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**TOWN OF CONCORD**

**ANNUAL TOWN MEETING BRIEFING BOOK  
AND FINANCE COMMITTEE REPORT**

**MONDAY, APRIL 27, 2026 AT 6:30 PM\***  
**CONCORD-CARLISLE REGIONAL HIGH SCHOOL**  
**500 WALDEN STREET**

*\*And Subsequent Days As Needed*

*Voter Registration Deadline: Friday, April 17, 2026 at 5:00 PM*



**BRING THIS BOOK TO TOWN MEETING!**



## Town of Concord Annual Town Meeting – Accessibility Features

### Parking & Shuttle Transportation



- Additional accessible parking available in front of the Concord-Carlisle High School (CCHS) Cafeteria.
- The Council on Aging will provide seniors pick up and drop off service during Town Meeting. Call ahead and reserve a seat at 978-318-3020.



- Additional general parking will be available at the Alcott School, with shuttle transportation over to CCHS. Shuttles will run through the conclusion of each evening of Town Meeting.



### Mobility Devices

- Five wheelchairs and five walkers will be available near the Voter Check In.



### Hearing Accommodations

- Assistive listening devices will be available near the Voter Check In.
- Closed captioning will be available in the Gymnasium.

### Seating Accommodations

- ADA-accessible seating will be available at the front of the gymnasium.
- ADA-accessible seating will be available near the middle of the landing of the auditorium.



- Seating available for:
  - Individuals with mobility challenges
  - Individuals needing vision or hearing accommodations
  - Companions

### Childcare Services



- On-site childcare will be provided by Concord Recreation. Childcare is available for children 3 years to 11 years. Registration in advance and payment is required, at a cost of \$10.00 per child or \$20.00 maximum per family. Please visit [www.concordma.gov/TM26](http://www.concordma.gov/TM26) for registration information in the coming weeks.



### **Livestream and Radio**

- Town Meeting proceedings are broadcast live by MMN on cable through Channel 9, livestreamed on the MMN YouTube Channel, and on WIQH Radio 88.3 FM.



If you have other accessibility concerns, please contact the Town's Americans with Disabilities Act (ADA) Coordinator, Jessica Porter, at 978-318-3028 or via email at [jporter@concordma.gov](mailto:jporter@concordma.gov) and let her know what services you might need. While every attempt will be made to provide reasonable accommodations, requests should be made with as much advance notice as possible.

### **Volunteer for a Town Board/Committee!**

The Town of Concord depends upon the immense talent pool of our residents and we are always seeking interested townspeople to serve on boards and committees. If you are willing to serve your Town on a voluntary basis and desire to participate in shaping the Town's future, please indicate your interest by filling out a Volunteer Card. Volunteer Cards are short forms for listing your areas of interest and any skills relevant to committee or project participation. Copies of the form are available at the Town House, or on our website here: <https://concordma.gov/VolunteerConcord>.

You will find the Town Report (<https://concordma.gov/754/Annual-Reports>) useful for information on specific activities and responsibilities of the various boards and committees. For further information or to discuss your participation in town government in more detail, please feel free to talk with any member of the Select Board or, if you are interested in the Finance Committee, the Moderator.

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# CONCORD TOWN MEETING TRADITIONS AND PROCEDURES

*27<sup>th</sup> Edition*  
*Revised March 18, 2026*

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## FOREWORD

Town Meeting is the legislative branch of Concord government. It adopts bylaws and policies, authorizes town and school expenditures, and exercises other legislative powers held by the Town. Town Meeting’s role in the town is like that of the U.S. Congress in our country, and the State Legislature in our state. However, unlike Congress and the State Legislature, where elected representatives speak and act on behalf of voters, Town Meeting allows all registered voters to speak and vote directly on matters that affect their lives and livelihoods.

These Traditions and Procedures are intended to help voters to understand how Town Meeting works, to know what to expect at the Meeting, to assist and encourage those who wish to participate to do so, and to answer questions which often arise.

The Moderator welcomes suggestions for clarifications or additional topics for future revisions. Send to: [moderator@concordma.gov](mailto:moderator@concordma.gov).

## INTRODUCTION

The Massachusetts State Constitution makes cities and towns the two units of local government. The Town is the basic unit,<sup>1</sup> and Town Meeting is the method provided by the

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<sup>1</sup> Sometimes, where combined local units can result in a better use of public resources, the Legislature provides for other kinds of units. One example is the Concord-Carlisle Regional School District, which is a separate and independent governmental entity. It combines the resources of two towns to provide Grade 9-12 education in a joint facility. Another example is Minuteman Career and Technical School District, where Concord is one of ten member towns.

Constitution and The Great and General Court of Massachusetts (the state Legislature) for the governance of towns.

In the **Open Town Meeting** form of government, every registered voter may attend, speak, offer amendments, and vote. Under state law, attendance must be in person; no absentee voting is permitted. This differs from **Representative Town Meeting**, in which only elected representatives have the right to offer amendments and vote, and for which state law does permit remote participation and voting by representatives. The Town is required under state law to hold an Annual Town Meeting each year in the spring with the principal purpose to appropriate money to fund Town expenses for the fiscal year starting the following July 1st. Money can be provided by appropriation directly from the municipal tax levied on real and personal property, transferred from existing funds held by the Town, or borrowed within limits set by the State.

The **Warrant** is the notice to voters of what matters will be considered and acted on at Town Meeting. The Warrant for the Annual Town Meeting calls for action on town expenditures and other subjects. If additional matters arise after publication of the Warrant, they may become the subject of a Special Town Meeting.<sup>2</sup> Some **Articles** in the Warrant are general, while others are detailed and specific. Citizens may add articles to the Warrant during the period in which the Select Board publicly declares the Warrant to be "open." These are known as "Citizen Petition Articles." The Warrant is posted on the Town Meeting page of the town website ([www.concordma.gov](http://www.concordma.gov)), at the Townhouse, and mailed to every household at least 14 days before the Meeting. Recently, the Warrant has been delivered to all households as an insert to The Concord Bridge, and also as part of the Town Meeting Briefing Book.

