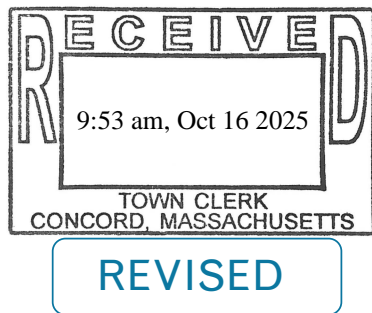


# Agenda

[Link to Agenda Center](#)

# Opening of Public Hearing

*Favorable action is requested:* Motion to open the Public Hearing – Fiscal Year 2026 Tax Classification



**NOTICE OF PUBLIC HEARING  
TOWN OF CONCORD  
SELECT BOARD  
Monday, November 17, 2025  
6:00 P.M.**

The Select Board will hold a public hearing at the Town House, in the ~~Select Board Meeting~~ **Public Hearing** Room, 22 Monument Square and on Zoom to determine the allocation of the **FY 2026** tax levy among the four classes of real property and of personal property. The tax policy decisions include a split tax rate, an open space discount, a residential exemption, and the small commercial exemption. The Board of Assessors presentation will be available on the town's website [www.concordma.gov](http://www.concordma.gov). Public comment may be submitted prior to the hearing in writing to the Select Board and/or orally at the hearing. Sometime following the Classification Hearing the Select Board will vote on these tax policies for **FY 2026**.

**Join Zoom Meeting**

<https://us02web.zoom.us/j/87098451325?pwd=kraA7bXqZJn0uc2UArWKRqyF6PNk77.1>

Meeting ID: 870 9845 1325

Passcode: 130118

One tap mobile

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# Select Board Spring Meeting Schedule

## Select Board Meeting Calendar: January – June 2026

Meeting Date	Agenda Topics
Monday, January 12, 2026	
Monday, January 26, 2026	
Monday, February 2, 2026	<ul style="list-style-type: none"> <li>• Select Board to vote order of the Annual Town Meeting Warrant</li> </ul>
Monday, February 23, 2026	
Monday, March 2, 2026	<ul style="list-style-type: none"> <li>• Select Board Annual Town Meeting Public Hearing at 7:00 PM</li> <li>• Select Board to vote recommendations on Annual Town Meeting Warrant Articles</li> </ul>
Monday, March 16, 2026	<ul style="list-style-type: none"> <li>• Select Board to vote recommendations on Annual Town Meeting Warrant Articles</li> </ul>
Monday, March 23, 2026	<ul style="list-style-type: none"> <li>• <b>Deadline</b> for Select Board to vote recommendations on Annual Town Meeting Warrant Articles</li> <li>• Select Board to provide input to the Town Moderator on the Consent Calendar for Annual Town Meeting</li> </ul>
Monday, April 6, 2026	
Monday, April 13, 2026	
Monday, April 27, 2026 – Annual Town Meeting Night 1	<ul style="list-style-type: none"> <li>• Tentative: Pre-ATM Select Board Meeting (5:30)</li> </ul>
Tuesday, April 28, 2026 – Annual Town Meeting Night 2	<ul style="list-style-type: none"> <li>• Tentative: Pre-ATM Select Board Meeting (5:30)</li> </ul>
Wednesday, April 29, 2026 – Annual Town Meeting Night 3	<ul style="list-style-type: none"> <li>• Tentative: Pre-ATM Select Board Meeting (5:30)</li> </ul>
Monday, May 18, 2025	<ul style="list-style-type: none"> <li>• Vote Select Board Officers</li> </ul>

## Select Board Meeting Calendar: January – June 2026

Monday, June 8, 2025	<ul style="list-style-type: none"><li>• Review draft Select Board meeting calendar for July – December 2026</li></ul>
Monday, June 22, 2025	<ul style="list-style-type: none"><li>• Debrief 2026 Annual Town Meeting with the Town Moderator and approved 2027 Annual Town Meeting Calendar</li></ul>

### Relevant Holidays:

Monday, January 19, 2026 – Dr. Martin Luther King Jr. Day

Monday, February 16, 2026 – Presidents Day

Monday, April 20, 2026 – Patriots Day

Monday, May 25, 2026 – Memorial Day

# **Town Manager's Project Report**

## Town Manager's Monthly Project Overview – November 2025

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### Overview

**A summary of active capital, operational, and strategic initiatives across all Town departments**

The Town Manager's Monthly Project Update provides a consolidated snapshot of Concord's major projects and strategic initiatives, based on department submissions, site visits, and the centralized project tracker. This process ensures that the Town Manager's Office maintains an accurate, month-to-month understanding of progress across capital, operational, and policy initiatives.

For November, departments reported steady advancement across several high-visibility projects—including roof and facility improvements, wastewater and stormwater engineering, cell infrastructure planning, and the Fire Department's ALS transition. November also saw the addition of several new initiatives, particularly in Public Safety, CPW facilities planning, and technology modernization, reflecting evolving operational needs and long-term capital considerations.

The report continues to support transparency, accountability, and alignment with the FY26 Select Board Objectives by documenting progress, scheduling updates, and emerging needs across the organization. This ensures the Select Board and residents have a clear view of how staff, resources, and capital funding support Concord's strategic priorities.

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### Dashboard Snapshot – November 2025

(all active and completed projects reported this month)

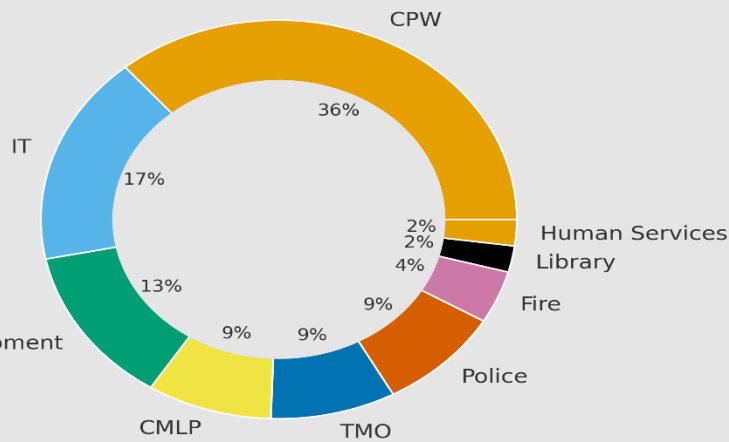
**The Town is actively managing 47 projects** across **10** departments, reflecting steady progress on capital and operational priorities.

Active projects this month represent **more than \$11 million in verified FY26 capital and enterprise-funded investments**, with total program value substantially higher when including multi-year and feasibility-stage initiatives.

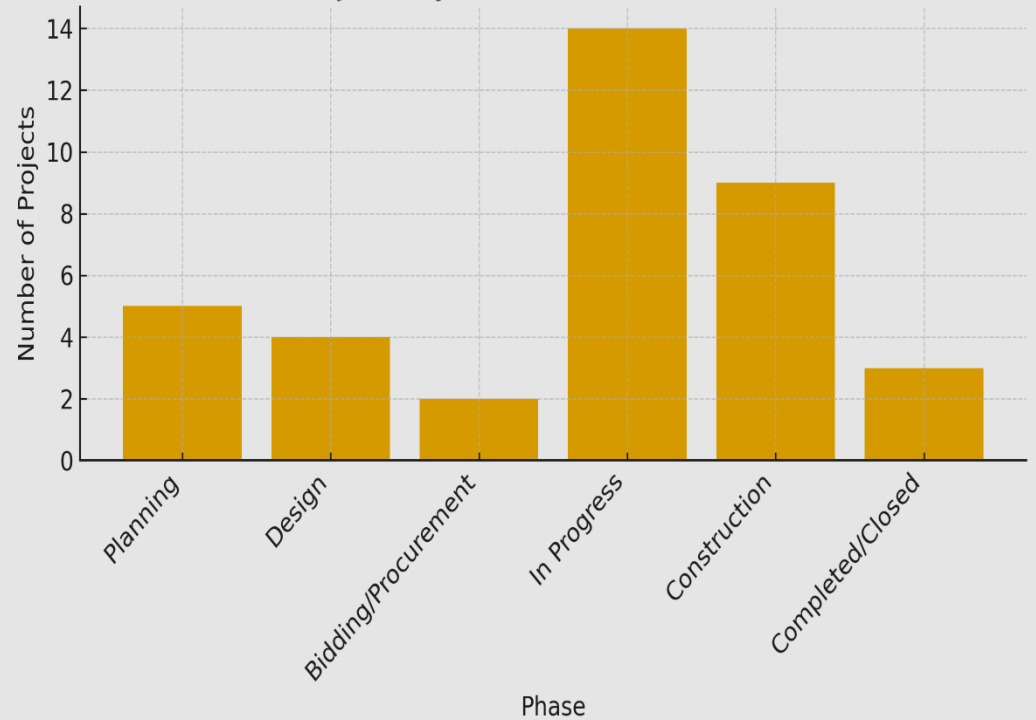
**Roughly half** are in active construction, procurement, or closeout phases.

**Most projects** advance the Select Board’s Climate Action & Resilience and Public Safety & Community Health objectives.

Projects by Department – November 2025



Projects by Phase - November 2025



## “Concord Projects At a Glance”

### Recently Completed

- **Water Meter Procurement** – Meter procurement contract completed, transition to installation phase underway.

### In Progress

- **133/135 Keyes Road Roof Renovation** – In bidding; construction targeted for fall 2025–spring 2026.
- **MCI Wastewater Capacity Evaluation** – Technical assessment underway to determine long-term wastewater capacity and regulatory pathways.
- **Baker Avenue Culvert Repair** – Contract awarded, staging and utility coordination ongoing.
- **Harvey Wheeler Community Center Stairs & Sidewalk Repair** – Contract under review; FY26 construction planned.
- **Cell Infrastructure Expansion** – Multi-site analysis and carrier coordination ongoing; Verizon lease pending.
- **Fire Department ALS Transition** – Training and state licensing progressing; full ALS readiness anticipated early 2026.
- **Main Street Paving (Baker Ave to Pond Lane)** – Punch list work underway; pavement markings pending.
- **Main/Baker/Cottage Intersection Improvements** – Ongoing design and MassDOT coordination.
- **Comprehensive Transportation Strategy** – Consultant coordination and mobility planning in progress; recommendations expected in spring 2026. <https://concordma.gov/3164/Comprehensive-Transportation-and-Mobility>
- **Concord Middle School Solar Project** – Bid review and interconnection planning ongoing; construction anticipated in FY26. <https://www.cmsbuildingproject.org/>
- **Solar Expansion & Battery Storage at Landfill** – Feasibility and engineering development advancing to expand solar output and add energy storage.

### Upcoming

- **CPW Facilities Planning** – Conceptual site planning and long-term capital needs assessment advancing into FY26.

- **Smart Water Meter Installation Program** – Two-year rollout scheduled to begin in 2026 to replace aging meters and improve leak detection.
- **Town House Security Enhancement Project** – Vendor scoping and design development expected to begin in early 2026.
- **Fire Station Modernization Study** – Expanded facility assessment and conceptual planning anticipated to continue into FY26.
- **Time-of-Day Residential Rate Rollout** – Phased implementation continuing through winter and into spring 2026.

<https://concordma.gov/1778/Time-of-Use-Rates>

### Executive Summary – Project Matrix

**Note:** The projects listed in the Executive Summary Matrix represent Concord’s major active initiatives requiring cross-departmental coordination, significant funding, or Select Board visibility. These projects are selected based on activity level, strategic relevance, and potential community impact.

Additional projects, including departmental and routine initiatives, are detailed in the following section.

Department	Project	Status	Target Completion	Cost / Funding	FY26 Select Board Objective	Project Lead
Concord Public Works (Facilities)	133/135 Keyes Road Roof Renovation	Bidding	Fall 2025	\$440,000 / Capital	Climate Action and Resilience	Russ Karlstad Facilities Director
Concord Public Works (Facilities)	Harvey Wheeler Stairs & Sidewalk Repair	In-Progress	FY26	\$700,000 / Capital	Public Safety and Community Health	Russ Karlstad Facilities Director
Concord Public Works	New CPW Facilities	Planning	TBD	TBD	Public Safety and Community Health	Russ Karlstad Facilities Dir
Concord Public Works (Engineering)	Baker Avenue Culvert Repair	Construction	Fall 2025	\$800,000 / ARPA	Climate Action and Resilience	Steve Dookran Town Engineer
Concord Public Works (Engineering)	Main/Baker/Cottage Intersection Improvements	Design	Fall 2026	\$1,700,000 / Capital	Transportation & Mobility	Russ Karlstad Director of Facilities

Concord Public Works (Water & Sewer)	MCI Wastewater Capacity Evaluation	Planning/Design	2027	TBD	Wastewater Capacity	Darin LaFalam Water Superintendent
Concord Municipal Light Plant	Concord Middle School Solar Project	Bidding	FY26	TBD	Climate Action and Resilience	Jason Bulger CMLP Director
Concord Municipal Light Plant	Advanced Metering System Rollout	Closeout	FY26 Closeout	\$3,000,000 / Enterprise	Financial Management and Sustainability	Jason Bulger CMLP Director
Concord Municipal Light Plant	Time-of-Day Residential Rate Rollout	In-Progress	2026-2027	100,000 / Enterprise	Financial Management and Sustainability	Jason Bulger CMLP Director
Concord Municipal Light Plant	Solar Expansion & Battery Storage at Landfill	Planning / Design	Multi-Year	TBD	Climate Action and Resilience	Jason Bulger CMLP Director
Town Manager's Office	Cell Infrastructure Expansion	In-Progress	FY26	TBD	Governance & Communication	Megan Zammuto Deputy Town Manager
Town Manager's Office	Crisis Communication Plan	In-Progress	Fall 2026	TBD	Governance & Communication	Megan Zammuto Deputy Town Manager
Information Technology	Town House Security Enhancement Project	Planning / Design	TBD	\$50,000-\$70,000 / Capital	Public Safety and Community Health	Jeff Weiner CIO
Fire Department	Basic Life Saver to Advanced Life Saver Certification	In-Progress	Jan 2026	\$1,000,000 / Grant	Public Safety & Community Health	Chief Whitney Fire Chief

Police Department	CAD/RMS Upgrade	In-Progress	Fall 25-26	\$350,000 / Capital	Public Safety & Community Health	Chief Mulcahy Police Chief
Police Department	In-Cruiser Video System Upgrade	In-Progress	Fy26-31	\$210,000 / Capital	Public Safety & Community Health	Chief Mulcahy Police Chief
Police Department/ Fire Department	Public Safety Building	Planning	2030-2035	\$35,000,000 (Est)	Public Safety & Community Health	Chief Whitney and Chief Mulcahy
Community Development	Comprehensive Transportation Strategy	In-Progress	Spring 2026	\$100,000 / Operating	Transportation & Mobility	Alyssa Sandoval Community Development Dir
Community Development	Assabet River Multi-Use Bridge & Trail	In-Progress	FY26-27	\$1,900,000 / Grant + Capital	Land Use & Development	Elizabeth Hughes Town Planner

Target completion dates are planning estimates and may shift as projects develop.

## Department Projects

### Concord Public Works (Engineering Division)

- **Seasonal Demand Management & Water Use Restriction Program** – Outreach and monitoring completed for the year; program documentation is being finalized.

### Concord Municipal Light Plant

- **Water Meter Procurement** – Procurement phase completed; module integration and scheduling for installation are prepared for handoff to CPW’s next-phase work.

## Town Manager's Office

- **Climate Action & Resilience Plan Update** – Consultant proposals under review; scoring and interviews planned for the coming month. <https://concordma.gov/1772/Climate-Action>
- **Cell Infrastructure Expansion (Expanded)** – Coordination with multiple carriers continues, including site evaluations in Concord Center, West Concord, and the Route 2/CCHS corridor. Lease negotiations and feasibility reviews are underway to advance improved coverage in priority areas. <https://concordma.gov/1403/Zoning-Bylaws>
- **SuAsCo Regional Climate Collaborative** – Regional coordination, governance development, and stakeholder engagement continue under the grant-funded partnership. <https://www.suasco.org>

## Human Services

- **Community Health Improvement Plan (CHIP)** – Continued cross-agency coordination on data review and drafting of community priority areas.
- **Pyramid Health Facility Coordination** – Interdepartmental readiness meetings ongoing to support facility opening and ensure effective operational protocols.

## Community Development

- **Two Revolutions Trail Survey & Preliminary Design** – Survey data collection and alignment analysis will get underway this month to advance the toward future design development
- **Open Space & Recreation Plan Update** – An RFP will be issued for this project next spring. <https://concordma.gov/DocumentCenter/View/37327/Open-Space-and-Recreation-Plan-2023>
- **Records Management / Digitization Project** – Scanning of building inspection and natural resources documents and plans continues, with improved retrieval workflows under development.

## Information Technology

- **WinDSX Card Access System Upgrade** – System upgrade path and hardware compatibility review in progress.

## Police Department/Fire Department

- **Public Safety Building Planning** – Long-range feasibility work continues for modern police or combined public safety facility.

## Other Active Department Initiatives

### Concord Public Works

- **Roads & Safety Program Matrix Development** – Annual update of prioritized roadway and pedestrian safety improvements.
- **MS4 Permit Year 7 Compliance** – Continued implementation of federal stormwater permit requirements, including reporting and monitoring.
- **250th Tree Program** – Project planning continues in coordination with the Concord250 Permanent Memorials Subcommittee, with planting and site selection anticipated through 2025–2026.

### Health & Human Services

- **Beede Center Roof Restoration/Replacement** – Project planning based on architectural recommendations continues, with staged work anticipated in fall 2026.

