal Affordable Housing Trust (7/10)

The members voted unanimously to meet with the state to ensure a purchase of 91B Main St. could occur before the expiration of the ARPA funds. This property would support the building of 9 bedrooms (4 units) of workforce housing at a cost/unit between \$200- \$300k.

## Liaison Report for Wendy Rovelli (7/14/25)

### Hanscom Navel Hanger Project: Information Session (6/25)

- North Airfield Ventures, LLC and Runway Realty Ventures LLC submitted a Notice of Project Change (NPC) related to the L.G. Hanscom Field North Airfield Development, which intends to split the project into two distinct projects, the North Airfield Project and the Navy Hangar Project. The project is also seeking a Phase One Waiver request in connection with state environmental review (since the Navy Hangar Project is currently within the area being evaluated in the review that is the subject of the DEIR Certificate). The Navy Hangar Project requires a state agency action, but it does not meet or exceed any MEPA Review Thresholds
- North Airfield Project intends to restore the Existing Navy Hangar (15.6 acres). The project aims to reuse approximately 36,400 SF of existing hangar space, allocate approximately 58,000 square feet (SF) of building space for office, research, and other similar uses, create 140 parking spaces (35 EV charging 25%), reconfigure the access drive to Hartwell Road, reduce existing impervious surface by 1.35 acres, and reconfigure and reconstruct the ramp for aircraft access to the existing taxiway.
- The NPC notes that usage will be limited to R&D, time sensitive medical services delivery, specialty delivery services of pharmaceutical and other products, and other aviation and non-aviation related uses that do not involve the movement of passengers. Merlin labs is expected to occupy 70-80% of the space.
- Merlin labs expects to have 1-2 flights/day. Total tenant usage is expected to average 5.69 flights/day.
- Next steps:
  - Comments on the proposed project are due by July 25th
  - Draft Record of Decision (DROD) for public review and comment issued to Aug 8th, public comments will close on Aug 22nd.
  - MEPA will issue the final record of decision on the waiver Aug 29th

### Hugh Cargill Trust (7/8)

- For FY2026, 60 families will receive funding from the Tax Relief Fund. Quarterly payments are estimated to total \$102K for FY2026

### Planning Board (7/8)

- The Board approved a Site Plan for 290 Baker Ave to allow for parking lot modifications to provide ADA compliant spaces and reduce impervious areas. No change in parking spaces.
- The Board discussed possible 2025-2026 goals, which will be re-reviewed following confirmation of published Select Board goals. Top priorities included: modification to MBTA Communities Overlay district (to address EOHLA compliance concerns), ADU Bylaw revisions (regulatory changes), Rewrite/revisions to Personal Wireless Communications Overlay District, Mixed Use Bylaw (Combined Business/Residence) and MCI-Concord zoning. Six additional items were discussed

### Recreation Rideout Subcommittee (7/9)

- The committee reviewed open questions on concept designs for tennis/pickleball configuration options at Rideout. A public information session to review three options will be scheduled in October. Funding for the resurfacing was confirmed to be available and reconstruction would be planned for the spring on 2026.
- A review of the Recreation fund capital improvement plan funding confirmed that other improvements at Emerson field, are appropriately planned for.

#### Tax Relief Evaluation Task Force (7/10)

- The Task Force is conducting qualitative interviews with citizens to understand awareness and concerns about the RTE, in an effort to refine a survey to Concord citizens in the fall. Approximately 30 interviews will be conducted across homeowners of various ages and home values.
- The committee has been challenged by the inability to collect data on income by residential address, but there are some options to collect data in aggregate, based on income ranges and/or home value ranges. A request to the Regional Housing Services Office is being pursued to assess Housing Stress by Income and Home value, based on data aggregated across surrounding towns.