In the Warrant, the Select Board calls the Meeting to convene at a specified time and place. If the Meeting does not complete its business in its first session, it will adjourn to a later session. The Select Board suggests additional dates and times. The Town Manager's Office reserves facilities, makes arrangements for public address systems, and the like. The Meeting decides to what date and time it will adjourn, and generally decides to reconvene on the dates the Select Board suggests.

The Meeting is conducted by the **Moderator**, who is elected each year in the town election. The Moderator regulates the proceedings, decides questions of order, and declares all votes (See Mass. Gen. Laws c. 39, § 15).

If it appears that attendance may exceed the capacity of one hall, the Moderator arranges for the Meeting to be conducted simultaneously in additional halls linked by public address systems, so that every voter present can participate.<sup>3</sup> Annual Town Meeting elects a Deputy Moderator to serve until the next Annual Town Meeting, and the Moderator may appoint Assistant Moderators to preside in additional halls and otherwise assist. The Town Clerk manages voter check-in and keeps the official minutes of every Meeting.

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<sup>2</sup> Holding a Town Meeting entails considerable expense to the Town. The Select Board thus makes every effort to get the Town's business accomplished in the Annual Town Meeting, even though it may require several evenings of hard work by dedicated voters who attend, participate, and vote.

<sup>3</sup> If the facility provided is not sufficient to seat every voter who attends and wishes to participate, the Moderator is required by law to adjourn the Meeting. Another session must be held within 14 days in facilities sufficient for all who wish to attend. This happened in 1771 and again in 1994. The story of the 1771 occasion is described in Wheeler, Concord: Climate for Freedom (Concord Antiquarian Society, 1967) p. 99.

## I. PROCEDURAL RULES

In conducting Town Meeting, Concord generally follows ***Town Meeting Time (4<sup>th</sup> Ed)***, a handbook of parliamentary law and procedure written by the Massachusetts Moderators Association. This comprehensive volume offers procedures for Town Meeting that are simpler and more straightforward than those in the more-widely-known Robert's Rules of Order. The less Town Meeting engages in parliamentary maneuvers, the easier it is for citizens to understand what the Meeting is doing and to participate meaningfully. *Town Meeting Time* is available at the Concord Free Public Library. The Moderator is always willing to assist a voter in understanding how the rules work or deciding how a matter should be presented.

The Moderator's goal is to manage Town Meeting proceedings in a fair yet expeditious manner, allowing all points of view to be heard, while still keeping the Meeting moving. In the end, the Meeting itself decides how much debate it wishes to hear, and when it is time to bring a matter to a vote. (See Section VI, Ending Debate.)

## II. AGENDA

The **Warrant** is the agenda for the meeting. The Warrant and Town Meeting materials are included in the **Town Meeting Briefing Book** mailed to all households and posted on the "Town Meeting" page on the town website, [www.concordma.gov](http://www.concordma.gov). The Briefing Book also includes the Finance Committee Report together with recommendations the Finance Committee and the Select Board have made as of the time the Briefing Book went to press. Every voter at Town Meeting should have a copy of the Briefing Book with them at the Meeting since the Moderator will make regular reference to it during the Meeting. Voters may bring their paper copy of the Briefing Book from home, or a downloaded copy on a portable electronic device.

Articles are normally considered in the order in which they appear in the Warrant. However, the Moderator may decide to pre-schedule **High-Interest Articles** for a specific time better to enable interested voters to be present and vote. Notice of the date and time when the Meeting will consider High-Interest Articles is posted on the Town Meeting page of the town website [www.concordma.gov](http://www.concordma.gov), and published in the Briefing Book. The Moderator may also decide to place certain articles on a Consent Calendar.

The **Consent Calendar** is a list of articles proposed as a group for vote by the Meeting without deliberation because they are (1) assessed by the Moderator (after consultation with the Select Board) to be routine, non-controversial, or otherwise demonstrated to have broad public support, and (2) are recommended for affirmative action by the Select Board and the Finance Committee (if it has made a recommendation). **Any ten voters may remove an article from the Consent Calendar for full discussion by the Meeting** at its appropriate time in the order in the Warrant.

Sometimes common sense or expediency dictates that articles should be considered in an order different from that in the Warrant, and the Meeting then may change the order. To postpone consideration of an article, a **"motion to postpone"** until a specified time or until after a specified subsequent article should be made. To advance consideration of an article, a main motion must be made when no other business is pending. Motions to change the order of consideration normally require majority vote for passage. However, if the Moderator judges the motion to be "mere jockeying for position," they may, under the power to regulate the proceedings, require a two-thirds vote. (See *Town Meeting Time*, pages 108 and 177, note 24.)

### **III. ARTICLES AND MOTIONS**

An **article** (as printed in the Warrant) is an agenda item giving voters notice of the subject to be discussed at Town Meeting. A **motion** is made under an article to describe the specific action proposed to be taken by vote of the Meeting. In some cases, the action is fully and accurately described in the article, and the motion may simply be "to take affirmative action under article X as printed in the Warrant." Concord tradition is to require motions made under an article to be seconded before discussion begins or a vote is taken.

Frequently, **the wording of a motion may differ from the wording of an article**. Articles are written and submitted by the close of the Warrant, generally about three months before the Annual Town Meeting (or a month or more before a Special Town Meeting). This allows for Concord's pre-town-meeting hearings on the subjects in the Warrant. Discussion at the hearings often results in an article sponsor choosing to make a motion that refines the wording of the article or reduces the scope of the specific action being proposed. The Moderator will not allow a motion to expand the scope of an article, because that would undermine the requirement that voters have advance notice (by the Warrant) of actions they may be asked to approve at Town Meeting. Article sponsors, the Moderator, and Town Counsel make great efforts to finalize motions before Town Meeting in order to ensure that each motion is within the scope of the article and complies with state and federal law. However, finalizing the wording of a motion in advance of the Meeting is not always possible. Final dollar amounts for an appropriation may depend on actions taken under earlier articles. And there is always the possibility of amendment to a motion prior to final action.