### Library

- **Library Strategic Plan (FY27–FY29)** – Strategic planning process continues, including community outreach and draft development. <https://concordlibrary.org/about>
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## Information Technology

- **Townwide Centralized Printing/Copying Initiative** – Review of equipment inventory and service models continues.
  - **CivicPlus Agenda Management Module Evaluation** – Workflow assessment and implementation planning remain underway.
  - **CodeRed Staff Communications Expansion** – Evaluation of expanded use of CodeRed notifications for internal staff alerts continues.
  - **Town House AV Equipment Upgrades (MMN)** – MMN continues planning and coordination for upgrades to AV equipment in the Town House meeting rooms, including hardware modernization and improved broadcast/recording capability.
  - **Civic Concord Podcast in cooperation with Minuteman Media Network**- Latest episode. [Civic Concord Episode 9 - Discussing new Time-of-Day rates with CMLP](#)
- 

## Ongoing and Routine Oversight Projects

The following projects are active but proceeding under routine oversight or operational management. They are monitored monthly through departmental reporting and do not currently require Select Board action or interdepartmental escalation.

### Public Works

- **Public Service Building Maintenance and Upgrades** – Ongoing operating-level building maintenance activities across the Public Works campus.
  - **Seasonal Demand–Related Operational Adjustments** – Departmental responses to seasonal workload shifts, including program reporting, compliance tasks, and routine facility upkeep.
-

## Closing Summary

**This Month:** November's report reflects consistent progress across Concord's major capital and strategic initiatives. Key infrastructure projects—including the 133/135 Keyes Road roof replacement, the Baker Avenue Culvert repair, and the Harvey Wheeler accessibility improvements—advanced through planning, design, or pre-construction phases. Public safety modernization remains a central focus, with continued advancement of the Fire Department's transition to Advanced Life Support and the Police Department's ongoing technology and facility planning efforts. Major sustainability initiatives also progressed, including wastewater capacity evaluations, the Middle School solar project, and the landfill solar and battery storage expansion. Departments continued development of long-range plans, such as the Town's Comprehensive Transportation Strategy and the Climate Action and Resilience Plan Update.

**Looking Ahead:** The Town Manager's Office will continue working closely with departments to track emerging needs, funding requirements, and regulatory milestones as projects move into winter. Attention will remain on managing seasonal impacts on outdoor construction, advancing design and procurement work scheduled for early 2026, and maintaining alignment with the FY26 Select Board Objectives. As multi-year capital and planning efforts progress, the Town will continue to emphasize transparency, coordinated communication, and consistent reporting to ensure that the Select Board and community remain informed about Concord's operational and strategic priorities.

# Consent Agenda

*Favorable action is requested:* Motion to approve the Consent Agenda which includes the:

a. Minutes for Approval: October 17, 2025, October 20, 2025, October 24, 2025, October 27, 2025, October 28, 2025, November 3, 2025, Executive Session Minutes for Approval but Not Release: October 27, 2025

b. Town Account Warrants: October 30, November 6, November 13

c. One Day Liquor Licenses:

i. All Alcoholic Beverages for Coldwell Banker of 11 Main St. for a holiday party to take place at the Concord Scout House at 74 Walden St. from 4:00 PM -8:00 PM.

d. Select Board Nominations:

i. Betsy Levinson of 124 Nashoba Rd., to the Economic Vitality Committee for a term to expire May 31, 2028.

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
October 17, 2025**

Approved / /25

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened via Zoom on Monday, October 17, 2025 at 2:00 PM.

**Call to Order**

Present were Mark Howell, Chair, Wendy Rovelli, Clerk, Cameron McKennitt

Chair Howell called the meeting to order at 2:00 PM. Ms. Rovelli confirmed that there was a quorum.

**Discuss and Vote on a One Day Liquor License application for Wines and Malt Beverages Only for Maura Toree of Willard PTG on Friday, October 17, 2025 from 6:00 PM to 9:30 PM at Verrill Farm, 11 Wheeler Rd.**

Chair Howell confirmed that Erinn Prebil and Bryn Hilts, Co-Presidents of Willard School Parent Teacher Group were present. Ms. Rovelli confirmed that all necessary documentation has been submitted.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the One Day Liquor License application for Wines and Malt Beverages Only for Maura Toree of Willard PTG on Friday, October 17, 2025 from 6:00 PM to 9:30 PM at Verrill Farm, 11 Wheeler Rd.

**Roll Call Vote:**

Mr. Howell – Aye

Mr. McKennitt – Aye

Ms. Rovelli – Aye

The meeting was adjourned by Chair Howell at 2:03 PM.

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
October 20, 2025**

Approved / /25

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, October 20, 2025 at 6:00 PM at the Town House, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

**Call to Order**

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

Absent: Mary Hartman

Chair Howell called the meeting to order at 6:00 PM. Ms. Rovelli confirmed that there was a quorum.

**Public Comment**

Chair Howell made a statement focused on public discourse, civility, and communication which included the following key points; anonymous expression such as the placement of disparaging signage along the public way is counterproductive and this type of expression does nothing to support productive dialogue and instead creates confusion, fear, and division. The Select Board has been urging civility and constructive engagement on all matters before them and will continue to work toward that goal. Chair Howell stated that the Select Board is working on putting the Hate and Bias Incident Reporting and Working Group in place and he noted that the Select Board has engaged with this issue at every meeting since he became Chair in June and that the Select Board is committed to constructive change. Chair Howell is also in dialogue with the Chairs of the School Committees on this topic. Personally speaking, Chair Howell is committed to continuing to model civility, respect, and engagement and to refrain from personal attacks or demonizing those who hold differing opinions. Lastly, he stated that he has witnessed this same commitment from other board members as well.

Diane Proctor of 57 Sudbury Rd. expressed frustration with the Zoom security settings that have been put in place as she feels that it is difficult for community members to participate in meetings. She detailed a specific issue at a past meeting where a microphone was not working, and it was extremely difficult for her to contact a staff member to alert them that there was a technical issue. Ms. Proctor believes the webinar format has deficits and hopes that the board would consider a more appropriate way to ensure open discourse and communication, which she considers central to the Select Board's effectiveness.

**Town of Concord  
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October 20, 2025**

Tanya Barteveyan Gailus of 62 Prescott Rd. recommended that there be an improvement to the current hybrid emergency regulations for open meeting law. She argued that the current hybrid emergency regulations need improvement so that the public can attend meetings through the same means as the members of the public body. She contended that the webinar format is ineffective because it prevents members of the public from seeing each other and does not allow members of the public body to communicate among each other via chat. She hoped that new versions of the law would include an amendment requiring the public to be able to attend in person whenever a public body meets in person, regardless of whether an online option is also provided.

**Consent Agenda**

- a. Minutes Approval: October 6, 2025
- b. Executive Session Minutes for Approval but Not Release: October 6, 2025
- c. Town Account Warrants: October 16, 2025; October 9, 2025
- d. Proclamation celebrating the delegation from Nanae, Japan – Sister City
- e. Proclamation honoring Dorothy Di Domenico, Retired Music Educator Concord Public Schools 1968-1996
- f. One Day Liquor License for All Alcoholic Beverages for Sean Murphy of the Concord Firefighter Relief Association for a Retirement Party on Saturday, November 1, 2025 from 6:00 PM to 11:00 PM at the Concord Armory, 91 Everett Street

Ms. Rovelli read the Proclamation celebrating the delegation from Nanae Japan and the Proclamation honoring Dorothy DiDomenico, Retired Music Educator Concord Public Schools.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the Consent Agenda without the October 6, 2025 open session minutes.

Ms. Rovelli asked Mr. McKennitt for clarification about the data in the minutes indicating that home value in Concord has seen a lower increase than the rate of inflation over the last 20 years. Mr. McKennitt will return to Ms. Rovelli with this information.

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
October 20, 2025**

Mr. Boehm requested that his edit (for accuracy) to Mr. McKennitt's motion on page 11, be incorporated into the minutes.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the October 6, 2025 open session minutes.

**Select Board Appointments**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the appointment of:

- a. Sandeep Pisharody of 236 Hayward Mill Rd. as the School Committee Representative to the Bias and Hate Incident Reporting Working Group for a term to conclude at the completion of the work as outlined in the charge
- b. Paul Boehm of 11 Ridgewood Rd. as the Select Board Representative to the Hate and Bias Incident Reporting Working Group for a term to conclude at the completion of the work as outlined in the charge.
- c. Deborah Dorfman of 27 Lang St. to the Bias and Hate Incident Reporting Working Group for a term to conclude at the completion of the work as outlined in the charge
- d. Daniel Hart of 61 West St. to the Bias and Hate Incident Reporting Working Group for a term to conclude at the completion of the work as outlined in the charge
- e. Julie Hirschler of 1381 Main St. as an Associate Member of the Library Committee for a 3-year term to expire May 31, 2028

**Town Manager Appointments with the Approval of the Select Board**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to approve the Town Manager Appointment of:

- a. the Corrective Appointment of Francis Cummings of 100 Newbury Court as a member of the Climate Action Committee for a term to expire May 31, 2029 for an extended term, for the purpose of correcting staggered terms on the committee.

**Chair's Report**

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
October 20, 2025**

Chair Howell provided the following updates:

- Concord Middle School project; The general contractor has finished all major construction activities for the new middle school, and the project was completed on budget. The school is occupied, and the site is essentially complete, aside from waiting for the grass to grow on the field. Chair Howell thanked the Town Clerk and Moderator for participating in the Effective Governance Workshop and noted that another training session focusing on preparing articles and committee reports for Town Meeting is scheduled for December.
- Chair Howell announced that an important meeting involving the Select Board, the Transportation Advisory Committee (TAC), and the Public Works Commission is set for October 28th to review the outline of the new roads program and its effect on safety and planning.
- Chair Howell brought forth a discussion concerning future agenda items and goal setting. The Chair highlighted that the town receives "horizon level goals" from numerous sources, such as the Housing Production Plan and the Climate Action Plan, but the town lacks a formal process to translate these recommendations into actionable capital budget items. Chair Howell feels that this absence of process risks losing track of valid recommendations. Chair Howell proposed that the Select Board engage in a dialogue to evaluate and prioritize these goals, noting that they should first gather all existing recommendations from various plans and reports. The Select Board members agreed this was necessary, suggesting the goals should be viewed with a rolling two- and three-year focus rather than year-to-year, and should be potentially grouped by cross-cutting issues like commercial development or housing development. This process is timely, especially in preparation for recommendations expected from the Land Use Working Group.
- The Chair also alerted the Select Board to look for a potential request for a special meeting to accelerate dialogue related to MCI work.

**Town Manager's Report**

Ms. Lafleur provided a comprehensive update on current town activities and projects.

Key points from Ms. Lafleur's update include:

- There was a training session over the weekend by the Town Clerk and Town Moderator for boards and committees. There will be quarterly training for boards and committees. In January, the training will be on agendas and minutes. In the month of April appointments and reappointments will be covered and in July, Open Meeting Law will be reviewed.
- There were a few thousand protesters who attended the No King's Rally and the police and fire report that there were no incidents.

**Town of Concord  
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October 20, 2025**

- Fall cemetery clean-up is taking place in preparation for the Annual Flag Retirement Ceremony and the Veteran's Day Observance.
- Water main flushing is taking place in coming weeks through October 24, 2025.
- The Rideout Park Subcommittee will discuss pickleball vs. tennis courts tomorrow evening.
- The Council on Aging is meeting tomorrow evening as well; Thursday hours at the COA are extended to 7:00 PM as a pilot program.
- The Department of Planning and Land Management is now known as the Department of Community Development. Ms. Lafleur has accepted the Department of Community Development's revised fee schedule which will go into effect in January of 2026. The new fee schedule is estimated to generate an additional \$200- 250,000 of revenue.

Ms. Lafleur shared the following upcoming meetings:

- Transportation Roadway and Traffic Safety Forum: Tuesday, October 28, from 4:00 to 5:30 p.m.;
- Transportation Advisory Committee (TAC) Meeting: On the same day, October 28, the TAC will be meeting at 9:30 a.m.;
- Transportation Workshops: two additional transportation workshops are scheduled for November 19. These workshops are related to the Town Transportation Plan that is currently underway. The sessions are scheduled for 7:30 a.m. and 6 p.m. Stantec is developing the comprehensive Town-Wide Transportation Mobility Study and will discuss their work at the public forums on November 19.
- The Festival of Authors is currently at the library and will continue for the next two weeks.
- The request for proposals for the Climate Action Plan Update are due on Friday.
- The Deputy Town Manager attended a Recreation Commission meeting where she discussed cell service in West Concord. Ms. Zammuto will be making a presentation to the Select Board at an upcoming meeting on this topic.
- The tourism pop up temporary restrooms will remain for the month.
- There are eight podcasts in the Civic Podcast series.
- The Concord Currents newsletter was released this afternoon. Subscribe to Concord Currents newsletter [HERE](#).

**Discussion and Vote: Request to extend installation term of Public Art -  
"Sidewalk Decals" - on town-owned property in West  
Concord**

Presenter: Mimi Graney, Economic Vitality Manager

Ms. Graney is the Staff Liaison for the West Concord Cultural District. Ms. Graney

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explained that the decals are holding up well and she is proposing to leave them installed until after the holiday stroll, with the caveat that they will be removed if they peel or are slippery. Additionally, if there is snow in the forecast, they will be removed. Mr. Boehm suggested that the West Concord Cultural District consider installing larger decals, should the installation be repeated.

Upon a motion duly made by Ms. Rovelli and seconded, it was **UNANIMOUSLY voted:** to approve the extension of the installation term of Public Art Sidewalk Decals on town owned property in West Concord until after the holiday stroll event which will occur on December 13, 2025 but no later than December 24, 2025.

**Overview of the Municipal Empowerment Act and Consider Draft Letter of Support**

Presenter: Shannon McAndrew, Management Specialist

Ms. McAndrew provided an overview of the FY 26 Municipal Empowerment Act, pointing out that this version is very similar to the FY 25 version, however there are a few additions.

Ms. Rovelli inquired if the language in the newest Empowerment Act allowed for remote town meeting participation, to which Ms. McAndrew informed Ms. Rovelli that it does not.

Mr. Howell stated that last year's Municipal Empowerment Act did not pass. The Select Board may discuss remote meeting participation in the future.

Ms. Lafleur shared that there has been feedback from local business owners regarding the Municipal Empowerment Act and she stated that for the town to impose the taxes outlined in the Municipal Empowerment Act, the taxes would have to be approved at Town Meeting.

The Select Board proposed no changes to the letter and offered general support particularly since several elements of the proposal are aligned with the Select Board's goals. Chair Howell will sign the letter.

**Discussion and Vote: Public Shade Tree Removal Request, 36 Cottage Lane**

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Presenters: Erik Shaw, Assistant Highway & Grounds Superintendent, Tree Warden, Nancy Allam, Homeowner

Ms. Allam shared her perspective on her request to remove the tree; highlighting that it would be easier to construct the new home without the tree, that the tree is leaning towards the railroad, and that should it fall, electricity and communications could be affected on Cottage Lane. Ms. Allam has had two land surveys done at the request of the town.

Mr. Shaw shared that the tree falls within about half a foot on to town property, and due to the Tree Preservation Bylaw, this is a town owned tree.

Ms. Rovelli asked Ms. Allam to outline the concerns of the developer about access to the property for construction to which Ms. Allam shared that the developer would have to access the lot from the rear only should the tree remain. It was stated that the tree is not a mature tree and that it is 9 ft. from the house. Ms. Zammuto shared relevant text from the Tree Preservation Bylaw. It was identified that the tree is a healthy tree, however Ms. Allam has partially been denied insurance due to the proximity of the tree to the house.

Tanya Barteveyan Gailus, who was on the Tree Preservation Bylaw Committee when the bylaw was drafted, stated that the fine or compensation for removing a public shade tree is intended to fund a new tree or trees in place of the tree that is removed. The new tree(s) must be planted on the property in which the tree was removed or on an abutting property. Ms. Barteveyan Gailus stated that construction is possible and the tree is healthy and therefore requests that the tree remain.

Ms. Rovelli is sympathetic to the challenges that Ms. Allam has presented, though the tree is healthy and she is not in support of removing the tree. Mr. McKennitt is in support of removing the tree and that a fee can be paid or smaller trees can be planted in place of the tree. Ms. Allam feels that there is not space to plant six new trees on her property. Ms. Rovelli feels that Ms. Allam can discuss placement of new trees with the town. Mr. Boehm supports taking the tree down, even though shade trees are important. Chair Howell is in support of removing the tree due to the lot size, it being out of scale, the difficulty of rebuilding a structure around the tree and that the tree will only become more problematic as it increases in size.

Upon a motion duly made by Mr. McKennitt and seconded, it was **voted:** to approve the removal of a 24 ft. Norway Spruce at 36 Cottage Lane with 3 members voting Aye and Ms. Rovelli voting Naye.

**Select Board Liason Reports**

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Mr. Boehm: The Atlantic just published an issue entitled The Unfinished Revolution that references the Town of Concord.

Update: 2229 Main St. Oversight Committee

- Project still on track despite staff furloughs at EPA
- Superfund funding not an issue (generates money for the Federal Government)
- Discussed risk communication efforts over the next several years in parallel with legal negotiations and planning for reuse, the sitting committee will add this topic to its standing meeting agenda
- The Land Use Working Group (LUWG) has 2229 Main Street on its radar, but further planning efforts are likely to be needed in the future

Update: Transportation Advisory Committee

- Converging on a modification of the charge of the TAC and they will likely finalize in the next few meetings
- One focus is the ongoing work of Stantec on behalf of the Community Development Department, under Alyssa Sandoval
- Stantec is working on the “Comprehensive Town Wide Transportation & Mobility Study”, which had been paused, but is now in progress.
- Stantec will be meeting with the TAC on the 28<sup>th</sup> as part of their regular meeting (not to be confused with the “Roadway and Transportation Safety Forum that will be held on the late afternoon (4-5:30) on the 28<sup>th</sup>).
- In addition, there will be a public forum on Stantec’s work “Comprehensive Transportation Strategy” on November 19 2 times 7:30 am & 6PM

Update: Land Use Working Group

- The LUWG subcommittees are making good progress
- The LUWG will provide a quarterly report to the Select Board on November 3
- The LUWG is 2/3 through with Phase 1 of the effort (data gathering; options consideration; recommendations)
- Phase 2 will be the merging of the recommendations and initial consideration of land for non-municipal purposes

Update: Community Preservation Committee

- Applicants are presenting; about 2/3 way through the project reviews

Meeting on October 28 (start early 6PM to discuss CCHS Amenities project), then deliberate on all applications November 4

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Bais and Hate Incident Reporting Working Group - The first meeting will be on November 6

Mr. McKennitt:

Attended a meeting where the School Committee presented on their zero-based budget process. Additionally, the School Committee is working on models of cost increases as a result of potential new development. Mr. McKennitt will attend a meeting on Wednesday at the middle school.

Ms. Rovelli:

Regarding the Recreation Commission meeting that Ms. Zammuto attended- Ms. Rovelli asked if the town followed up on the cell tower at the State Police location to which Ms. Zammuto informed Ms. Rovelli that there is a (about 200 ft. high) radio tower across the rotary on MA Department of Transportation State property. The town has looked into this tower, however it is an older tower that needs upgrades and additionally it is not in the area where coverage improvement is targeted for. Ms. Rovelli shared that at the Recreation Committee meeting, there was also some concern over the space that infrastructure buildings would take up at Rideout Park. Ms. Rovelli attended the Finance Committee meeting where the schools shared five-year projections that fell in the 2-3% range for growth of student population. Ms. Rovelli commented on two presentations of the Hanscom Area Select Board. The first was on the air quality study that has been done and the second was on an alternative jet fuel proposal.

**Executive Session**

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to enter into Executive Session at 7:27 PM. under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session.

Mr. Boehm – Aye  
Mr. Howell – Aye  
Mr. McKennitt – Aye  
Ms. Rovelli – Aye

[Meeting Packet](#)

[Meeting Recording](#)

**Town of Concord  
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Approved / /25

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened via Zoom on Monday, October 24, 2025 at 10:30 AM.

**Call to Order**

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

Chair Howell called the meeting to order at 10:30 AM. Ms. Rovelli confirmed that there was a quorum.

**Consider/ Vote: Town Manager's Appointment of the Treasurer-Collector -  
Jennifer B. Barrett**

Ms. Lafleur introduced Ms. Barrett and informed the Select Board of the request before them at this meeting. Ms. Lafleur then provided an overview of the recruiting and candidate selection process. Mr. Howell inquired about the effective date of the appointment, to which Ms. Lafleur responded that Ms. Barrett is available to begin work on November 3, 2025. Ms. Rovelli expressed her support for Ms. Barrett as a candidate. In response to Ms. Hartman's question, Ms. Barrett provided a brief overview of the job responsibilities of the CFO vs. the Treasurer – Collector. Mr. Howell thanked Ms. Rovelli for her participation in the interview process.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to approve the appointment of Jennifer B. Barrett as the Treasurer – Collector for the Town of Concord effective November 3, 2025.

**Mr. Boehm** Yes  
**Mr. Howell** Yes  
**Ms. Rovelli** Yes  
**Ms. Hartman** Yes

**Vote: Rescind appointment of Interim Treasurer-Collector for the Town of  
Concord**

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to rescind the appointment of the Interim Treasurer – Collector, Ryan Ferrara for the Town of Concord effective November 3, 2025.

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**Mr. Boehm** Yes  
**Mr. Howell** Yes  
**Ms. Rovelli** Yes  
**Ms. Hartman** Yes

Mr. Boehm requested that Ms. Barrett share some comparisons between her Millbury and Concord, to which Ms. Barrett provided a brief response, which included the larger size of Concord and unique visitor status characteristic.

Upon a motion duly made by Ms. Rovelli and seconded, it was UNANIMOUSLY **voted:** to adjourn the meeting at 10:40 AM.

**Mr. Boehm** Yes  
**Mr. Howell** Yes  
**Ms. Rovelli** Yes  
**Ms. Hartman** Yes

**Town of Concord  
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Approved / / 25

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, October 27, 2025 at 6:00 PM at the Town House, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

**Call to Order**

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

Cameron McKennitt was Acting Select Board Clerk for this meeting.

Chair Howell called the meeting to order at 6:00 PM and confirmed that there was a quorum.

**Public Comment**

There were no public comments.

**Consent Agenda**

- a. Executive Session Minutes for Approval but Not Release: October 20, 2025
- b. Town Account Warrants: October 23, 2025
- c. One Day Liquor License: Conditional Approval (Pending Receiving TIPS Certifications and Payment) for All Alcoholic Beverages for Katie Stein Fahey of Revolutionary Concord for a Retirement Event to be held at Revolutionary Concord, 32 Main Street on November 15, 2025 from 2:00-6:00 PM.

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

**Select Board Appointments**

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Upon a motion duly made by Mr. McKennitt and seconded, it was **UNANIMOUSLY voted:** to approve the appointment of:

- a. Leah Zivalic of 44 Bradford St. to the Pollinator Health Advisory Committee to a term to expire on May 31, 2028.
- b. Isabel Bailey of 121 Everett Street to the Pollinator Health Advisory Committee for retroactive reappointment to a term from June 1, 2024 – May 31, 2027 (Term 2).
- c. Mark Hanson of 340 Holden Wood Rd. to the Pollinator Health Advisory Committee retroactive reappointment to a term from June 1, 2023 – May 31, 2026 (Term 3) with an exemption from APP#10 VIII (b) from term limits to prevent loss of continuity and institutional knowledge.
- d. Amy Hoey of 217 Central Street to the Pollinator Health Advisory Committee retroactive reappointment to a term from June 1, 2024 – May 31, 2027 (Term 1 – previous term was a partial term to fill an unexpired term)
- e. Lois Suarez of 34 Everett Street #10B to the Pollinator Health Advisory Committee, reappointment to a term from June 1, 2025 – May 31, 2028

**Chair's Report**

Chair Howell announced upcoming meetings:

The Joint Traffic Forum is scheduled for October 28, at 4:00 PM in the Town House Hearing Room. This will be a joint meeting with the Traffic Advisory Committee and the Public Works Commission, along with the Select Board. The purpose of the meeting is to discuss the strategies and programming associated with the roads program that was recently passed.

The MCI Advisory Board Meeting is scheduled for November 3, at 12:00 PM in the Select Board Meeting Room.

The Select Board will finalize the spring Select Board meeting schedule at the November 17 meeting.

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The Finance Committee will have a meeting to review capital programs on November 20. The formal tri-board joint meeting with the School Committee and the Finance Committee is scheduled for December 8.

The Select Board meeting on November 17 will include the annual tax rate hearing. It will also feature a detailed hearing on the Town Manager's operating budget. The plan to revisit APP #10 (due to Finance Committee changes) will be postponed to a later date, as the moderator is agreeable to the change.

**Town Manager's Report**

In the absence of Ms. Lafleur, Ms. Zammuto, Deputy Town Manager provided the report which included the following:

- On Friday evening public safety teams responded to an accident near Old Marlboro Road and Hunter Ridge. This incident resulted in a power outage that affected about 18 homes. Concord Municipal Light Plant crews worked overnight and successfully restored power on Saturday morning.
- A delegation of visitors from Nanae, Japan is in town. The group consists of nine students, one teacher, and a town representative. They are scheduled to meet at the Town House before beginning a full day of touring Concord. Many town departments have collaborated closely on planning a schedule for the group.
- Construction is scheduled to begin on October 27 on the long-planned accessibility entrance improvements at the Harvey Wheeler Community Center. This work involves repairing the parking lot entrance, the front ramp, and the east side stairs. The project is expected to take six to eight weeks. The Council on Aging programming will continue during this time, though the main entrance will temporarily move to the auditorium side. Accessible parking will be temporarily relocated to the west side of the lot near the Carousel Preschool.
- The next episode of the town's podcast will be coming out this week. [Subscribe to communications HERE](#). It features an interview with CMLP director Jason Bulger and provides a deep dive into time-of-use rates.
- The joint meeting of the Select Board, Public Works Commission, and Transportation Advisory Committee is tomorrow, October 28 at 4:00 PM in the Town House Hearing Room.
- Two public workshop sessions for the Comprehensive Transportation Study are scheduled for November 19 (one in the morning at Keyes Rd. and one in the evening at the Harvey Wheeler Center). These workshops aim to gather resident input on mobility needs such as parking, pedestrian access, bicycle traffic, and transit.
- A complaint was received concerning stockpiling materials at 1175 Elm Street, a Concord Municipal Light Plant property owned by the town. In November 2022, the town entered into an access agreement with a contractor, MIG Corporation, allowing temporary material storage related to a MassDOT project in Acton for

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approximately 36 months. The town is actively working with Town Counsel to terminate the license because the terms of the license have unfortunately not been adhered to.

**Discussion and Vote: Receipt of Gift of Shauna Lo, Naming of Town Property,  
Placement of Teak Bench along Nashoba Brook**

Presenter: Megan Zammuto, Deputy Town Manager on behalf of Mimi Graney,  
Economic Vitality Manager

Ms. Zammuto noted that Mimi Graney had previously appeared before the Select Board multiple times to discuss how the community approaches locations for and installation of benches through gifts and donations. The current project is part of a strategic approach to identify suitable locations for benches in the community, particularly in West Concord, to meet objectives for pedestrian use and economic vitality. The request was submitted by Shauna Lo. The gift is a donation in the amount of \$1,200.00 which fully covers the purchase, installation, and a personalized donor plaque for a teak bench. The bench is intended to memorialize Ms. Lo's mother, Cynthia, who was a former resident of Concord Greene. The bench is to be placed along the Nashoba Brook, the exact location is a grassy area overlooking the Brook near the Bruce Freeman Rail Trail, behind Brookside Square. A formal agreement for the placement of the bench was secured with the private property owners. This agreement was necessary and was the reason the request had not come forward earlier, with other similar projects.

Mr. McKennitt reiterated that the site had already been reviewed and approved as a suitable location for a bench.

The bench was recognized by the Select Board as providing an important contribution to increase the walkability of the area and that it is in a great location that would get a lot of use.

Upon a motion duly made by Mr. McKennitt and seconded, it was **UNANIMOUSLY voted:** to approve the gift of \$1,200 given by Shauna Lo for the purchase, installation, and personalized plaque, and the placement of the teak bench along the Nashoba Brook as described.

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**Update: Land Use Working Group**

Presenters: Judith Long and Sven Weber, Co-Chairs of the Land Use Working Group

Sven Weber, Co-chair of the Land Use Working Group (LUWG), provided an update on the group's activities since its formation. He reported that the LUWG began its work in July and he thanked town staff for their assistance with data collection and tours, noting the effort has been data intensive. Mr. Weber summarized the structure of the LUWG, which is organized into three subgroups: one focusing on the public works campus (determining if it should stay or move, and when/where), a second focusing on Fire and Police facilities (addressing needs, options, and solutions for public safety buildings), and a third focusing on municipal consolidation (examining opportunities to consolidate the town's approximately 18 dispersed locations to improve efficiency and potentially free up properties).

Mr. Weber explained that the subgroups have collected significant raw data over the past three months concerning properties, population growth, demands, and cost structures. He stressed the ongoing need to collect information on market values of properties, emphasizing that assessed value and market value are completely different things. The group is finishing the first sub-phase of Phase 1, which focuses on information collection, and they are now starting to evaluate options against defined metrics.

In response to Mr. McKennitt's inquiry about the use of residual properties, Mr. Weber referred to the charge's two-step approach, he noted that the group cannot 100% separate municipal needs from residual land use, as the value achieved by selling freed up land is dependent on factors like potential zoning.

Ms. Long was available for questions and perspective. She added that the town doesn't have a long-term land management strategy and that there are limits of what the group will be able to do over a year span without consulting support. Therefore, Ms. Long stressed that the LUWG is focusing on the transformative parcels that are becoming available within a 10-year time span. Ms. Long spoke about the benefits of consolidation.

Ms. Rovelli inquired about the evaluation matrix that the subcommittees are utilizing, specifically inquiring if every subcommittee is utilizing the same matrix. Ms. Long explained that the metrics are different for each department as the needs of each department are vastly different.

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Ms. Hartman inquired about the impact that increased development will have on town services such as schools and emergency services, to which Ms. Long felt that the LUWG could connect with consultants who could complete an impact study.

In response to Ms. Hartman's question about the LUWG budget, Mr. Weber stated that some portion of the \$150,000 budget should be used for professional consultants to verify their analysis, as these decisions involve millions of dollars in capital investments. However, he advised keeping the current budget at \$150,000 for the moment because limited resources enforce discipline and help to define scope and priorities. He further suggested that the town think about allocating resources in the future (perhaps in FY 27) to continually maintain long-term demographic and capacity data after the LUWG concludes its work.

When asked by Mr. McKennitt about surprises encountered during data gathering, Mr. Weber stated he was very surprised by the West Concord Fire Station. He had underestimated the lack of practicality for the town's current needs, especially given future growth of this area. He also noted that he believes the town might be overestimating the potential impact of new apartment units on the schools, a trend which needs consultant reaffirmation. Ms. Rovelli asked further questions about the West Concord Fire Station seeing as it has had the most current renovation. Chair Howell replied that while it is the newest to be renovated, it is too small for the intended use.

Ms. Long and Mr. Weber will provide the next update in January.

**Discussion: Cell Coverage – Update on Townwide Cell Service Improvements and West Concord Site Evaluation – FY26 Select Board Goal**

Presenter: Megan Zammuto, Deputy Town Manager

The cell coverage presentation was given by Megan Zammuto with the support of Ivan Pagacik of IDK Communications. The focus of the presentation was on the need to improve unreliable cell service in Concord, specifically targeting West Concord. The town's strategy is to proactively partner with private carriers to install equipment on municipal property. In response to Mr. McKennitt's inquiry about why Concord has less private landowner partnerships with providers than many other towns, Ms. Zammuto responded that Concord's historic districts, reputation for not moving forward on projects following prior commitment, wetlands, and restrictive zoning (that was designed in the 90's when there was community concern about health impacts- so that infrastructure location was purposefully limited) have historically made the town unattractive to private carriers. Mr. Paige noted that there are many carriers now, and that many of the

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Concord sites cannot host multiple carriers. Additionally, Ms. Zammuto added that the Town of Concord permit process is complex, which can make it unattractive to providers.

Areas of concern were identified as: service gaps in Concord Center, Route 2/Concord Carlisle High School area and West Concord.

Progress is being made elsewhere, including Concord Center where Verizon will use the cupola of the Umbrella Arts building, and AT&T was approved for small cell installations at two sites on Sudbury Road.

Update on the Landfill site: The applicant on this project is responsible for working through the permitting process. This project is moving forward and will be a multi-provider site; the contracted cell tower vendor is currently working on subleases for four carriers.

West Concord Site Analysis: The analysis of town-owned properties identified two main possibilities to improve coverage which are as follows:

1. Harvey Wheeler Community Center: The cupola is a physically viable location, but likely only for a single carrier, and finding accessible space for ground-mounted equipment is challenging due to the historic district status and shared parking.
2. Rideout Park: This site offers greater technical potential due to existing power and fiber that is available. The concept involves replacing the existing flagpole with a monopole (flagpole style) and utilizing or adding equipment sheds nearby (which would be approximately 20' x 15'). This location is centrally located within a key carrier search ring but would also be likely for a single carrier.

Mr. Pagacik discussed interest from carriers and shared that currently there are no carriers interested in West Concord. The carriers have suggested that the town return to them in future years.

Currently, carriers are not prioritizing West Concord because previous efforts stalled and budgets shifted. To attract interest, the town must be proactive with community outreach and engagement with groups like the Recreation Commission, the West Concord Advisory Committee, and School Parent Groups to address concerns about aesthetics and park use. The goal is to design a Request for Proposal (RFP) in the spring that incorporates community requirements. This RFP will test the market for carrier interest at the Rideout Park site. The Select Board supported moving forward with the plans presented by Ms. Zammuto, viewing the RFP effort as a way to improve coverage and change Concord's reputation from a town that blocks infrastructure to one that successfully executes projects.

Mr. Boehm inquired about the monopole at Rideout Park, to which Ms. Zammuto stated that this would host one carrier. Mr. McKennitt stated that because it is town owned

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property, that the town has the authority to make decisions about the monopole and the shed at Rideout Park.

Ms. Zammuto stated that there was a citizen's petition that was overwhelmingly approved that asked the Select Board to encourage staff to work on cell coverage. Ms. Hartman reinforced this, stating that there has been significant feedback from the community that they would like to improve cell coverage and that this has been a Select Board Goal for two years. Mr. Pagacik weighed in on drop rate data, interest levels of carriers and carrier build timelines. Ms. Zammuto will work on a community outreach strategy.

**Discuss and Vote: Request to Approve more than 2 Food Trucks at the Town Tree Lighting on December 7, 2025**

Presenter: Mardi Hutchinson, Recreation Supervisor

Ms. Hutchison presented her request to have three food trucks at the tree lighting this year. The trucks will be in the same place as last year. All vendors are already approved with the Board of Health.

Upon a motion duly made by Mr. McKennitt and seconded, it was UNANIMOUSLY **voted:** to approve three food trucks at the Town Tree Lighting on December 7, 2025

**Update on Antisemitism and Bias Initiatives**

Presenter: Mark Howell, Chair

Chair Howell stated that the Bias and Hate Incident Work Group will meet on November 6. The Diversity Equity and Inclusion Commission is working on a website update that will provide existing resources that are available in the community. Mr. Boehm shared that the DEI Commission is creating an advisory group of students from Concord Carlisle High School.

**Select Board Liason Reports**

Ms. Rovelli shared that there was a successful public forum on Rideout park tennis court resurfacing.

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Mr. Boehm brought forth the issue of electric bikes on the Bruce Freeman Rail Trail, which he feels is unsafe. The Select Board may continue this discussion at a future meeting.

**Executive Session**

Upon a motion duly made by Mr. McKennitt and seconded, it was UNANIMOUSLY **voted**: to enter into Executive Session at 7:43 PM. under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session.

Mr. Boehm – Aye  
Mr. Howell – Aye  
Mr. McKennitt – Aye  
Ms. Rovelli – Aye  
Ms. Hartman- Aye

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**Roadway & Traffic Safety Forum**

Joint Meeting of the Select Board, the Public Works Commission and the Transportation Advisory Committee

Pursuant to notice duly filed with the Town Clerk, the Concord Select Board convened in person on Monday, October 28, 2025 at 4:00 PM at the Town House Hearing Room, 22 Monument Sq. The meeting was available for public access in person and via Zoom.