**If a motion is more than 100 words long, and differs from the proposed motion printed in the Briefing Book, Concord tradition is to require a printed copy of the text as a handout.** In this event, the article sponsor is responsible for supplying handouts in the quantity required by the Moderator. Failure to supply a handout of a motion of more than 100 words which differs from the motion printed in the Briefing Book may result in the Moderator suggesting that the Meeting defer consideration of the motion until the handout is available in sufficient quantity for every voter to have a copy, and the Meeting then deciding how it wishes to proceed. Motions under 100 words will be displayed on the screen in the hall; the Moderator will reference the motion prior to the vote and endeavor to make clear what it is that the voters are being asked to vote on.

### **IV. SPEAKING ON A MOTION**

To speak on a motion, walk to a microphone and wait to be recognized by the Moderator. When recognized, state your name and address, then wait for the Moderator to ask you to proceed. **Please address all remarks and questions to the Moderator.** When multiple people wish to be heard, lining up at microphones speeds the process. If microphones are labeled **YES** and **NO**, please be sure that you come to the microphone that is consistent with your position on the article.

In recognizing people to speak, the Moderator will give preference to those who have not already spoken on the article under discussion or spoken much during the Meeting. **Please be concise in your remarks, avoid repeating points that other speakers already have made, and avoid wandering from the subject under discussion.** Speakers wandering off topic will be reminded by the Moderator to confine themselves to discussion of the motion before the Meeting.

By long-standing tradition, Concord has placed time limits on main motion presentations and other speeches in an effort to balance full discussion and efficient use of time. This year (as in recent years), **five minutes will be provided for most initial presentations and two minutes for other speakers.** When several persons share an initial presentation, or when the subject matter of an article is complex, the Moderator may adjust time limits appropriately. When the Moderator calls a speaker's attention to elapsed time, they should conclude their remarks immediately. If a voter feels they will need more than the usual time to present an article (five minutes), or to speak to a pending motion (two minutes), additional time may be requested from the Moderator in advance of the Meeting and the Moderator will consider the request.

The Meeting expects and welcomes vigorous and pointed debate, directed to the precise subject matter under consideration. **However, attacks on the personality or motive of another person disrupt the Meeting, undermine the Meeting's orderly consideration of its business, harm the community, and are strongly discouraged.** Parliamentary maneuvering to prevent an opposing view from being heard is always discouraged.

## **V. AMENDING A MOTION**

Voters wishing to modify a motion being discussed may offer a **motion to amend.** An amendment may consist of adding, deleting, or substituting words in the motion. It may also take the form of a "motion to substitute" a different motion, so long as the substitute motion is within the scope of the original article.

A voter wishing to make a motion to amend a main motion must provide **3 written copies** of the proposed amendment to the Moderator **before** rising to offer the amendment. Three copies are required so that the Moderator, Town Counsel, and the Clerk may review the proposed amendment simultaneously. Absent unusual circumstances, the Moderator will refuse to put an amendment to the Meeting if it is not immediately available in writing. **For any amendment longer than 100 words, Concord practice is to provide printed copies of the text as handouts in numbers adequate for all voters to have a copy.** If the Moderator judges any motion to amend to change the original motion to no longer be within the scope of the article, she will rule the proposed amendment to be out of order.

A motion to amend requires only a majority vote, even though the motion to be amended may require two-thirds or more for final passage. (See *Town Meeting Time*, page 168)

The first amendment to a main motion is called the **primary amendment**, and it may itself be amended. An amendment to the primary amendment is called a **secondary amendment**, and further amendments may not be offered. To avoid confusion, only one primary and one secondary amendment may be pending at one time. A first secondary amendment must be disposed of before any further secondary amendment can be entertained.

## **VI. ENDING DEBATE**

Some Warrant articles require considerable deliberation before being voted upon. Nevertheless, discussion may reach a point when little, if any, new light is being shed on the subject. When that appears to be the case, the Concord Moderator customarily reminds the Meeting of the length of time already devoted to the deliberation, and encourages those still wishing to be heard to limit their remarks to points not already made. Frequently, such a reminder is effective in bringing the issue to a prompt vote. If not, **debate can be terminated by a "motion for the previous question."** This motion may be made only by a person

recognized by the Moderator, may not interrupt a speaker who already has the floor, and may not be made after questioning or commenting on the pending motion. A motion to terminate debate must be seconded, **and requires a 2/3 vote for passage**. It may not be debated, amended, or reconsidered.

A voter who moves "the previous question" must do only that and no more. The following formula is brief and to the point: "Madam/Mister Moderator, **I move the previous question.**" When the Moderator judges that fairness requires that proponents or opponents should have some additional time to make their case before debate ends, the Moderator may ask that the mover of the "previous question" not press the motion until a little more debate has been heard. The Moderator will make such a request only in the interest of fairness and a full presentation of the subject at hand.

Occasionally, after lengthy deliberation, it appears that the matter requires more study and amendment than can be accomplished at the Meeting. In this case, a **"motion to commit"** or refer to a Town board or committee *may* be in order. Such a motion should specify the board or committee, or require that a special committee be appointed for the purpose. If the latter, the motion should specify who shall appoint the committee and may (but need not) specify the personnel of the committee. It is useful to instruct a special committee to report by a fixed date, or to the next special or annual Town Meeting. An unqualified vote to refer the matter to the Select Board has been held not only to confer authority to determine what should be done, but also to do it. A motion to refer the matter to a committee requires a majority vote. (See *Town Meeting Time*, page 172.)

A **"motion to lay on the table"** has occasionally been attempted as a way to terminate debate without bringing a matter to a vote. Originally, this motion was intended to allow an assembly to take up more urgent business, while keeping the interrupted business close at hand so that it could be easily resumed when the more urgent business had been disposed of. The currently accepted intent of this motion is to cut off debate without taking action on the particular matter. (See *Town Meeting Time*, page 182.) In Concord, the Moderator generally refuses to accept a motion to lay on the table on the grounds that it is a parliamentary tactic inconsistent with our traditions of fair debate and disposition of matters on their merits by vote of the Meeting.