**Call to Order**

Present for the Select Board were: Mark Howell, Chair, Wendy Rovelli, Clerk, Mary Hartman, Paul Boehm and Cameron McKennitt (arrived at 4:14 PM).

Chair Howell called the meeting to order at 4:00 PM. Ms. Rovelli confirmed that there was a quorum of the Select Board.

Present for the Transportation Advisory Committee were: Mark Gailus, Chair, Nick Pappas, Ellen Quackenbush, Rebecca Woodward and Marianna Hill (Zoom)

Present for the Public Works Commission were: Andrea Solomon, Chair, Gretchen Roorback, Sven Weber

Chair Howell, Mr. Boehm, Select Board member and Liaison to the Public Works Commission, Andrea Solomon, Chair of the Public Works Commission and Mark Gailus, Chair of the Transportation Advisory Committee provided introductory statements.

**Roads Program Presentation**

Mr. Cathcart, Director of Concord Public Works, reported that the town is investing over \$27.5 million over the next five years. This funding is broken down into two main areas: up to \$25 million designated for roadway improvements and \$2.5 million is targeted for additional safety efforts. Mr. Cathcart stated that the town answers to the community and to boards and committees, such as those here today at this meeting.

Aaron Miklosko, Highway and Grounds Superintendent provided the presentation.

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The presentation covered the following:

- **Definitions as they relate to this presentation**

- **Current Roadway and Traffic Safety Request Management Process:**

The current core staff review group is the Traffic Management Group (TMG), which includes representatives from Public Works, Police, and Planning. The TMG uses established policies, including the town's traffic calming policy and federal/state standards like the Manual on Uniform Traffic Control Devices (MUTCD), to evaluate requests.

- **Communication Flow – Requests to Implementation:**

A significant challenge is the backlog of 288 existing requests that have accumulated over the years from various prior programs (like the West Concord Master Plan and Complete Streets Policy) and are yet to be implemented or closed out. To improve transparency, the town is developing an online GIS database where the public can track the status of requests (Plan, Develop, Construct, In Construction, Complete) in real-time. The town contracted with Stantech to create a prioritization tool to systematically rank all requests based on criteria such as engineering warrants, asset condition, and area activity level. Requests that do not meet minimum criteria will follow a channel where no further improvement takes place.

- **Roadway and Traffic Safety Request Workflow:**

The workflow dictates that simple maintenance items (like a missing signpost) can be resolved quickly, while larger projects requiring significant capital budgeting and long-term planning must be entered into the Stantech prioritization tool and follow a path that includes review and recommendation to the PWC.

- **Project Examples:**

Mr. Miklosko reviewed some examples of projects, comparing the average cost and duration of development. Project development times range from less than six months for operations budget items to over two years for large roadway improvements like the upcoming Main Street and Baker Avenue intersection redesign.

- **Conclusion**

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The new GIS reporting system will improve tracking and transparency and is expected to be available in a few months.

New email addresses were created for streamlined request intake: tmg@concordmma.gov for general TMG requests, and rtsf@concord.gov specifically for forum feedback.

**Discussion**

Mr. Boehm, Ms. Rovelli and Ms. Hartman inquired about the process of reviewing requests, prioritization criteria of requests and ability for residents to identify how long a request has been in the system and estimated timeline for movement. Much of which is answered under Communication Flow – Requests to Implementation (see above) with Mr. Dookran adding that there is a limit to the amount of criteria that can be captured with the GIS tool, however the main criteria will be available for viewing

In response to Mr. Weber’s inquiry about being proactive versus reactive to traffic and safety issues, Mr. Cathcart acknowledged that the town is currently in a reactive mode due to compiling years of pent-up needs and ensuring older requests are accounted for. Additionally, staff consider all known issues when evaluating a new construction project, particularly regarding ADA issues and structural work on roads and sidewalks. Additionally, staff consider all known issues when evaluating a new construction project, particularly regarding ADA issues and structural work on roads and sidewalks. They use professional judgment, outside resources such as Stantec, and tools to guide decisions. However spending for larger capital projects also requires boards and committees to weigh in on the decision making, in a transparent process.

Ms. Woodward of the Transportation Advisory Committee, inquired about the process for requesting a new sidewalk to which Mr. Cathcart replied that there are times when requests are submitted and staff determines they might not be appropriate, or an alternative solution is found. If a request does not meet minimum criteria, the TMG workflow has a channel where no further action is taken, and this is noted for transparency. Mr. Miklosko demonstrated how this request would move through the Roadway and Traffic Safety Request Workflow Tool.

Ms. Quackenbush inquired about prioritization of new sidewalk requests to which Mr. Dookran stated that Stantec’s asset management work identified a \$13 million backlog for missing sidewalks and \$6 million to fix existing ones. Additionally, he stated that there are high-priority, long-standing pedestrian needs that need to be addressed and he provided examples such as the intersection of Commonwealth Ave. and Lawsbrook Rd. A capital request and pursuit of grants will need to be done to acquire more funding for outstanding needs.

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Mr. Pappas stated that the process that is being presented is not cross-functional or holistic.

Mr. Gailus encouraged the refinement of the GIS tool.

Ms. Solomon clarified that the recent funding was primarily intended for maintaining and repairing existing sidewalks that are in disrepair.

Chair Howell commented on how the GIS tool can help the community to identify themes and estimate new investment needs.

**Community Questions and Comments**

Laura Mills of 155 Upland Rd. inquired about the visibility of the backlog to which Mr. Cathcart responded that the GIS tool will be visible to the community within a couple of months.

Janet Miller of 1647 Main St. inquired about the West Concord project outstanding from 2010. Mr. Miklosko identified this as the Kenney Dunn Square project. Mr. Pappas commented that this is a multifaceted complex problem.

Linda Nieman of 59 Mallard Dr., Co-Coordinator for Mothers Out Front, suggested that a resident walk through of the site should be done prior to planning and investment. Additionally, after a solution is proposed, consultation with the resident to identify if it will resolve the concern should be completed. Mr. Cathcart appreciated the recommendation. Additionally, Ms. Nieman suggested that the town track collisions and strikes with inanimate objects as this might provide information about an unsafe area(s) prior to a more serious injury or even death.

Jeff Collins of 55 High St. is an advocate of safer biking in town and cited there is a lot of community support for safer biking in the Town of Concord. Mr. Collins would like safe pedestrian initiatives to be separated from safe biking initiatives. Mr. Collins advocated for new staff to come with or have training in bike connectivity. Mr. Collins also advocated for overarching goals for bicycle transportation.

Barbara Magee of 454 Old Marlboro Rd. shared concerns about walkability and traffic on private property and or developments such as the Baker Ave complex. Mr. Cathcart noted that this falls under site plan reviews managed by the Planning Department and that the Planning Director was listening and is in attendance. Steve Dukran clarified that much of the Baker Avenue complex is private property, making it difficult for the town to make changes after the fact; it needs to be addressed during the initial planning review process.

**Town of Concord  
Select Board Meeting  
Meeting Minutes  
October 28, 2025**

Marianna Hill inquired about temporary measures such as cones and pilons to improve safety. Mr. Dookran replied that the town does consider these, with the consultation of the police and the Select Board.

Jonathan Smith of 66 Upland Rd. commented about residents' concerns that the Town should be implementing more safety precautions to avoid personal injury or death. Mr. Smith is an advocate of speed humps and traffic calming elements, especially in the Upland Rd. neighborhood. Mr. Smith has submitted many requests to address the safety concerns in his neighborhood as far back as 2012. The Concord Police Department shared that sometimes a police officer may come to your house to understand a safety concern.

Ms. Quackenbush stated that slowing drivers down, identifying appropriate speed along with traffic calming techniques should all be taken into consideration.

Christa Collins of 55 Highland St. advocated for adding tree planting to the budget as trees play a large role in traffic calming. Ms. Collins inquired about potential collaboration with the state on safety concerns on state owned roads. Mr. Dookran stated that Route 62 is town owned and maintained, short of some of the bridges, and that the Town of Concord often meets with the MA Department of Transportation and tries to advocate for the interests of Concord. Chair Howell stated that there has recently been discussion with MA DOT regarding the Route 2 rotary.

Cynthia Katz of 20 Conant St. is an advocate for utilizing traffic calming measures. Ms. Katz is concerned about the speed and increase in traffic that avoids Route 2 by utilizing smaller roads. Additionally, Ms. Katz expressed concerns about increased traffic created by new developments.

The meeting was adjourned by Chair Howell at 5:32 PM.

[Meeting Packet](#)

[Meeting Recording](#)

**Town of Concord  
Select Board  
Minutes  
November 3, 2025**

Approved / /25

Pursuant to notice duly filed with the Town Clerk, the Select Board convened in a joint meeting with the MCI Concord Advisory Board at the Town House, Select Board Room and via Zoom on Monday, November 3, 2025 at 12:00 PM.

Present for the Select Board were: Mark Howell, Chair, Wendy Rovelli, Clerk, Paul Boehm, Mary Hartman, and Cameron McKennitt (*joined during the Executive Session*)

Present for the Advisory Board were: Elizabeth Akehurst-Moore, Scott Bates, Erin Cusker, Dan Gainsboro, Co-Chair, Mark Howell, Peter Lowitt, Patrick McCurdy, Co-Chair, and Linda Miller

Also present were: Kerry Lafleur, Town Manager, Megan Zammuto, Deputy Town Manager, Alan Cathcart, Director of Public Works, Alyssa Sandoval, Director of Community Development, Russ Karlstad, Facilities Manager, and Shannon McAndrew, Management Specialist

**Call to Order**

Chair Howell called the meeting of the Select Board to order at 12:00 PM. Ms. Rovelli confirmed that Mr. Howell, Mr. Boehm, Ms. Hartman, and herself were present.

Co-Chair Gainsboro called the meeting of the Advisory Board to order at 12:00 PM. Mr. Gainsboro confirmed that Ms. Akehurst-Moore, Mr. Bates, Ms. Cusker, Mr. Howell, Mr. Lowitt, Co-Chair McCurdy, Ms. Miller, and himself were present. Mr. Gainsboro also volunteered as Clerk for the meeting.

**Public Comment**

John Hickling of 111 Monument Street invited the Select Board to a flag raising ceremony in Monument Square on Monday, November 10, 2025 to honor the 250<sup>th</sup> anniversary of the United States Marine Corp. Mr. Hickling noted the time of the ceremony is to be confirmed and that all are welcomed.

**Approval of MCI Concord Advisory Board Meeting Minutes**

Upon a motion duly made and seconded, it was **voted**: to approve the Open Session minutes of October 20, 2025 and to approve **but not release** the Advisory Board Executive Session minutes of October 20, 2025.

**Roll Call Vote:**

Ms. Akehurst-Moore – Aye

Mr. Bates – Aye

Ms. Cusker – Aye

**Town of Concord  
Select Board  
Minutes  
November 3, 2025**

Mr. Gainsboro – Aye  
Mr. Howell – Aye  
Mr. Lowitt – Aye  
Mr. McCurdy – Aye  
Ms. Miller – Aye

**Department of Capital Asset Management & Maintenance (DCAMM)  
and Town Staff Coordination Updates**

Deputy Town Manager Megan Zammuto noted the routine meeting with DCAMM, a couple of Advisory Board members, and Town Staff took place on the previous Friday afternoon.

**Executive Session under M.G.L. c. 30A, § 21(a)(6)**

Upon a motion duly made and seconded, it was UNANIMOUSLY **voted:** to enter an **Executive Session under M.G.L. c. 30A, § 21(a)(6)** to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body *and not return to Open Session.*

**Roll Call Vote:**

Mr. Howell – Aye  
Ms. Rovelli – Aye  
Mr. Boehm – Aye  
Ms. Hartman – Aye  
Mr. McKennitt – Not yet present

**Roll Call Vote:**

Ms. Akehurst-Moore – Aye  
Mr. Bates – Aye  
Ms. Cusker – Aye  
Mr. Gainsboro – Aye  
Mr. Howell – Aye  
Mr. Lowitt – Aye  
Mr. McCurdy – Aye  
Ms. Miller – Aye

**Meeting Materials:**

[MCI Concord Advisory Board Meeting Packet for November 3, 2025](#)

[MCI Concord Advisory Board Meeting Recording for November 3, 2025](#)

 **ONE-DAY LIQUOR LICENSE**

**APPLICATION DETAILS**

Application #:	<u>ODL-25-60407</u>	Date Issued:	<u>                    </u>	Permit #:	<u>                    </u>	Date Paid:	<u>                    </u>
Fee Payable: (\$)	<u>75.00</u>	Fee Paid: (\$)	<u>0.00</u>	Receipt #:	<u>                    </u>		

**SECTION 1 - SITE INFORMATION**

Name of Organization Concord Scout House, Inc

Street Name WALDEN ST Map Block Lot 0002

Street Number 74 Zone C

Unit Number                     

On Premises                     

Description of Premises Hall

**SECTION 2 - OWNER / CORPORATION INFORMATION**

Owner / Corporation Name CONCORD SCOUT HOUSE INC

Street Number 74 Street Name PO BOX 73

City CONCORD State MA Zip Code 01742

Telephone                      Email                     

**SECTION 3 - APPLICANT INFORMATION**

Applicant Name Coldwell Banker

Street Number	<u>11</u>	Street Name	<u>Main Street</u>		
City	<u>Concord</u>	State	<u>MA</u>	Zip Code	<u>01742</u>
Telephone number	<u>978-369-1000</u>	Email	<u>wendy.chandler@cbrealty.com</u>		

**SECTION 4 - MAILING ADDRESS**

Street Number	<u>11</u>	Street Name	<u>Main Street</u>		
City	<u>CONCORD</u>	State	<u>MA</u>	Zip Code	<u>01742</u>
Telephone	<u>978-369-1000</u>				

**SECTION 5 - HOURS OF OPERATION**

To Sell: (Check One)  Wines & Malts  All Alcoholic

**Note: Please indicate A.M. or P.M.**

Day of Event	<u>12/16/25</u>	<b>Hours of Operation</b>	<b>From</b>	<u>4pm</u>	<b>To</b>	<u>8pm</u>
Activity	<u>Holiday Party</u>					
Approximate Number of Attendance	<u>70</u>					

**SECTION 6- DECLARATION**

I do hereby certify under the pains & penalties of perjury that the information provided above is true and correct.

Date 10/28/25

(Chapter 138, Section 14. General Laws of the Commonwealth of Massachusetts)

**Indicates Mandatory Field.**

Note: Please check the above checkbox to submit the form

# Select Board Approval of the Town Manager Appointments

*Favorable action is requested:* Motion to approve the Town Manager appointments of:

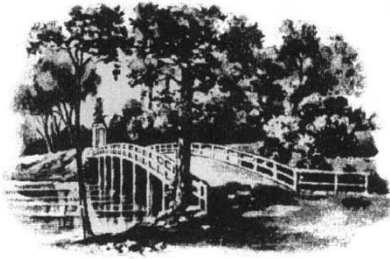
- a. Marybeth Kelly of 32 Monument St. as a full member of the Historical Commission for a term ending April 30, 2027.
  - b. Carol Aronson of 7 Wright Farm as an associate member of the Historical Commission for a term ending April 30, 2026
  - c. Dr. Robert Munro of 1400 Lowell Rd. as an associate member of the Historical Commission for a term ending April 30, 2026
- Callie (Caroline) Nairus of 341 Mattison Dr. as an associate member of the Historical Commission for a term ending April 30, 2026
- e. Sarah Kussin 51 Riverside Ave. as an associate member of the Historical Commission for a term ending April 30, 2026

## **Discussion and Vote:**

### **Request for Preliminary Approval of Public Art - New England Sculptors Association Temporary Installation for Junction Park, town-owned property in West Concord**

Presenter: Mimi Graney, Economic Vitality Manager

*Favorable action is requested:* Motion to approve the request for preliminary approval of public art - New England Sculptor's Association temporary installation for Junction Park, town-owned property in West Concord



OLD NORTH BRIDGE

## TOWN OF CONCORD

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

# DRAFT

To: Mary Hartman, Select Board Liaison to West Concord Junction Cultural District

From: Mimi Graney, Economic Vitality Manager

Date: October XX, 2025

Re: Public Art Proposal – **NESA Temporary Sculpture for West Concord**

Request for Preliminary Approval of Public Art - New England Sculptors Association Temporary Installation for Junction Park, town-owned property in West Concord.

### **Sponsor and Partners:**

The West Concord Cultural District Committee (WCCDC), with a project lead of committee member Sue Beck, proposes the temporary installation of sculpture at Junction Park in West Concord.

This installation would be done in partnership with the New England Sculptors Association and in collaboration with community groups including the West Concord Green Thumbs, Concord Public Works, the Economic Vitality Divisions, and others.

The New England Sculptors Association (NESA) supports and promotes sculptors while fostering public interest in sculpture. Through juried exhibitions, workshops, public installations, and community events, NESA provides professional development and exhibition opportunities for established artists, emerging artists, and students. The organization partners with museums, galleries, and communities across New England to showcase sculpture and engage the public.

### **Purpose:**

The West Concord Cultural District Committee seeks to enhance the beauty and identity of the neighborhood for residents and visitors. The proposed sculpture will reflect the creative energy of the district while complementing the setting of Junction Park.

The West Concord Green Thumbs who manage the plantings in the area wish the artwork to build upon the community pride that brought the park to life and continues to sustain it.

NESA's work in West Concord furthers their aim to build interest in sculpture and provide opportunities for artists through public exhibitions.

The artwork is proposed as a one-year loan, with the potential for renewal or purchase based on community feedback and approval by the Select Board.

**Site:**

The preferred site is a grassy area near the corner of Main Street and Commonwealth Avenue within Junction Park. The central location allows visibility from the sidewalk and for those who utilize the MBTA station and the Bruce Freeman Rail Trail, inviting visitors to stop and explore West Concord.

Existing park benches provide a place for visitors to rest and view the sculpture. Accompanying signage will describe the artwork. Final siting will be refined with input from Public Works to minimize site constraints and address any safety or other concerns.