These limitations on our deliberations are in accordance with *Town Meeting Time* and with the Moderator's authority under state law to manage town meeting procedures (See Mass. Gen. Laws c. 39, § 15). Our procedures assure both a fair opportunity to be heard and an ability to bring a matter to a vote when the Meeting itself by a two-thirds majority decides that debate should end.

## **VII. PERCENTAGE OF VOTE REQUIRED FOR PASSAGE**

**A majority vote is required for passage of a motion unless otherwise specified.**

However, State law requires that **some motions must receive a two-thirds vote** for passage. These include votes which authorize borrowing, property transfers, and most zoning bylaw changes. A few motions require even higher percentages of affirmative vote for passage.

If a motion requires a two-thirds vote for passage, the vote need not be counted unless the Moderator is uncertain of the two-thirds majority, or unless the Moderator's declaration of the vote is doubted by seven voters. If electronic voting is used, no count is necessary since the voting system reliably tabulates the specific vote tally. If state law requires that a motion pass by

a vote greater than two-thirds, the vote must be counted unless it is unanimous. On these motions, the Moderator may ask for a “test vote” to see if the meeting can achieve unanimity and thus avoid the time required for a counted standing vote. Again, if electronic voting is used, no count is necessary.

After every vote, the Moderator declares the result. If seven voters doubt any vote the Moderator declares by making a visual assessment, they have the right to require a division of the Meeting. This may be done by an electronic vote or by a standing counted vote, in the Moderator’s discretion. Any challenge to declaration of a vote must be made immediately after the Moderator declares the vote, and before the Meeting takes up the next article. Absent a demonstrated technical problem which could have impacted a vote tally, challenges to electronically tabulated votes are generally considered to be out of order.

## **VIII. VOTING**

**Voting methods.** All voters will receive both an electronic voting “clicker” and a paper voting slip at check-in. Consistent with the “rule of the meeting” adopted by 2025 Annual Town Meeting after robust discussion, the Moderator’s practice going forward generally will be to take votes on main motions and amendments under Warrant articles using clickers, unless the absence of discussion by the Meeting makes clear that voters are broadly in favor of a motion, making a faster vote by show of paper voting slips appropriate. Votes on procedural motions (e.g., to take up no new business after a certain time or to “call the question”) will be taken by show of paper slips. In the very unlikely event of an electronic voting system failure, votes will be taken by a show of paper voting slips, and by standing count if the show of voting slips is too close for the Moderator to call.

If a vote by standing count is required, the Moderator will request that the doors be closed, and that no one enter or leave the meeting venue until the count is complete. This avoids persons leaving or arriving before both “yes” and “no” votes have been counted and so ensures the integrity of the vote. Visitors are asked to remain at their seats throughout the count. Eligible voters who wish to be counted should rise when directed by the Tellers, and hold their ballot slips so that they are clearly visible to the Tellers.

**Electronic voting system.** With input from the Moderator, Town Clerk, and Chief Technology Officer, Concord has selected the Meridia voting system through its procurement process. This system has been used with good results by more than thirty other Massachusetts town meetings. Town IT Department staff will provide technical support during Town Meeting.

**Electronic voting procedure.** When the Moderator announces that it is time to register a vote by clicker, voters will press one of two buttons on the clicker (YES or NO) to register a vote. The clicker display will allow the voter to confirm that their vote was transmitted. Each clicker vote will be transmitted by radio frequency to a receiver in the hall for tabulation. The receiver will accept votes only from the uniquely numbered clickers distributed at the meeting. If a voter accidentally presses the wrong button, or changes their mind about a vote, they simply re-vote by pressing the correct button. Only the LAST vote transmitted on the clicker will be registered by the receiver and tabulated. When the Moderator announces that voting has closed, the results of the vote will be displayed on a screen in the hall.

**Troubleshooting.** Every clicker will be tested before each session of Town Meeting, making the likelihood of a clicker failing very low. In addition, we will have test votes at the start of the Meeting so that everyone may confirm that their clicker is working. In the unlikely event that

there is no display in the window of a clicker when a voter registers a vote, they may raise their paper voting placard and Town IT staff will come to assist. We will either replace the batteries in the clicker or provide a substitute.

**Clicker custody.** Only YOU may vote on the clicker given to you. You may not register a vote on anyone else's clicker. If you need to leave the hall, you may not take your clicker with you: you must deposit your clicker with one of the Clerks and you may retrieve it upon your return. **BE SURE TO RETURN YOUR CLICKER WHEN YOU LEAVE THE MEETING** – clickers aren't useful for anything other than voting at town meeting and are expensive to replace.

**Questions on the Moderator's Declaration of Vote.** If the Moderator declares the vote on a visual review of raised paper voting slips and seven voters question the Moderator's call of the vote, the vote shall be confirmed by electronic vote or standing count, as the Moderator directs. The vote declared by the Moderator as confirmed by clicker or standing vote may not be further questioned. (See *Town Meeting Time*, page 244.)

## **IX. ADJOURNMENT TIME**

Annual Town Meeting generally requires more than a single session to complete its business. A member of the Select Board typically moves that no new business be taken up after a certain time. However, this motion generally is not made if the total business remaining in the Warrant can be expected to be concluded by a reasonable hour, thereby avoiding the need to reconvene.

## **X. RECONSIDERATION**

By tradition and practice, motions for reconsideration are rare in Concord (once in 2012, and once in the 24 town meetings prior to 2012). If reconsideration is rare, *Town Meeting Time* (page 156) provides that a motion to reconsider may be ruled out of order absent compelling circumstances, such as significant new information or changed circumstances coming to light. The presence of speakers standing at microphones when the Meeting has voted to end debate does not constitute "new information." Nor does a change in the composition of the Meeting, by itself, constitute "changed circumstances."

The timing of a motion to reconsider must comply with Concord's **Town Meeting Bylaw on Reconsideration of a Vote at the Same Town Meeting**. It allows motions for reconsideration only at three times:

(a) **at the same session** as the vote to be reconsidered or rescinded: before final action on an article in the Warrant (or group of related articles considered together), or within 20 minutes of final action on an article in the Warrant (or group of related articles considered together); or

(b) **at a subsequent session:** if, before adjournment of the session at which the original vote was taken, notice is given to the Moderator that reconsideration or rescission will be moved at the subsequent session; or

(c) **at any time before final dissolution of a Meeting:** if either the **Select Board** or the **Finance Committee** makes the motion.

A motion to reconsider requires a second, may not interrupt a speaker, is debatable to the same extent as the motion being reconsidered, and requires a majority vote regardless of the size of vote required for passage of the original motion considered. A voter making a motion to reconsider will be given two minutes to explain what new information, changed circumstances, or other basis exists for proposing the motion.

If the Meeting votes to reconsider, the previously-approved motion is re-opened for further discussion and must be voted again, either as presented or as amended during the reconsideration discussion.

## **XI. BROADCAST COVERAGE**

Meetings are broadcast live on Concord-Carlisle Community **Cable TV on channel 9**, live-streamed on the **Minuteman Media Network** website ([www.minuteman.media/government](http://www.minuteman.media/government)), and broadcast on the Concord-Carlisle High School radio station **WIQH, FM 88.3**. The Moderator may grant permission to other broadcast stations to televise all or part of a Meeting under procedures designed to assure that they will not disrupt the Meeting. These procedures limit the intrusiveness of cameras to avoid intimidating speakers and to ensure the orderly conduct of the meeting.

## **XII. MISCELLANEOUS**

**Lobby Table Material.** Tables in the lobby are reserved for materials that voters need for the Meeting. All materials placed on the lobby tables must:

- Pertain to Town Meeting
- Be submitted in advance to the Moderator and approved
- Include the date of preparation
- If prepared by a Town board or committee, include the name of the board or committee
- If prepared by an individual, include the name and address of the preparer
- Copied on white paper (this avoids potential confusion with paper voting slips)
- Copied in a quantity sufficient for all voters to have a copy
- Placed in the lobby one hour before the scheduled start of the Meeting session

**Materials and Activities Unrelated to the Meeting.** Distribution of materials unrelated to the Meeting and the conduct of activities such as solicitation of petition signatures are permitted outside the venue, so long as they do not interfere with the orderly ingress, egress, and check-in of voters attending Town Meeting.

**Mobile Phones.** All mobile phones are required to be silenced at the start of the Meeting and all mobile phone conversations are required to take place outside of the Meeting venue.

**Signs.** To prevent interference with the orderly conduct of the meeting, no signs of any kind, regardless of size, material, or message, are permitted inside the Meeting venue.

**MOTION TO ADVANCE FOR CONSIDERATION AND TAKE ACTION  
ON CERTAIN ARTICLES WITHOUT DEBATE**

**2026 CONSENT CALENDAR**

Ms. Wasoff moves: that the 2026 Annual Town Meeting advance for consideration the Articles in the table below and take action without debate on such Articles in accordance with the motions under each as published in the Town Meeting Briefing Book, provided, that upon the request of ten (10) voters at this Meeting, made before the vote is taken on this motion, an Article, or, in the Moderator’s discretion, a portion thereof, shall be dropped from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

Note to Moderator: 2/3 Vote Required

The Consent Calendar is intended to increase the efficiency of Town Meeting by advancing for action without deliberation those Articles which are routine, of an administrative or housekeeping nature, or enjoy broad public support and were non-controversial at the pre-town meeting hearings. All Articles included on the Consent Calendar are recommended for affirmative action by the Select Board, the Finance Committee (if an Article with financial impact), and the Planning Board (if a zoning bylaw amendment). Any 10 voters may remove an article, or portion thereof in the Moderator’s discretion, for full deliberation.

<b>Article 2</b>	<b>HEAR REPORTS</b>
<b>Article 3</b>	<b>MEETING PROCEDURE</b>
<b>Article 4</b>	<b>RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS</b>
<b>Article 5</b>	<b>RATIFY PERSONNEL BOARD CLASSIFICATION &amp; COMPENSATION PLAN</b>
<b>Article 18</b>	<b>TRANSFER FROM MIDDLE SCHOOL STABILIZATION FUND</b>
<b>Article 22</b>	<b>OPEB TRUST FUND APPROPRIATION</b>
<b>Article 23</b>	<b>OPEB TRUST FUND EXPENSE</b>
<b>Article 24</b>	<b>APPROPRIATION OF PFAS SETTLEMENT FUNDS RECEIVED FROM MULTI-DISTRICT LITIGATION</b>
<b>Article 27</b>	<b>AMENDMENT OF SOLICITATION BYLAW</b>
<b>Article 28</b>	<b>SELECT BOARD TO ACCEPT EASEMENTS</b>
<b>Article 37</b>	<b>ZONING BYLAW AMENDMENT: LIMITED BUSINESS #1 DISTRICT HEIGHT REQUIREMENT</b>
<b>Article 38</b>	<b>ZONING BYLAW AMENDMENT: BUILDING INSPECTOR TO BUILDING COMMISSIONER</b>
<b>Article 39</b>	<b>AUTHORIZATION OF REVOLVING FUNDS UNDER MASS. GEN. LAWS C. 44 § 53E ½</b>
<b>Article 40</b>	<b>LIGHT PLANT EXPENDITURES AND PAYMENT IN LIEU OF TAXES</b>
<b>Article 43</b>	<b>SOLID WASTE DISPOSAL FUND EXPENDITURES</b>
<b>Article 44</b>	<b>SEWER SYSTEM EXPENDITURES</b>
<b>Article 45</b>	<b>SEWER IMPROVEMENT FUND EXPENDITURES</b>
<b>Article 46</b>	<b>WATER SYSTEM EXPENDITURES</b>
<b>Article 47</b>	<b>AUTHORIZE EXPENDITURE FROM PEG ACCESS &amp; CABLE-RELATED FUND</b>
<b>Article 48</b>	<b>BEEDE SWIM AND FITNESS CENTER ENTERPRISE FUND BUDGET</b>
<b>Article 50</b>	<b>DEBT RECISSION</b>