**Project Description:**

Background: The project builds on the Town's successful experience commissioning temporary public art installations, such as the *Art Loop* of sidewalk decals in West Concord and *Freedom's Silhouette* in Monument Square. Working with the New England Sculptors Association, whose members curated [a dynamic sculpture park for the Town of Burlington](#), the WCCDC will select a single work appropriate for this prominent public space.

Artist Selection: Selection criteria will be developed by NESA in consultation with the WCCDC. NESA will solicit and review recommendations and present qualified works for consideration by the WCCDC with input from the West Concord Green Thumbs, Public Works, and other neighborhood representatives. The final recommendation will be presented to the Select Board for approval as part of the Town's public art process.

Artist/Curator Agreements: Agreements will be executed with NESA and the artist that define loan terms, installation, insurance, and removal responsibilities. This will be reviewed by Town

staff and Town Counsel as appropriate. It is anticipated that the Town Manager will execute the agreement on behalf of the Town.

Funding & Budget: Funding will be provided through the WCCDC's Mass Cultural Council Cultural District appropriation. The final budget will be confirmed with NESAs but is anticipated to be less than \$10,000, likely around \$5,000, inclusive of artist fees, installation, and signage. As a temporary artwork, no ongoing maintenance costs are expected. Removal of the sculpture at the end of the term will be managed by NESAs in coordination with the Town.

Site constraints: The proposed site was determined with input of community member including the WCCDC and the WC Green Thumbs. No constraints are currently identified, but final placement will take into account existing utilities, irrigation, and pedestrian circulation.

The sculpture's exact dimensions and installation method have not yet been determined. The recommended site is modest in scale, with overhead tree cover, suggesting a work that can sit on a 3-foot square concrete pad with a maximum height of approximately 8 feet, appropriate to the setting.

Materials: The artwork's materials will be determined through the artist selection process. While flexibility will be maintained, the committee has expressed interest in a kinetic or interactive sculpture, prioritizing movement or engagement rather than a specific medium.

Installation: Installation logistics by NESAs and the artist will be coordinated by Economic Vitality Manager Mimi Graney, with support from Town staff, Public Works, and contractors as needed. The Town's prior experience with temporary public art installations will inform procedures for placement, insurance, and process.

Signage: Details are still to be determined. It is likely that a small interpretive panel will accompany the sculpture, attached most likely to the mounting pad at the site, identifying the artist, the sponsors and funder. Design and production of the sign will be included in the overall project scope to be approved by the Select Board.

Term & Maintenance: The term of the sculpture installation will be for a loan for a period of one year. The condition of the artwork will be monitored periodically by WCCDC and NESAs. The terms of maintenance will be stipulated in the art agreement. At the end of the term, the agreement will be reassessed.

**Schedule:**

Winter 2025-26: Establish partnership with NESAs, finalize selection criteria and call for art

April 2026: Review proposals and select artwork

May 2026: Review by Town Departments, final approvals by Select Board

June - July 2026: Contracting and fabrication or preparation of existing artwork

August 2026: Installation at Junction Park

August 2027: Removal or renewal decision

### **Community:**

Collaborations with Concord partners including West Concord Green Thumbs, Economic Vitality and Tourism Divisions, Concord Public Works, the West Concord Business Group, the West Concord Advisory Committee, and other neighborhood stakeholders.

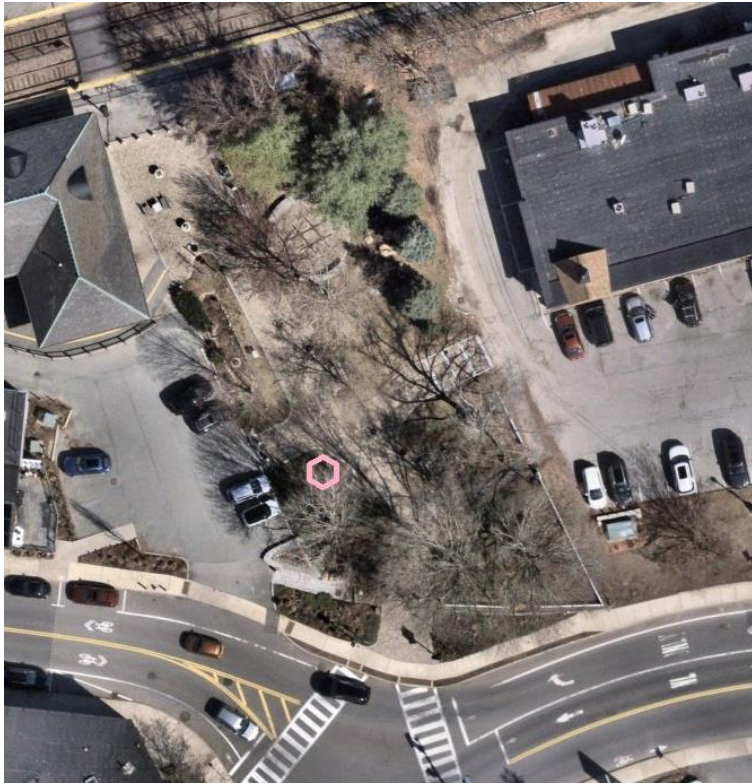
### **Administration and Town Responsibilities:**

- Sue Beck with WCCDC Chair Sue LaChance will coordinate committee members and neighborhood partners.
- The Economic Vitality Manager will serve as staff liaison to the WCCDC, coordinating among Town departments and NESAs including executing the artist contract and the pass-through of the MCC grant funding.
- Aaron Miklosko of Concord Public Works, Highway & Grounds and other Public Works staff will advise on installation.
- Final approval of the artwork and placement will rest with the Select Board.

# **DRAFT**

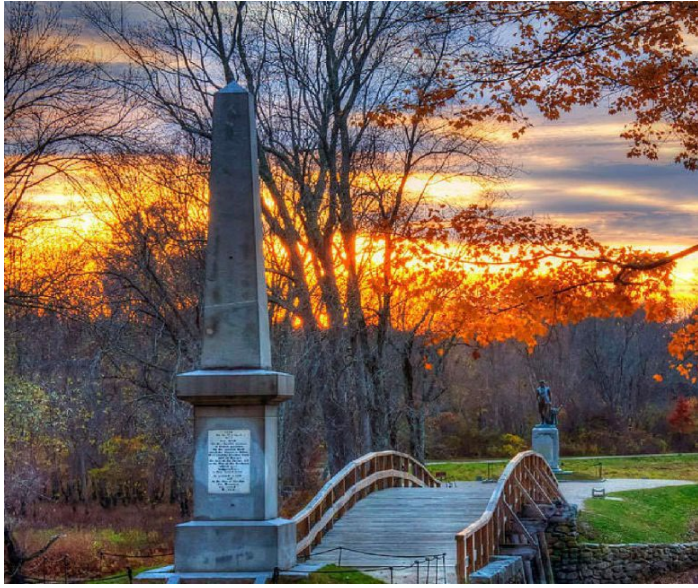
**SITE PHOTOS**





# Public Hearing and Vote: Fiscal Year 2026 Tax Classification

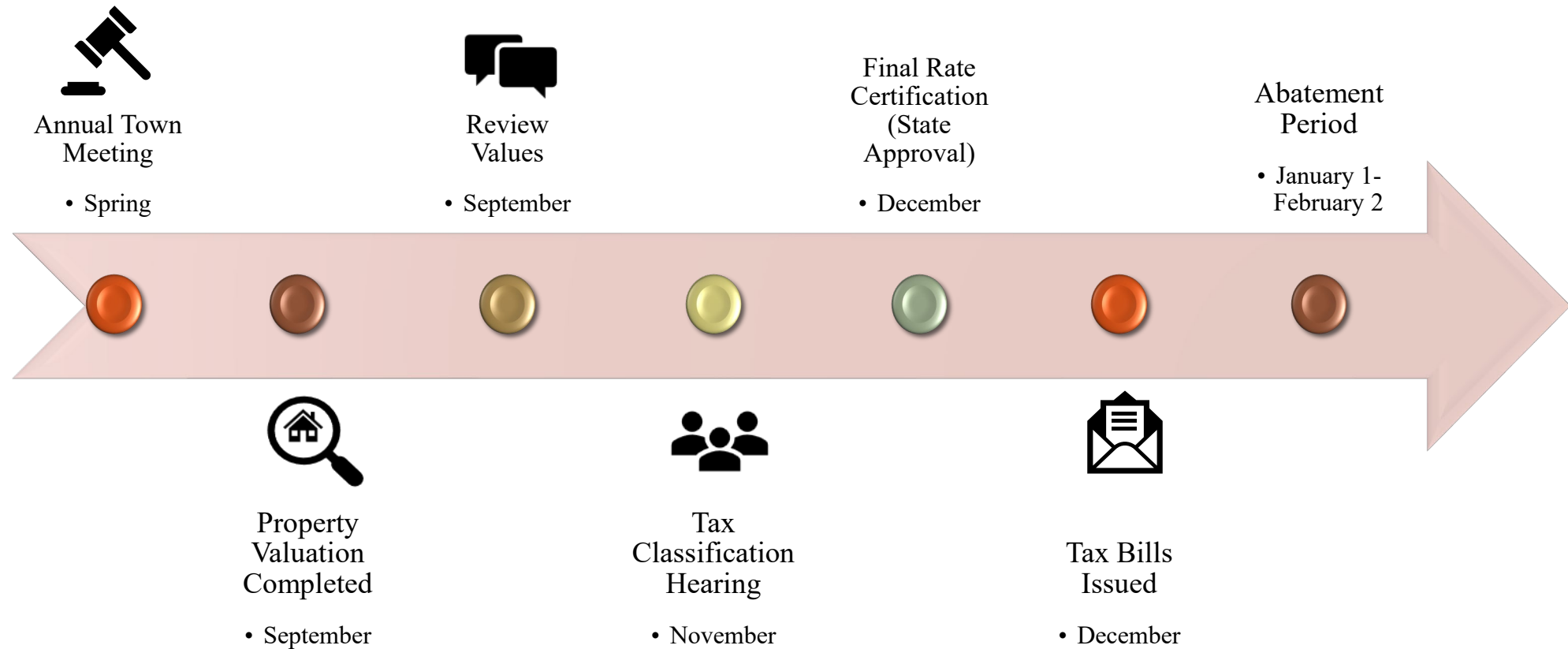
1. Presentation by Town Assessor Meredith Stone
2. *Favorable action is requested:* Motion to close the public hearing
3. Select Board Vote



# Fiscal Year 2026 Tax Classification Hearing Town of Concord November 17, 2025

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# Timeline



# Purpose of Tax Classification Hearing

- To determine whether to distribute the tax levy equally among all classes of property.



Or



- To reduce the share of the levy by the residential classes and shift some of the burden to the Commercial, Industrial and Personal Property Classes.

# Select Board's Role

The Select Board will consider four key decisions for tax classification:

---

**Vote:** Selection of a Minimum Residential Factor, Single or Split Tax Rate

**Vote:** Whether to Grant an Open Space Discount


**Vote:** Whether to Adopt a Residential Exemption

**Vote:** Whether to Adopt a Small Commercial Exemption


Selection of a Minimum Residential Factor, Single or Split Tax Rate



Selection of an Open Space Discount-or not



Granting of a Residential Exemption or not



Granting of a Small Commercial Exemption or not

# CERTIFIED VALUES—FISCAL YEAR 2026

Jurisdiction  Fiscal Year

Property Type	Parcel Count	Class1 Residential	Class2 Open Space	Class3 Commercial	Class4 Industrial	Class5 Pers Prop
101	4,637	7,801,000,786				
102	918	742,186,427				
MISC 103,109	54	173,054,300				
104	85	88,552,950				
105	1	1,497,600				
111-125	27	286,995,100				
130-32,106	267	53,382,312				
200-231	0		0			
300-393	323			481,724,300		
400-442	27				27,868,600	
450-452	2				3,290,513	
CH 61 LAND	5	12	0	51,708		
CH 61A LAND	26	20	0	1,173,269		
CH 61B LAND	22	9	0	10,047,710		
012-043	25	178,426,908	0	50,436,147	0	
501	127					9,211,170
502	132					21,109,610
503	0					0
504	2					33,321,040
505	3					8,303,600
506	1					3,266,500
508	3					1,541,200
550-552	0					0
<b>TOTALS</b>	<b>6,728</b>	<b>9,325,096,383</b>	<b>0</b>	<b>543,433,134</b>	<b>31,159,113</b>	<b>76,753,120</b>
<b>Real and Personal Property Total Value</b>						<b>9,976,441,750</b>
<b>Exempt Parcel Count &amp; Value</b>					647	1,204,902,500

\* See Addendum #1 for historical data regarding Town Levy

**PROPOSED TAX RATE =  
LEVY/CERTIFIED VALUES**

\$121,805,848 (LEVY)  
\$9,976,441,750 (VALUES)

Single Tax Rate = \$12.21\*

IF A FACTOR OF 1 IS  
SELECTED  
(NO SHIFT)

\*Subject to final approval

\*647 Parcels are exempt, across all property class types

# Tax Rate Calculation

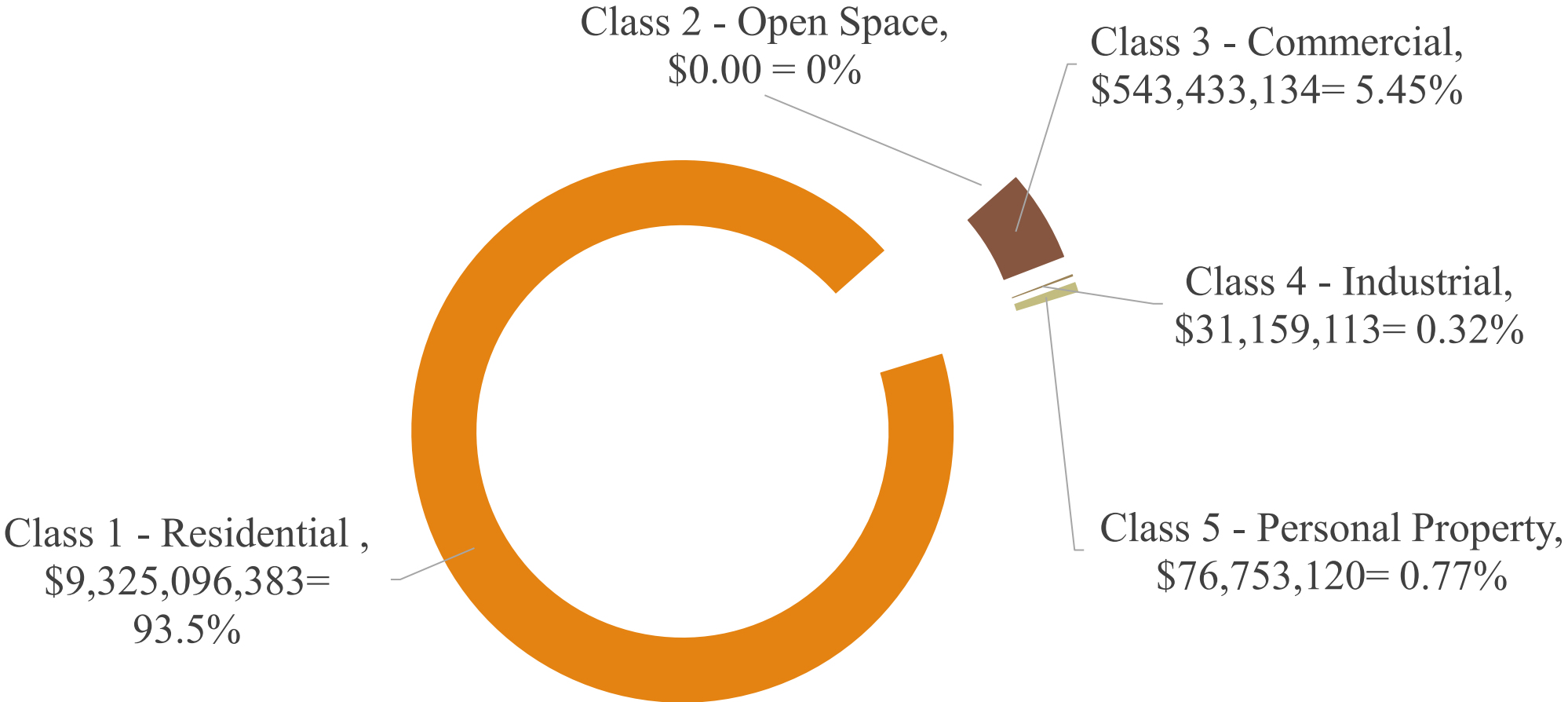
Single Rate, with no shift, the Tax Rate would be \$12.21/\$1,000 of assessed value

$$\frac{\text{FY2026 Property Tax Levy}}{\text{Town Taxable Valuation}} = \text{Tax Rate}$$