**THE COMMONWEALTH OF MASSACHUSETTS  
WARRANT ARTICLES FOR 2026 ANNUAL TOWN MEETING**

**Monday, April 27, 2026 at 6:30 PM**  
at Concord-Carlisle Regional High School

*Additional sessions at 6:30 PM on following nights as necessary  
to complete the business of the Meeting*

**CHOOSE TOWN OFFICERS**  
***No Motion Expected***

**ARTICLE 1.** To choose all necessary Town Officers and Committees.

**HEAR REPORTS**  
***Consent Calendar***

**ARTICLE 2.** To hear and receive the reports of Town Officers and Committees.

<b>Article Sponsor</b>	Select Board
<b>Article Motion</b>	Mr. Howell moves that the Town receive the 2025 Annual Report.
<b>Article Webpage</b>	<a href="https://concordma.gov/4145/Article-2---Hear-Reports">https://concordma.gov/4145/Article-2---Hear-Reports</a>
<b>Board/Committee Recommendations</b>	Select Board: Affirmative Action

**MEETING PROCEDURE**  
***Consent Calendar***

**ARTICLE 3.** To determine whether the Town will adopt a rule of the meeting governing requirements on Motions and amendments to Motions made at this meeting under Articles concerned with expenditures in order to assure compliance with the requirements of Mass. Gen. Laws c. 59, § 21C (generally referred to as "Proposition 2½"); or take any other action relative thereto.

*The motion under this article, which will be printed in the Town Meeting Briefing Book to be mailed to all households, will require that every motion or motion to amend seeking to make an appropriation greater than the amount recommended by the Finance Committee and designated as "allocation at levy limit," or where the Finance Committee has recommended NO ACTION, must identify the source of funding. Motions and motions to amend for appropriations supported by borrowing that would exceed the Finance Committee's recommendation, or on which the Finance Committee recommends NO ACTION, will be required to be made contingent upon approval of a debt exclusion, or with a corresponding offsetting reduction in another borrowing authorization. All articles making appropriations will be kept open until the Meeting's final adjournment. Town Meeting has adopted this meeting procedure for many years.*

<b>Article Sponsor</b>	Finance Committee
<b>Article Motion</b>	Ms. Wasoff moves that, in order to assure compliance with the requirements of the Mass. Gen. Laws c. 59, § 21C (commonly known as Proposition 2 ½), the Meeting adopt the following Rule of the Meeting:  RULE OF THE MEETING

	<p><u>Articles for appropriations supported from current taxation and/ or available funds.</u> Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the “allocation at levy limit,” or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> <li>• The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law;</li> <li>• If the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as;</li> <li>• A reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or</li> <li>• A maximum amount that may be appropriated within the levy limit under a subsequent article in the warrant.</li> </ul> <p><u>Articles for appropriations supported from borrowing.</u> The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the levy limit.</p> <p>Any motion made under a warrant article or a motion to amend that would increase the appropriation amount to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:</p> <ul style="list-style-type: none"> <li>• The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law; or</li> <li>• The original motion or motion to amend shall include a corresponding and offsetting reduction in another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the levy limit under a subsequent article in the warrant.</li> </ul> <p><u>Articles making appropriations to be kept open.</u> Any Article making appropriations shall be kept open until the final adjournment of the Meeting.</p>
<b>Article Webpage</b>	<a href="https://concordma.gov/4146/Article-3---Meeting-Procedure">https://concordma.gov/4146/Article-3---Meeting-Procedure</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**  
***Consent Calendar***

**ARTICLE 4.** To determine whether the Town will ratify the Personnel Board’s actions to amend the Classification and Compensation Plan as follows; or take any other action relative thereto:

1. Reclassify the title of “Financial Manager/Accountant” from Grade 12 to Grade LP-13, February 12, 2025.
2. Eliminate the title of “Lineworker Grade 1” from Grade LP-10, effective July 1, 2025.
3. Eliminate the title of “Lineworker Grade 2” from Grade LP-7, effective July 1, 2025.
4. Eliminate the title of “Lineworker Grade 3” from Grade LP-5, effective July 1, 2025.
5. Eliminate the title of “Lead Electrical Engineer” from Grade LP-13, effective July 1, 2025.
6. Eliminate the title of “Line Supervisor” from Grade LP-13, effective July 1, 2025.
7. Eliminate the title of “Electrical Engineer” from Grade LP-11, effective July 1, 2025.
8. Eliminate the title of “Senior Engineering Technician” from Grade LP-8, effective July 1, 2025.
9. Add the title of “Employee Development & Engagement Specialist” to Grade 6, August 13, 2025
10. Reclassify the title of “Payroll & Finance Generalist” from Grade 6 to Grade 4, September 10, 2025.
11. Add the title “Production Coordinator” to Grade 2, November 12, 2025.
12. Add the title of “Advanced Metering Infrastructure (AMI) Analyst” to Grade LP-7, November 12, 2025.
13. Update to “Public Safety Dispatcher” (Non-Union) Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
14. Update to “Seasonal Snow Plow Driver” Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
15. Update to “Seasonal Snow Plow Driver w/CDL” Pay Rate on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
16. Updates to “Library” Classification Pay Rates on Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
17. Add the title of “Library Maintenance Custodian (Non-Union)” and Pay Rate to Miscellaneous Compensation Schedule 7-1, effective December 15, 2025.
18. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 14, 2026, and the date the 2026 Annual Town Meeting concludes.

*The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town’s established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting.*

<b>Article Sponsor</b>	Personnel Board
<b>Article Motion</b>	Mr. Mrachek moves that the Town take affirmative action on Article 4 as printed in the Warrant, with the addition of the following actions taken subsequent to the closing of the Warrant:

	<p>19. Amend the title of “Geriatric Health Nurse” to “Council on Aging Wellness Nurse” under Grade 5;</p> <p>20. Add “Utility Billing Coordinator” to Grade LP-6 effective February 11, 2026; and</p> <p>21. Add “Administrative Services Manager” to Grade 8 effective March 11, 2026.</p>
<b>Article Webpage</b>	<a href="https://concordma.gov/4147/Article-4---Ratify-Personnel-Board-Actio">https://concordma.gov/4147/Article-4---Ratify-Personnel-Board-Actio</a>
<b>Board/Committee Recommendations</b>	Select Board: Affirmative Action

**RATIFY PERSONNEL BOARD CLASSIFICATION & COMPENSATION PLAN**  
***Consent Calendar***

**ARTICLE 5.** To determine whether the Town will amend the existing Classification and Compensation Plan for regular-status Town positions by adopting the schedules published on the Town’s website and included in the Town Meeting Briefing Book; or take any other action relative thereto.

**CLASSIFICATION AND COMPENSATION PLAN**  
Revision Date: July 1, 2026

*Hourly rates govern all compensation calculations. Annual rates are provided for illustrative purposes only and reflect base pay assuming a 40-hour workweek for 52 weeks. The minimum and maximum base pay for each range are published, and employees are assigned to one of 18 steps within the range, with a 2% increase between each step. Step 10 represents the maximum starting rate for newly hired employees.*

Grade	Classification Title	Base Pay Rates			
			Step 1	Step 10	Step 18
18	Chief Financial Officer	<i>Annual</i>	\$139,832.68	\$167,112.92	\$195,799.24
	Deputy Town Manager	<i>Hourly</i>	\$67.2272	\$80.3427	\$94.1343
17	Assistant Town Manager	<i>Annual</i>	\$130,676.00	\$156,169.78	\$182,977.86
	Chief Information Officer	<i>Hourly</i>	\$62.8250	\$75.0816	\$87.9701
	Director of Public Works				
	Fire Chief				
	Police Chief				
16	Director of Community Development	<i>Annual</i>	\$122,129.80	\$145,956.46	\$171,011.10
	Director of Human Resources	<i>Hourly</i>	\$58.7162	\$70.1714	\$82.2169
	Director of Library Services				
15	Assistant Chief Financial Officer	<i>Annual</i>	\$114,130.90	\$136,397.04	\$159,810.82
	Assistant Fire Chief	<i>Hourly</i>	\$54.8706	\$65.5755	\$76.8321
	Building Commissioner				
	Facilities Manager				
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				

<b>14</b>	Public Health Director Special Projects Manager/Systems Manager Town Accountant Town Assessor	<i>Annual</i> <i>Hourly</i>	\$103,269.40 \$49.6487	\$123,416.28 \$59.3348	\$144,602.12 \$69.5202
<b>13</b>	Assistant Town Engineer Assistant Water/Sewer Superintendent Beede Center General Manager Emergency Communications Center Manager IT Operations Manager Natural Resources Director Police Lieutenant Council on Aging Director Town Planner	<i>Annual</i> <i>Hourly</i>	\$98,343.70 \$47.2806	\$117,529.88 \$56.5047	\$137,704.84 \$66.2043
<b>12</b>	Assistant Director of Library Services Assistant Facilities Manager Assistant Highway & Grounds Superintendent Customer Service Manager Town Clerk	<i>Annual</i> <i>Hourly</i>	\$93,649.66 \$45.0239	\$111,920.12 \$53.8077	\$131,132.04 \$63.0443
<b>11</b>	Assistant Council on Aging Director Assistant Human Resources Director Assistant Recreation Director Budget & Purchasing Director Business Manager Deputy Treasurer/Collector GIS Program Manager Operations Manager Sustainability Director	<i>Annual</i> <i>Hourly</i>	\$89,208.34 \$42.8886	\$106,611.96 \$51.2558	\$124,912.84 \$60.0543
<b>10</b>	Childcare Services Manager Master Plumber/HVAC Technician Media Manager Municipal Archivist/Records Manager Procurement Manager Public Health Nurse Public Works Supervisor Senior Public Works Engineer	<i>Annual</i> <i>Hourly</i>	\$86,282.30 \$41.4819	\$103,115.22 \$49.5746	\$120,816.02 \$58.0846



7	Business Systems Analyst Aquatics Supervisor Facilities Custodial Supervisor GIS Analyst Management Specialist Production Manager Program Analyst Public Health Inspector Recreation Facilities Coordinator Recreation Supervisor Senior Facilities/Landscape Maintainer Treatment Systems Operator Utility Electrician	Annual Hourly	\$72,431.58 \$34.8229	\$86,562.58 \$41.6166	\$101,421.84 \$48.7605
6	Community Engagement Manager Energy Efficiency & Electrification Specialist Executive Assistant to the Select Board Executive Assistant to the Town Manager Human Resources Generalist Human Services Generalist Information Systems Technician Membership Coordinator Office Administrator Senior Producer & Education Coordinator Skilled Carpenter	Annual Hourly	\$68,516.50 \$32.9406	\$81,883.62 \$39.3671	\$95,939.48 \$46.1248
5	Council on Aging Wellness Nurse Environmental & Regulatory Coordinator Equipment/Line Operator GIS Technician Maintenance & Warehouse Coordinator Office Accountant Office Coordinator Outreach Coordinator Project & Procurement Coordinator Senior Meter Technician Senior Producer Water/Sewer System Maintainer	Annual Hourly	\$65,232.70 \$31.3619	\$77,958.92 \$37.4803	\$91,341.64 \$43.9142