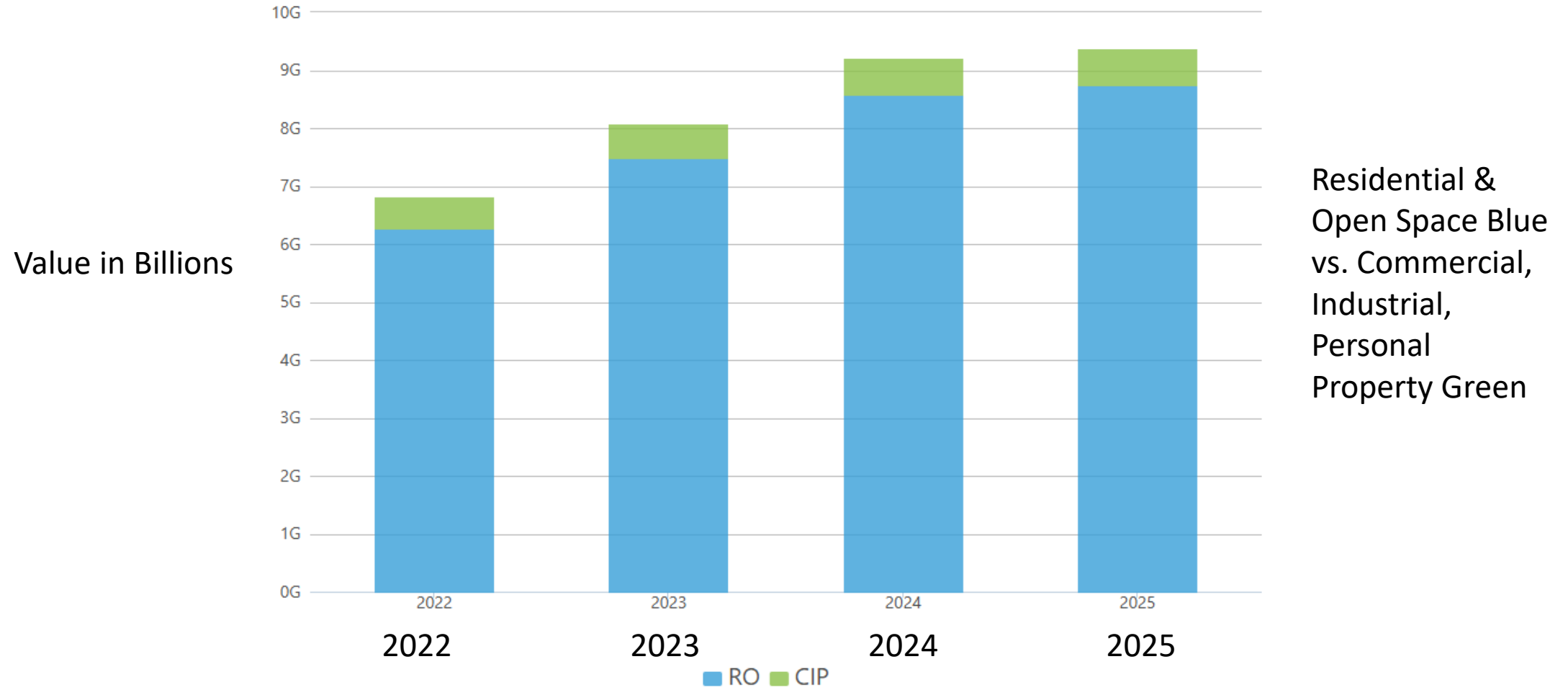
**FY2026 Property Tax Levy    \$121,805,848**  
**Town Taxable Valuation    \$9,976,441,750**        =        **\$12.21 per thousand dollars of assessed value**

	<u>FY25 Value</u>	<u>Tax Rate w/out RTE</u>	<u>RE Taxes</u>	<u>FY26 Value</u>	<u>Tax Rate w/out RTE</u>	<u>RE Taxes</u>
<b>Average Assessed Value 101-Single Family:</b>	\$ 1,581,435	\$12.39	\$19,594.00	\$1,682,338	\$12.21	\$ 20,541.00
<b>Median Assessed Value 101-Single Family</b>	\$ 1,331,300	\$12.39	\$16,495.00	\$1,429,750	\$12.21	\$17,457.00
<b>Average Assessed Value 102-Condominium</b>	\$ 743,580	\$12.39	\$9,213.00	\$808,482	\$12.21	\$9,872.00
<b>Median Assessed Value 102-Condominium</b>	\$ 639,587	\$12.39	\$7,924.00	\$699,900	\$12.21	\$8,546.00

# Breakdown of Taxable Property Classes



## Assessed Value Trend Concord



# VOTE 1

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**SELECTION OF A MINIMUM RESIDENTIAL  
FACTOR, SINGLE OR SPLIT TAX RATE**

# What is a Split Tax Rate?

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Communities decide to tax Residential, Commercial, Industrial & Personal Property (CIP) differently.



Statute allows an increase in CIP's share of the tax levy up to 50% higher than Residential



Does not generate new revenue; reallocates levy burden



Concord has used a single tax rate since 1998

# Minimum Residential Factor Comparison

CONCORD - 067 2026

Jurisdiction  Fiscal Year

ENTER A LEVY (ESTIMATED IF NECESSARY)

Levy	<input type="text" value="121,805,848"/>
Single Tax Rate	<input type="text" value="12.21"/>

ENTER CIP SHIFT RANGE

Shift Range	<input type="text" value="1.00"/>	<input type="text" value="1.50"/>
Shift Increments %	<input type="text" value="1.00"/>	
Max Shift Allowed	<input type="text" value="1.50"/>	

Class	Value	%	
Residential	<input type="text" value="9,325,096,383"/>	<input type="text" value="93.471166"/>	RO %
Open Space	<input type="text" value="0"/>	<input type="text" value="0.000000"/>	<input type="text" value="93.471166"/>
Commercial	<input type="text" value="543,433,134"/>	<input type="text" value="5.447164"/>	
Industrial	<input type="text" value="31,159,113"/>	<input type="text" value="0.312327"/>	CIP %
Personal Property	<input type="text" value="76,753,120"/>	<input type="text" value="0.769344"/>	<input type="text" value="6.528834"/>
<b>Total</b>	<b><input type="text" value="9,976,441,750"/></b>	<b><input type="text" value="100.000000"/></b>	

## Estimated Tax Rates with CIP Shift from 1.0-1.50

CIP Shift	Res Factor	Share Percentages						Levy Amounts						Estimated Tax Rates				
		Res SP	OS SP	Comm SP	Ind SP	PP SP	Total SP	Res LA	OS LA	Comm LA	Ind LA	PP LA	Total LA	Res ET	OS ET	Comm ET	Ind ET	PP ET
1.0000	1.0000	93.4712	0.0000	5.4472	0.3123	0.7693	100.0000	113,853,346		6,634,964	380,432	937,106	121,805,848	12.21	0.00	12.21	12.21	12.21
1.1000	0.9930	92.8183	0.0000	5.9919	0.3436	0.8463	100.0000	113,058,096		7,298,461	418,476	1,030,816	121,805,848	12.12	0.00	13.43	13.43	13.43
1.2000	0.9860	92.1654	0.0000	6.5366	0.3748	0.9232	100.0000	112,262,845		7,961,957	456,519	1,124,527	121,805,848	12.04	0.00	14.65	14.65	14.65
1.3000	0.9790	91.5125	0.0000	7.0813	0.4060	1.0001	100.0000	111,467,595		8,625,453	494,562	1,218,237	121,805,848	11.95	0.00	15.87	15.87	15.87
1.4000	0.9721	90.8596	0.0000	7.6260	0.4373	1.0771	100.0000	110,672,345		9,288,950	532,605	1,311,948	121,805,848	11.87	0.00	17.09	17.09	17.09
1.5000	0.9651	90.2067	0.0000	8.1707	0.4685	1.1540	100.0000	109,877,095		9,952,446	570,649	1,405,658	121,805,848	11.78	0.00	18.31	18.31	18.31

**Residential Tax Rate w/Shifts**      **CIP Rates w/Shift**

Since 1998 the Town has not shifted the tax burden to Commercial, Industrial, and Personal Property (CIP).

# **VOTE 2**

---

## **WHETHER TO GRANT AN OPEN SPACE DISCOUNT**

# OPEN SPACE DISCOUNT

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**During the State mandated Classification Hearing, the Select Board must vote on the following in order to establish a tax rate:**

## OPEN SPACE DISCOUNT:

Open space is land maintained in an open or natural condition which contributes significantly to the benefit and enjoyment of the public and which is **not**:

- Subject to a permanent conservation restriction;
- Held for the production of income;
- **Taxable under the provisions of:**
  - Chapter 61 (Forestry Land)
  - Chapter 61A (Agricultural/Horticultural Land)
  - Chapter 61B (Recreational Land).

**The Select Board may discount up to 25% of the Open Space share of taxes.  
Historically, the Town of Concord has not adopted an Open Space Discount.**

# **VOTE 3**

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## **WHETHER TO ADOPT A RESIDENTIAL EXEMPTION**

# What Is It?

## **MGL c.59, sec. 5C**

Enacted in 1979, the **Residential Tax Exemption** is an option under property tax classification MGL c.59, sec. 5C that shifts the tax burden within the residential class from owners of moderately valued residential properties to the owners of vacation homes, higher valued homes and residential properties not occupied by the owner, including apartments and vacant land.

# Residential Tax Exemption

- The Residential Exemption Factor can be 1% up to 35% of the total **average** residential parcel value
- The property must be the "**primary domicile**" of the owner as used for income tax purposes as of January 1.
- This option exempts value **only within** the Residential Class of property & **does not change the levy amount or impact Commercial, Industrial, or Personal Property (CIP).**
- The Select Board can authorize up to a 35% Residential Exemption.
- 19 communities, out of 351 in MA, chose to adopt in FY25-FY26.
- The Residential Exemption is a fixed value reduction off the assessment for qualified taxpayers, meaning all qualified taxpayers receive the same amount subtracted from their assessed value.
- The assessed value for the exemption is a percentage of the average residential value of the community.

<b><u>Community</u></b>	<b><u>Percentage</u></b>
Barnstable	25
Boston	35
Brookline	20
Cambridge	30
Chelsea	35
<b>Concord</b>	<b>10</b>
Everett	25
Malden	30
Mashpee	20 <sup>^</sup>
Nantucket	25
Oak Bluffs	15
Provincetown	35
Somerville	35
Tisbury	22
Truro	35 <sup>^</sup>
Waltham	35
Watertown	35
Wellfleet	33 <sup>^</sup>
West Tisbury	5 <sup>^</sup>

\* <sup>^</sup> Indicates RTE percentage increased for FY2026

# How Is It Calculated?

- ❖ To calculate the exemption, the average assessed value of all residential parcels must first be determined.
- ❖ The adopted percentage is multiplied by the number of eligible parcels and then the amount is exempted from the residential parcel value.
- ❖ The breakeven point is the point at which **qualifying parcels** will see an increase above the breakeven and a decrease below the breakeven. The breakeven point is benefit neutral.

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A = Total Residential Value = \$9,325,096,383

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B = Total Residential Parcel Count = **6,014**

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C = Average Residential Value = \$1,550,565

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D = Selected Residential Exemption % = 10%

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E = Residential Exemption = \$155,056

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F = Number of qualifying Residential Parcels = **3,863**

---

G = Total Residential Exemption Value = \$598,981,328

---

H = Total Residential Value-Exemption = \$8,726,115,055

---

Break-Even Point A divided By F = \$2,413,952

Fiscal Year 2026 Real Estate Tax Impact of Residential Tax Exemption (RTE)															
Non-RTE Qualifying Residential Property Tax								RTE Qualifying Residential Property Tax							
		Value	Rate w/o RTE	Estimated Bill w/o RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Increase)		Value	Rate w/o RTE	Estimated Bill w/o RTE	Taxable Value w/ RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Savings)
5% RTE	\$77,528	500,000	12.21	6,105	12.61	6,305	200		500,000	12.21	6,105	422,472	12.61	5,327	-778
		750,000	12.21	9,158	12.61	9,458	300		750,000	12.21	9,158	672,472	12.61	8,480	-678
		1,000,000	12.21	12,210	12.61	12,610	400		1,000,000	12.21	12,210	922,472	12.61	11,632	-578
		1,500,000	12.21	18,315	12.61	18,915	600		1,500,000	12.21	18,315	1,422,472	12.61	17,937	-378
		1,800,000	12.21	21,978	12.61	22,698	720		1,800,000	12.21	21,978	1,722,472	12.61	21,720	-258
		2,000,000	12.21	24,420	12.61	25,220	800		2,000,000	12.21	24,420	1,922,472	12.61	24,242	-178
		2,250,000	12.21	27,473	12.61	28,373	900		2,250,000	12.21	27,473	2,172,472	12.61	27,395	-78
		2,413,952	12.21	29,474	12.61	30,440	966		2,413,952	12.21	29,474	2,336,424	12.61	29,462	-12
		3,000,000	12.21	36,630	12.61	37,830	1,200		3,000,000	12.21	36,630	2,922,472	12.61	36,852	222
Exempt Value		3,500,000	12.21	42,735	12.61	44,135	1,400		3,500,000	12.21	42,735	3,422,472	12.61	43,157	422
		4,000,000	12.21	48,840	12.61	50,440	1,600		4,000,000	12.21	48,840	3,922,472	12.61	49,462	622
		4,500,000	12.21	54,945	12.61	56,745	1,800		4,500,000	12.21	54,945	4,422,472	12.61	55,767	822
		5,000,000	12.21	61,050	12.61	63,050	2,000		5,000,000	12.21	61,050	4,922,472	12.61	62,072	1,022
		5,500,000	12.21	67,155	12.61	69,355	2,200		5,500,000	12.21	67,155	5,422,472	12.61	68,377	1,222
		6,000,000	12.21	73,260	12.61	75,660	2,400		6,000,000	12.21	73,260	5,922,472	12.61	74,682	1,422
* Difference between taxes without RTE and taxes with RTE								~ \$2.4M is the value where taxes will be increased even if the exemption is received							
NOTE: ALL TAX RATES ARE APPROXIMATE PENDING DOR APPROVAL															

**Tax Rate does not include Senior Means Tested**

## Fiscal Year 2026 Real Estate Tax Impact of Residential Tax Exemption (RTE)

		Non-RTE Qualifying Residential Property Tax								RTE Qualifying Residential Property Tax					
		Value	Rate w/o RTE	Estimated Bill w/o RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Increase)		Value	Rate w/o RTE	Estimated Bill w/o RTE	Taxable Value w/ RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Savings)
10% RTE	\$155,056	500,000	12.21	6,105	13.05	6,525	420		500,000	12.21	6,105	344,944	13.05	4,502	-1,603
		750,000	12.21	9,158	13.05	9,788	630		750,000	12.21	9,158	594,944	13.05	7,764	-1,393
		1,000,000	12.21	12,210	13.05	13,050	840		1,000,000	12.21	12,210	844,944	13.05	11,027	-1,183
		1,500,000	12.21	18,315	13.05	19,575	1,260		1,500,000	12.21	18,315	1,344,944	13.05	17,552	-763
		1,800,000	12.21	21,978	13.05	23,490	1,512		1,800,000	12.21	21,978	1,644,944	13.05	21,467	-511
		2,000,000	12.21	24,420	13.05	26,100	1,680		2,000,000	12.21	24,420	1,844,944	13.05	24,077	-343
		2,250,000	12.21	27,473	13.05	29,363	1,890		2,250,000	12.21	27,473	2,094,944	13.05	27,339	-133
		2,413,952	12.21	29,474	13.05	31,502	2,028		2,413,952	12.21	29,474	2,258,896	13.05	29,479	4
		3,000,000	12.21	36,630	13.05	39,150	2,520		3,000,000	12.21	36,630	2,844,944	13.05	37,127	497
Exempt Value		3,500,000	12.21	42,735	13.05	45,675	2,940		3,500,000	12.21	42,735	3,344,944	13.05	43,652	917
		4,000,000	12.21	48,840	13.05	52,200	3,360		4,000,000	12.21	48,840	3,844,944	13.05	50,177	1,337
		4,500,000	12.21	54,945	13.05	58,725	3,780		4,500,000	12.21	54,945	4,344,944	13.05	56,702	1,757
		5,000,000	12.21	61,050	13.05	65,250	4,200		5,000,000	12.21	61,050	4,844,944	13.05	63,227	2,177
		5,500,000	12.21	67,155	13.05	71,775	4,620		5,500,000	12.21	67,155	5,344,944	13.05	69,752	2,597
		6,000,000	12.21	73,260	13.05	78,300	5,040		6,000,000	12.21	73,260	5,844,944	13.05	76,277	3,017
* Difference between taxes without RTE and taxes with RTE								~ \$2.4M is the value where taxes will be increased even if the exemption is received							
<b>NOTE: ALL TAX RATES ARE APPROXIMATE PENDING DOR APPROVAL</b>															

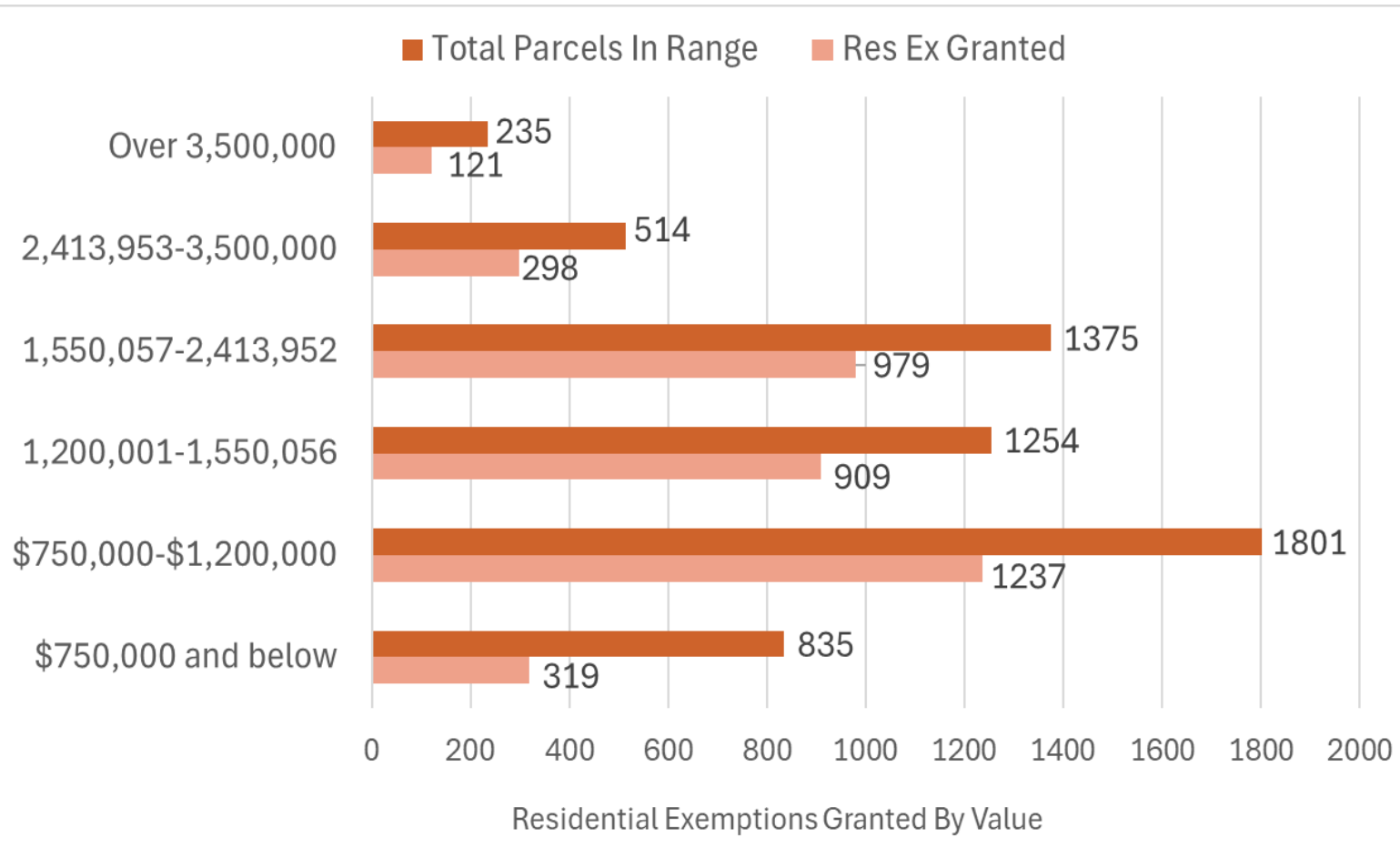
**Tax Rate does not include Senior Means Tested**

## Fiscal Year 2026 Real Estate Tax Impact of Residential Tax Exemption (RTE)

		Non-RTE Qualifying Residential Property Tax								RTE Qualifying Residential Property Tax					
		Value	Rate w/o RTE	Estimated Bill w/o RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Increase)		Value	Rate w/o RTE	Estimated Bill w/o RTE	Taxable Value w/ RTE	Rate w/ RTE	Estimated Bill w/ RTE	*Variance (Savings)
15% RTE	\$232,585	500,000	12.21	6,105	13.51	6,755	650		500,000	12.21	6,105	267,415	13.51	3,613	-2,492
		750,000	12.21	9,158	13.51	10,133	975		750,000	12.21	9,158	517,415	13.51	6,990	-2,167
		1,000,000	12.21	12,210	13.51	13,510	1,300		1,000,000	12.21	12,210	767,415	13.51	10,368	-1,842
		1,500,000	12.21	18,315	13.51	20,265	1,950		1,500,000	12.21	18,315	1,267,415	13.51	17,123	-1,192
		1,800,000	12.21	21,978	13.51	24,318	2,340		1,800,000	12.21	21,978	1,567,415	13.51	21,176	-802
		2,000,000	12.21	24,420	13.51	27,020	2,600		2,000,000	12.21	24,420	1,767,415	13.51	23,878	-542
		2,250,000	12.21	27,473	13.51	30,398	2,925		2,250,000	12.21	27,473	2,017,415	13.51	27,255	-217
		2,413,952	12.21	29,474	13.51	32,612	3,138		2,413,952	12.21	29,474	2,181,367	13.51	29,470	-4
		3,000,000	12.21	36,630	13.51	40,530	3,900		3,000,000	12.21	36,630	2,767,415	13.51	37,388	758
Exempt Value		3,500,000	12.21	42,735	13.51	47,285	4,550		3,500,000	12.21	42,735	3,267,415	13.51	44,143	1,408
		4,000,000	12.21	48,840	13.51	54,040	5,200		4,000,000	12.21	48,840	3,767,415	13.51	50,898	2,058
		4,500,000	12.21	54,945	13.51	60,795	5,850		4,500,000	12.21	54,945	4,267,415	13.51	57,653	2,708
		5,000,000	12.21	61,050	13.51	67,550	6,500		5,000,000	12.21	61,050	4,767,415	13.51	64,408	3,358
		5,500,000	12.21	67,155	13.51	74,305	7,150		5,500,000	12.21	67,155	5,267,415	13.51	71,163	4,008
		6,000,000	12.21	73,260	13.51	81,060	7,800		6,000,000	12.21	73,260	5,767,415	13.51	77,918	4,658
* Difference between taxes without RTE and taxes with RTE							~ \$2.4M is the value where taxes will be increased even if the exemption is received								
<b>NOTE: ALL TAX RATES ARE APPROXIMATE PENDING DOR APPROVAL</b>															

**Tax Rate does not include Senior Means Tested**

# Total Parcel Count vs. Residential Exemptions Granted by Value Range

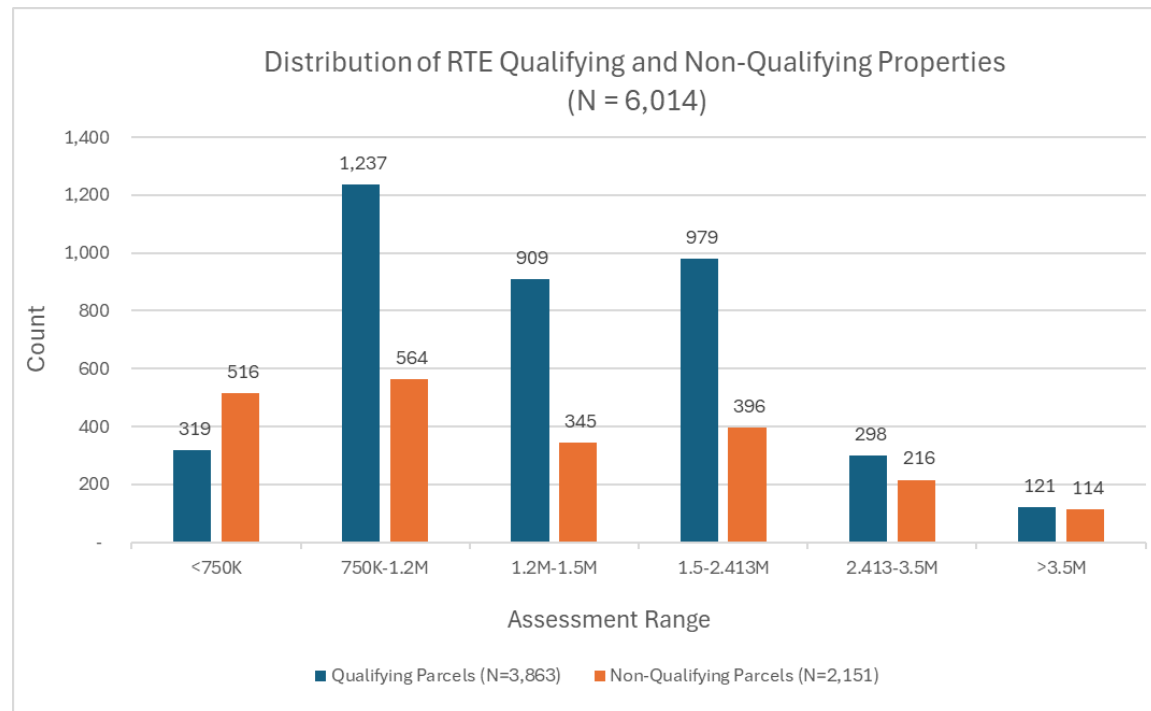


Assessed Val Range	Res Ex Granted	Total Parcels In Range
\$750,000 and below	319	835
\$750,000-\$1,200,000	1237	1801
1,200,001-1,550,056	909	1254
1,550,057-2,413,952	979	1375
2,413,953-3,500,000	298	514
Over 3,500,000	121	235
<b>TOTAL PARCELS</b>	<b>3863</b>	<b>6014</b>

- ❖ This chart shows how many Residential Exemption applications have been granted within each value range presented.
- ❖ Class one properties also include 267 vacant land parcels, which are included in the total parcel count but cannot be granted a Residential Exemption

### Fiscal Year 2026 Real Estate Tax Impact of Residential Tax Exemption (10%)

	<u>Count of Parcels</u>	<u>% Dist</u>	<u>Tax Rate w/o RTE</u>	<u>Estimated Tax Amount w/o RTE</u>	<u>% Dist</u>	<u>Tax Rate with RTE</u>	<u>Estimated Tax Amount with RTE</u>	<u>% Dist</u>	<u>Difference</u>	<u>% Diff</u>
Non-RTE Qualifying Residential Parcels	2,151	36%	\$12.21	\$42,120,498	37%	\$13.05	\$45,018,222	40%	\$2,897,725	7%
RTE Qualifying Residential Parcels										
-Parcels Assessed Below Breakeven	3,444	57%	\$12.21	\$54,806,498	48%	\$13.05	\$51,608,102	45%	-\$3,198,396	-6%
-Parcels Assessed Above Breakeven	419	7%	\$12.21	\$16,932,431	15%	\$13.05	\$17,249,478	15%	\$317,046	2%
Subtotal	3,863	64%	\$12.21	\$71,738,929	63%	\$13.05	\$68,857,579	60%	-\$2,881,350	-4%
Grand Total	6,014			\$113,859,427			\$113,875,801		\$16,375	0%



## Percentage's x Average Residential Value along with exemption value and tax rate

EX %	AVG VALUE	EX. AMT	TAX RATE	RATE W/OUT EX.	DIFFERENCE
5% X	\$ 1,550,565.00	= \$ 77,528	12.61	12.21	3.31%
10% X	\$ 1,550,565.00	= \$ 155,057	13.05	12.21	6.86%
15% X	\$ 1,550,565.00	= \$ 232,585	13.51	12.21	10.66%
20% X	\$ 1,550,565.00	= \$ 310,113	14.01	12.21	14.73%
25% X	\$ 1,550,565.00	= \$ 387,641	14.55	12.21	19.12%
30% X	\$ 1,550,565.00	= \$ 465,170	15.12	12.21	23.86%
35% X	\$ 1,550,565.00	= \$ 542,698	15.75	12.21	28.99%

<b>A. Total Residential Value</b>	\$	<b>9,325,096,383</b>
<b>B. Total Residential Parcels</b>		<b>6014</b>
<b>C. Average Residential Value</b>	\$	<b>1,550,565</b>
<b>D. Exemption %</b>		<b>10%</b>
<b>E. Exemption Amount</b>	\$	<b>155,056.00</b>
<b>F. Number of Eligible (est)</b>		<b>3863</b>
<b>G. Total Residential Exemption Value</b>	\$	<b>598,981,328</b>
<b>H. Residential Value less Exemption</b>	\$	<b>8,726,115,055</b>
<b>I. Break Even</b>	\$	<b>2,413,952</b>

Options for Residential Exemption  
(Example Calculation of 10%)

# **VOTE 4**

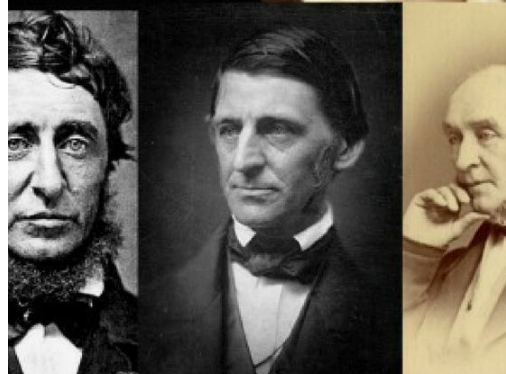
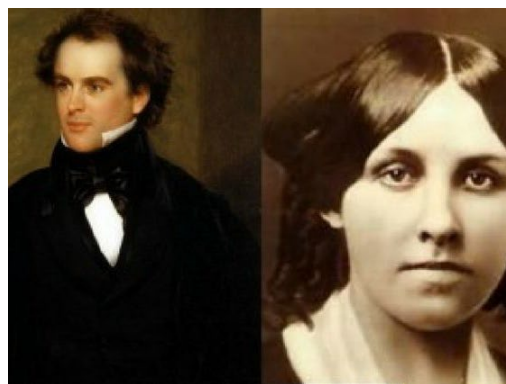
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## **WHETHER TO ADOPT A SMALL COMMERCIAL EXEMPTION**

# Small Commercial Exemption

- The Select Board could adopt an exemption that **reduces the taxable valuation by up to 10%** of eligible Commercial parcels only.
- Eligible businesses must have an average annual employment of **not more than 10 people** during the previous calendar year.
- Assessed value of the parcel occupied by eligible business must be **\$1 million or less**.
- In order for a commercial parcel to qualify, **every business occupying the parcel must also qualify** for the exemption.
- This exemption **shifts the tax burden within the CIP Classes from small commercial properties to larger commercial and industrial parcels**.
- **Increases the Commercial/Industrial/Personal Property tax rate**.
- **The exemption goes to the building owner, not the business owner**, so depending on lease agreements, a small business owner may or may not benefit.

**Concord has not historically adopted this exemption**



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# Town of Concord

## Board of Assessors

Dr. Mera Tilley, Chair

Yannis Tsitsas, Vice Chair

Brendan Kemeza

Arry Charles

Shriram Bharath

## Assessing Division

Meredith Stone- Town Assessor

Michael Gibbons-Assistant Town Assessor

Carolyn Dee-Office Administrator

Lee Phalen-Data Lister

Samantha Perry-Administrative Specialist

# ADDENDA

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ADDENDUM #1—Historical Levy Data

ADDENDUM #2—LA-4 Residential/Commercial Values

ADDENDUM #3—LA-4 Personal Property/Exempt Values

ADDENDUM #4—LA-4 Total Values

ADDENDUM #5—Classification Hearing Terms

# ADDENDUM #1

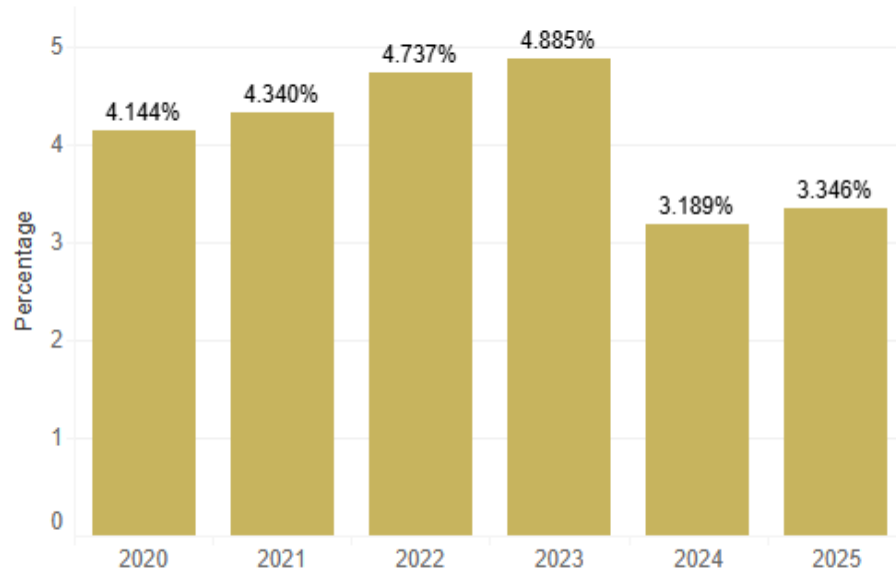
## History of Town Levy 2020-Present

Select a Municipality

Concord

Concord

Excess Levy Capacity as a Percent of Max Levy



**Excess Levy Capacity** is the difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Property Tax Levy Data

Levy Data	2020	2021	2022	2023	2024	2025
Excess Levy Capacity	4,108,469	4,452,414	5,010,074	5,381,932	3,714,963	4,023,789
Levy Ceiling	167,131,278	166,762,691	170,672,043	202,138,084	230,319,535	234,492,916
Levy Limit w/o Exclusions	92,281,116	95,545,971	98,905,503	102,619,655	106,213,177	110,152,005
Maximum Levy	99,149,414	102,580,714	105,774,848	110,170,315	116,503,661	120,265,683
Total Tax Levy	95,040,945	98,128,300	100,764,774	104,788,383	112,788,698	116,241,894

Data appearing in this dashboard includes information extracted from the DLS Gateway database, based on data submitted to DLS by municipalities as part of the annual tax rate setting process. Excess Levy Capacity as a percent of Max Levy will be displayed as 0% if the value is less than 0.001%.

**FY26 PROJECTED LEVY \$121,805,848**

# ADDENDUM #2

## Residential/Commercial

Property Type	Description	FY 2025 Mix Use Parcel Count	FY 2025 Parcel Count	FY 2025 Assessed Value	FY 2026 Mix Use Parcel Count	FY 2026 Parcel Count	FY 2026 Assessed Value	Parcel Diff	Parcel % Diff	Assessed Value Diff	Assessed Value % Diff
101	Single Family		4,628	7,318,881,900		4,637	7,801,000,786	9	0.2%	482,118,886	6.6%
102	Condominiums		914	679,632,361		918	742,186,427	4	0.4%	62,554,066	9.2%
MISC 103,109	Miscellaneous Residential		54	161,761,800		54	173,054,300	0		11,292,500	7.0%
104	Two - Family		90	86,515,200		85	88,552,950	-5	-5.6%	2,037,750	2.4%
105	Three - Family		1	1,441,400		1	1,497,600	0		56,200	3.9%
111-125	Apartment		27	276,602,900		27	286,995,100	0		10,392,200	3.8%
130-32,106	Vacant / Accessory Land		273	52,906,112		267	53,382,312	-6	-2.2%	476,200	0.9%
200-231	Open Space		0	0		0	0	0		0	
300-393	Commercial		323	475,005,000		323	481,724,300	0		6,719,300	1.4%
400-442	Industrial		27	26,554,800		27	27,868,600	0		1,313,800	4.9%
450-452	Industrial Power Plant		2	3,430,404		2	3,290,513	0		-139,891	-4.1%
CH 61 LAND	Forest	4	12	48,470	5	12	51,708	1	6.3%	3,238	6.7%
CH 61A LAND	Agriculture	26	20	1,143,159	26	20	1,173,269	0		30,110	2.6%
CH 61B LAND	Recreational	22	8	9,329,005	22	9	10,047,710	1	3.3%	718,705	7.7%
012-043	Multi-use - Residential		25	163,356,306		25	178,426,908	0		15,070,602	9.2%
012-043	Multi-use - Open Space		0	0		0	0	0		0	
012-043	Multi-use - Commercial		0	48,443,429		0	50,436,147	0		1,992,718	4.1%
012-043	Multi-use - Industrial		0	0		0	0	0		0	

# ADDENDUM #3

## Personal Property/Exempt

Property Type	Description	FY 2025 Mix Use Parcel Count	FY 2025 Parcel Count	FY 2025 Assessed Value	FY 2026 Mix Use Parcel Count	FY 2026 Parcel Count	FY 2026 Assessed Value	Parcel Diff	Parcel % Diff	Assessed Value Diff	Assessed Value % Diff
501	Individuals / Partnerships / Associations / Trusts / LLC		119	8,702,780		127	9,211,170	8	6.7%	508,390	5.8%
502	Corporations		135	22,032,380		132	21,109,610	-3	-2.2%	-922,770	-4.2%
503	Manufacturing		0	0		0	0	0		0	
504	Public Utilities		2	31,146,640		2	33,321,040	0		2,174,400	7.0%
505	Centrally Valued Telephone		3	8,087,100		3	8,303,600	0		216,500	2.7%
506	Centrally Valued Pipelines		1	3,152,800		1	3,266,500	0		113,700	3.6%
508	Wireless Telephone		3	1,542,690		3	1,541,200	0		-1,490	-0.1%
550-552	Electric Generating Plant		0	0		0	0	0		0	
EXEMPT VALUE	Exempt Property		645	1,152,658,000		647	1,204,902,500	2	0.3%	52,244,500	4.5%

# ADDENDUM #4

## TOTALS

Property Type	Description	FY 2025 Mix Use Parcel Count	FY 2025 Parcel Count	FY 2025 Assessed Value	FY 2026 Mix Use Parcel Count	FY 2026 Parcel Count	FY 2026 Assessed Value	Parcel Diff	Parcel % Diff	Assessed Value Diff	Assessed Value % Diff
Total Class 1	TOTAL RESIDENTIAL		6,012	8,741,097,979		6,014	9,325,096,383	2	0.0%	583,998,404	6.7%
Total Class 2	TOTAL OPEN SPACE		0	0		0	0	0		0	
Total Class 3	TOTAL COMMERCIAL		415	533,969,063		417	543,433,134	2	0.5%	9,464,071	1.8%
Total Class 4	TOTAL INDUSTRIAL		29	29,985,204		29	31,159,113	0		1,173,909	3.9%
Total Class 5	TOTAL PERSONAL PROPERTY		263	74,664,390		268	76,753,120	5	1.9%	2,088,730	2.8%
Total Taxable	TOTAL REAL & PERSONAL		6,719	9,379,716,636		6,728	9,976,441,750	9	0.1%	596,725,114	6.4%

# ADDENDUM #5

## CLASSIFICATION HEARING TERMS

**CIP** - Commercial, Industrial, and Personal Property Classes

**Levy** - the revenue a community can raise through real and personal property taxes.

**Levy Limit** - The maximum amount a community can levy in a given year; equal to last year's levy plus 2.5% plus new growth plus debt exclusion / override if applicable.

**Levy Ceiling** - Equal to 2.5% of the total full and fair cash value of all taxable real and personal property in the community.

**New Growth** - Increase in the tax base due to new construction, parcel subdivisions, condo conversions and property renovations, but not due to revaluation. It is calculated by dividing the resulting increased assessed value by \$1,000 and multiplying by the prior year's tax rate for the property class.

**Override** - A permanent increase to a community's levy limit.

**Override Capacity** - The difference between the levy ceiling and the levy limit. It is the maximum amount by which a community may override its levy limit.

**Debt Exclusion** - A temporary increase to the levy limit for the payment of a specific debt service item over a specified period of time.

**Capital Outlay Expenditure** - A temporary exclusion for the purpose of raising funds for capital projects.

**Excess Levy Capacity** - The difference between the actual levy and the levy limit.

# **Update and Discussion: Progress Review – Budget**

Presenters: Kerry Lafleur, Town Manager and Ryan Ferrara, Assistant CFO /  
Director of Budget and Procurement



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**Fiscal Year 2027**

**Select Board – November 17, 2025**

**Budget Update**



## Fiscal Year 2027 Budget Schedule

- **November 17<sup>th</sup>** – Select Board Meeting (Tax Classification Meeting)/Fiscal Year 2027 Budget Update
- **November 20<sup>th</sup>** – Finance Committee Meeting (Regular Meeting)
- **December 8<sup>th</sup>** – Finance Committee Meeting (Tri-Board Capital Planning Forum with Select Board)
- **December 11<sup>th</sup>** – Finance Committee Meeting (Regular Meeting and Guidelines)



# Fiscal Year 2027 Budget Schedule

- **December 1 - 31** – Finalize Capital and Operating Budgets
- **March 1 - 31, 2026** – Public Hearings for FY27 budgets
- **April 27, 2026** – Annual Town Meeting



# FY 2027 Operating Budget Overview

## Personnel

- **Police Command Structure** – Current command staff are stretched thin limiting supervisory coverage and officer development; **One FTE estimated cost of \$205,000 (including educational incentive)**; Potential offset of \$110,000 if adjustment in shift strength is implemented



# FY 2027 Operating Budget Overview

## Personnel - Continued

- **Public Safety Business Manager** – A dedicated Public Safety Business Manager, similar to what already exists within CPW, would provide the financial and administrative expertise needed to support both departments, freeing command staff to focus on field operations and community safety while ensuring resources are managed effectively; **One FTE estimated cost of \$128,250 (including benefits)**



# Fiscal Year 2027 Budget Update

## Personnel – Continued

- **IT Business Knowledge Manager** – This position was budgeted as an IT Business Analyst prior to FY26 and was cut from the budget in FY26; This request would restore the FTE that was cut from FY26 with a new position with a different focus to support town-wide IT initiatives; The proposed position is budgeted at Grade 13, Step 9 (@ \$145K with benefits)



# FY 2027 Operating Budget Overview

## Personnel - Continued

- **Public Records Administrator** – A dedicated Public Records Administrator would allow the Town to meet statutory deadlines for requests while enabling the Records & Archives Manager to refocus on the essential archival and records management work that preserves Concord's history and supports transparent government; **If Part Time, non-benefit eligible, approximately \$40,000; If Full Time with benefits, estimated cost is \$101,250**



# FY 2027 Operating Budget Overview

- The increase includes:
  - Cost of Living Adjustment (COLA) for non-union employees @1.2%
  - Restoration of seasonal ranger program and increases to Fire and Police Overtime reflecting spending trends



## FY 2027 Operating Budget Overview

- Incremental \$73K increase for three elections scheduled in Fiscal Year 2027
- Includes elimination of vacant Risk and Compliance Manager position (\$91 K)
- Town Manager and Finance Department has met with Town Departments regarding their proposed Fiscal Year 2027 Operating and Capital Budgets



# FY 2027 Operating Budget Overview

Total % increase from FY26 to 27 for guideline eligible categories: 5.3%



# FY 2027 Operating Budget Overview

## October 30, 2025, Finance Committee meeting:

- Finance Department presentation reflected a preliminary % increase target for the Fiscal Year 2027 guideline budget between 3.5%-3.0%
- Finance Committee voted the following increases:
  - 2.5% Town
  - 2.5% Concord Public Schools
  - -0.9% Concord Carlisle Regional School District



# FY 2027 Operating Budget Overview

## **Finance Department FY27 Budget Review:**

### **Elimination of Proposed Positions:**

- Public Safety Business Manager - \$128K
- Public Records Administrator (part time) - \$40K

### **Retaining Proposed Positions:**

- Deputy Police Chief - \$205K
- IT Business Knowledge Manger - \$145 K



# FY 2027 Operating Budget Overview

## Finance Department FY27 Budget Review:

### Other Reductions:

- Police Overtime - \$79K
- Fire Overtime - \$136K
- Library Overtime (closing on Sundays) - \$44K



# FY 2027 Operating Budget Overview

## Finance Department FY27 Budget Review:

### Other Reductions:

- Account for Council on Aging formula grants to offset salary - \$25K
- Reduction in budget lines where request doesn't reflect actual spending trends – \$320K



# FY 2027 Operating Budget Overview

**Update as of November 17<sup>th</sup>:**

- Current budget percentage change after Finance Department review

= 3.25% increase from Fiscal Year 2026 to 2027

# Evolving Our Budget Approach

- Each year, departments build their budgets **from the ground up**, reviewing staffing, service needs, and costs before requests are finalized.
- While this is often referred to as a *line-item budget*, it functions more like a **bottom-up process**, where expenditures are justified annually rather than simply carried forward.
- What's changing now is our focus: how funds are spent vs what outcomes they achieve.
- Soon, we will be working with **Tyler Technologies** (parent company of **Munis**), and beginning a transition to **Priority Based Budgeting (PBB)**, which links resources directly to **community priorities and results**.
- FY27 will mark the **start of this transition** as we build awareness and test examples. We expect to be ready for **full integration of PBB in FY28**.

**Bottom-Up Budgeting → Outcome-Based Budgeting (PBB)**

# Where We Are in the Transition

## FY27: Building Awareness & Testing Examples

- Introducing PBB principles
  - **Align spending with community priorities**
  - **Evaluate programs, not just line-items**
  - **Rank programs by priority and impact**
  - **Encourage data-driven decisions**
  - **Increase transparency and accountability**
  - **Promote collaboration and innovation**
- Begin linking costs to outcomes in select program areas.

## FY28: Full Integration into Budget Development

- Broader program inventory and priority scoring.
- Develop a consistent “program budgeting” language across departments.
- Align funding directly with outcomes and community priorities.

*FY27, Build Awareness → FY28, Full Integration*

# Shifting the Budget Conversation

- To move from the current +3.25% proposal toward the Finance Committee's guideline of +2.5%, we must move beyond trimming line items - where there is little left to cut.
- Instead, our focus should shift toward understanding **service level trade-offs** and prioritizing investments that most advance community outcomes.
- This is not about “doing more with less,” but about **funding what matters most** and being deliberate about where reductions will occur as needed to meet funding limitations.

*Line-Item Review → Program Evaluation → Priority-Based Budgeting → Resource Alignment*

# Example: From Line-Item to Priority-Based Budgeting

**Ceremonies & Celebrations:** numbers shown for illustrative purposes only

## Traditional Line-item View

- Supplies – \$4,000
- Police Overtime – \$6,000
- Public Works Support – \$3,000
- Other Expenses – \$2,000
- **Total:** \$15,000

**Old framing:** “What do we spend on supplies and overtime?”

**New framing:** “What community value do these funds create?”

## Priority-Based View

- **Outcome Area:** Civic Engagement & Community Identity
- **Program Goal:** Preserve and celebrate Concord’s history and traditions through inclusive, community-wide events.
- **Key Services Funded:**
  - Annual Patriots’ Day Parade & Flag Raising
  - Independence Day and Concord 250 Celebrations
  - Veterans’ and Memorial Ceremonies
- **Priority Rationale:**
  - Strengthens community pride and connection.
  - Supports tourism and cultural identity.
  - Aligns with Envision Concord’s goal of civic inclusion and participation.

# Request: FY27 Budget Workshop

## Aligning Priorities and Funding

### Purpose:

Engage the Select Board in a focused discussion to identify the programs and outcomes most essential to Concord's goals - using a Priority Based Budgeting lens to inform further adjustments toward the Finance Committee's guideline.

### Focus:

- Review high-level service areas (e.g., public safety, sustainability, civic engagement, infrastructure).
- Discuss relative priority and impact of each area using PBB concepts - *how strongly does this program advance community outcomes?*
- Identify potential areas for re-scaling or phasing, rather than cutting line items.
- Explore where service levels could be adjusted with minimal impact on outcomes.

# Request: FY27 Budget Workshop

## Aligning Priorities and Funding

### Pre-work for staff:

- Selected development of program summaries showing purpose, outcomes supported, cost, and performance measures.
- Map programs to priority outcomes identified in *Envision Concord* or other guiding documents.
- Identify where reductions would affect service delivery, community expectations, or compliance.

### Workshop Format:

- 2-hour working session in December.
- Short overview of the FY27 gap and PBB approach.
- Discussion by program area using a “value vs. cost” matrix or scoring tool.
- Board identifies top-tier, maintain, and lower-priority program areas.

### Outcome:

- Select Board guidance on service level priorities and principles to inform adjustments toward the FY27 target and to shape the FY28 Priority Based Budgeting rollout.

# Moving Forward Together

- Concord's FY27 budget reflects **strong fiscal management** and a commitment to aligning operations with community priorities.
- This year marks the start of our **transition to Priority Based Budgeting**, connecting resources to outcomes in a more deliberate and transparent way.
- As we prepare for **full integration in FY28**, we'll continue refining how we evaluate programs, measure results, and communicate value.
- Our goal is to ensure that every dollar invested reflects Concord's shared values - **balancing fiscal discipline with community priorities**.

**Fiscal Discipline → Transparency → Priority Alignment → Community Value**



# Questions or Comments?

# **Update: Antisemitism and Bias Initiatives**

Presenter: Mark Howell, Chair

# Select Board Liaison Reports

## **Mary Hartman Liaison Report for November 17, 2025, Select Board meeting**

### **West Concord Cultural District Committee (11/4)**

Good reminder of the many events this grass roots committee hosts to keep West Concord Village economically vital. These include the Discover West Concord Day, Holiday Stroll, MBTA Bike Ride Welcoming committee (among others). The committee discussed ways to help the Visitor Center better promote West Concord Village to visitors.

### **LUWG Municipal Consolidation subcommittee (10/29 & 11/12)**

Continue to update a table with data for sites that are candidates for consolidation as well as sites that could house the consolidated departments. Data includes operating costs, maintenance costs, staffing, square footage, revenue potential from vacated land, etc. Created an economic model to quantify the status quo (no consolidation) vs. the potential cost savings from consolidation at different sites. Have a mid-January deadline for the findings/recommendation of this subcommittee as the full LUWG transitions to Phase II of its charge.

### **LUWC Committee (11/7)**

Reviewed progress of subcommittees. Both public safety and municipal consolidation are on track; PW needs better coordination with the MCI-AB/Select Board/DCAMM conversations.

### **Vision of a Graduate workshop at CCHS (10/29)**

Participated in a community forum to identify the skills/traits necessary for a CCHS grad to thrive after graduation. The forum was the first of three community discussions. The next two are scheduled for January and March 2026.

### **CMAHT Tour of Shrewsbury Housing Development (11/13)**

We continue to tour housing developments in the area and talk with developers to learn how to bring denser, workforce housing to Concord. This tour focused on “The Elmwood”, a 93 rental community with a combination of 60% AMI units, workforce units and market

rate units that opened with full occupancy in August 2025. Very interesting and informative conversation with Winn industries, the developer and operation company for the development. One key takeaway – these project take ~5 years, depend on tax credits, mortgages and some contribution from the town (land, infrastructure, wastewater, funds, etc.)

### **Recreation Commission (11/13)**

Meggie Leduc presented an ambitious Marketing Plan for the Rec Commission that includes, among other things, simplified and expanded communications. Some discussion of the plan to resurface the courts at Rideout for a tbd combination of pickleball and tennis.

## Liaison Report for Wendy Rovelli (11/17/25)

### Financial Policy Work Group (10/28, 11/5, 11/12)

- The work group has reviewed best practices by Division of Local Services (DLS) and documented key financial metrics that drive Aaa status by Moody's. Based on FY23 audited financials, Concord has an Available Funds Ratio of 30.3% compared to the Aaa target of 35%. Achieving the Aaa would require the Town to maintain an additional \$9.4M in committed, assigned and unassigned funds across Town and Enterprise Funds.
- Committee has completed the drafting a financial policy on Reserves which established policy for the Annual Reserve Fund, Free Cash, General Stabilization Fund, Overlay Surplus and Special Purpose Stabilization Funds. Next steps it to review with Finance Committee followed by the Select Board.

### Planning Board (10/28)

- The planning Board distributed for comment the draft amendment changes for Combined Business/Residence (Mixed-use) Zoning to Concord's housing groups.
- Joint Meeting with West Concord Advisory Committee (WCAC) and an action item taken to review/revise the West Concord Advisory Committee charter. The WCAC was asked to consider changes to West Concord and how the Committee can support the Board and/or have a broader scope in supporting the community.
- Draft language for a zoning zylaw amendment for Outdoor Lighting was reviewed. The language seeks to create a framework for outdoor lighting through the Site Plan approval process.

### Tax Relief Evaluation TF (10/30, 11/13)

- Town-wide survey is available online, hard copies to be available at each Town Library, Town House and COA. Postcard mailing to all residents completed. Survey will be in the field until December 19<sup>th</sup>. As of 11/13, 423 surveys were submitted. Outreach to local organizations, PTGs, and apartment properties is anticipated to improve response rates for renters and residents <40 yrs.
- LWVCC First Friday Event (11/7): An educational forum was held to explain how the RTE works, understand how it impacts property taxes, what the experience has been in other towns and what other relief programs are available. Review of Affordable Housing and housing options was also presented.
- The Federal Shutdown has impacted the ability to collect regional ACS data through the Regional Housing.
- Reviewed summary table of the preliminary RTE Qualified vs. Non-Qualified properties and related shift in FY26 residential tax amounts with and without the RTE (data provided by the Assessor's office). Under RTE, Non-RTE qualifying properties pick-up an additional 3% of the residential tax levy (from 37% to 40%). The distribution of Qualified vs. Non-Qualified properties across assessment ranges were reviewed.

### Finance Committee (10/30)

- Committee agreed that a separate guideline for capital is not necessary. The chair noted we have a policy for managing debt and that we can look at where we stand against that and follow-up in the future.

- The committee voted to leave out-of-district expenses in the guideline for the schools.
- The committee voted to keep election expenses (which are larger due to the 2026 mid-term elections) to remain in the guideline.
- Preliminary Guidelines were approved at 2.5% Town, 2.5% CPS -.9% CCRSD (Concord share). Points made during the discussion included: 3.06% is the blended rate of inflation; some members wanted parity between schools and Town; there are declines in the student population and cost/student have risen (the schools did not provide these metrics as originally requested, but they will be forwarding them to the committee).

# Executive Session

*Favorable action is requested:* Move to enter into Executive Session under M.G.L. c. 30A, § 21(a)(6) to consider the purchase, exchange, lease or value of real property if the chair declares that an open meeting may have a detrimental effect on the negotiating position of the public body and not return to Open Session.