<b>4</b>	Accounts Payable Specialist	<i>Annual</i>	\$62,138.44	\$74,260.94	\$87,008.74	
	Associate Engineer		<i>Hourly</i>	\$29.8742	\$35.7024	\$41.8311
	Customer Services Specialist					
	Meter Technician					
	Payroll & Finance Generalist					
	Senior Administrative Specialist					
	Senior Finance Specialist					
<b>3</b>	Administrative Specialist	<i>Annual</i>	\$59,191.34	\$70,739.24	\$82,882.28	
	Finance Specialist		<i>Hourly</i>	\$28.4574	\$34.0093	\$39.8473
	Fitness Trainer					
<b>2</b>	Program Coordinator	<i>Annual</i>	\$56,370.86	\$67,368.60	\$78,932.62	
	Customer Support Specialist		<i>Hourly</i>	\$27.1014	\$32.3887	\$37.9484
	Production Coordinator					
	Senior Building Custodian					
	Senior Crew Member					
	Senior Van Driver					
<b>1</b>	Building Custodian	<i>Annual</i>	\$53,676.48	\$64,148.50	\$75,160.02	
	Crew Member		<i>Hourly</i>	\$25.8060	\$30.8406	\$36.1346
	Finance Assistant					
	Office Assistant					
<b>LP-17</b>	Director of Concord Municipal Light Plant	<i>Annual</i>	\$173,006.60	\$206,758.76	\$242,250.84	
		<i>Hourly</i>	\$83.1762	\$99.4032	\$116.4667	
<b>LP-16</b>	(No positions in grade)	<i>Annual</i>	\$150,420.66	\$179,766.60	\$210,625.22	
		<i>Hourly</i>	\$72.3176	\$86.4262	\$101.2621	
<b>LP-15</b>	Assistant Director of Concord Municipal Light Plant	<i>Annual</i>	\$130,802.36	\$156,320.84	\$183,154.66	
		<i>Hourly</i>	\$62.8857	\$75.1543	\$88.0551	
<b>LP-14</b>	Broadband Manager	<i>Annual</i>	\$123,224.40	\$147,264.52	\$172,543.80	
	Power Supply & Rates Administrator	<i>Hourly</i>	\$59.2425	\$70.8002	\$82.9538	
<b>LP-13</b>	Financial Manager/ Accountant	<i>Annual</i>	\$115,162.32	\$137,629.70	\$161,255.12	
		<i>Hourly</i>	\$55.3665	\$66.1681	\$77.5265	
<b>LP-12</b>	(No positions in grade)	<i>Annual</i>	\$107,647.80	\$128,648.78	\$150,732.66	
		<i>Hourly</i>	\$51.7537	\$61.8504	\$72.4676	
<b>LP-11</b>	Senior Network Engineer	<i>Annual</i>	\$100,596.08	\$120,221.66	\$140,858.64	
		<i>Hourly</i>	\$48.3635	\$57.7989	\$67.7205	
<b>LP-10</b>	(No positions in grade)	<i>Annual</i>	\$97,754.28	\$116,825.80	\$136,879.60	
		<i>Hourly</i>	\$46.9973	\$56.1662	\$65.8075	
<b>LP-9</b>	Network Engineer	<i>Annual</i>	\$90,955.28	\$108,700.02	\$127,359.44	
		<i>Hourly</i>	\$43.7285	\$52.2596	\$61.2305	

<b>LP-8</b>	Lead Broadband Technician Meter Supervisor	<i>Annual</i> <i>Hourly</i>	\$84,598.28 \$40.6723	\$101,103.08 \$48.6072	\$118,458.08 \$56.9510
<b>LP-7</b>	Advanced Metering Infrastructure Analyst (AMI) Senior Broadband Technician	<i>Annual</i> <i>Hourly</i>	\$78,704.60 \$37.8387	\$94,059.16 \$45.2207	\$110,205.16 \$52.9883
<b>LP-6</b>	Broadband Technician Utility Billing Coordinator	<i>Annual</i> <i>Hourly</i>	\$68,516.50 \$32.9406	\$81,883.62 \$39.3671	\$95,939.48 \$46.1248
LP-5	<i>(No positions in grade)</i>	<i>Annual</i> <i>Hourly</i>	\$65,232.70 \$31.3619	\$77,958.92 \$37.4803	\$91,341.64 \$43.9142
LP-4	<i>(No positions in grade)</i>	<i>Annual</i> <i>Hourly</i>	\$62,138.70 \$29.8744	\$74,261.72 \$35.7027	\$87,009.26 \$41.8314
LP-3	<i>(No positions in grade)</i>	<i>Annual</i> <i>Hourly</i>	\$59,191.86 \$28.4576	\$70,739.76 \$34.0095	\$82,883.06 \$39.8476
LP-2	<i>(No positions in grade)</i>	<i>Annual</i> <i>Hourly</i>	\$56,370.60 \$27.1012	\$67,367.82 \$32.3884	\$78,932.36 \$37.9482
LP-1	<i>(No positions in grade)</i>	<i>Annual</i> <i>Hourly</i>	\$53,676.48 \$25.8060	\$64,148.50 \$30.8406	\$75,160.02 \$36.1346

(End of new Classification and Compensation Plan)

*The full Classification & Compensation Plan will be posted on the Town's website under the tab for 2026 Annual Town Meeting, presented at the pre-Town Meeting hearing before the Select Board on Monday, March 2, 2026, and included in the Town Meeting Briefing Book to be mailed to all households. Consistent with the Personnel Bylaw's purpose of maintaining an equitable and efficient system of personnel administration, the Town engaged GovHR in August 2022 to undertake a comprehensive study and redesign of our Classification & Compensation Plan to ensure that 1) uniform salary ranges are based on responsibilities and requirements of each job; 2) equal pay is provided for equal work; and 3) employee compensation is both internally equitable and externally competitive. As part of this redesign, GovHR consultants provided the Town with a new scoring methodology for job classification which was used to evaluate and analyze positions. This scoring methodology is used consistently whenever a new position is added or when a request is made to reclassify a position, in order to maintain integrity of the plan developed by GovHR in 2022 and ensure fair and equitable pay. Pay ranges for each grade have remained the same since the plan was voted by 2024 Annual Town Meeting. 2026 Annual Town Meeting is asked to approve a 1.2% Cost of Living Adjustment to the wage chart, in addition to the additions/deletions of positions or reclassified positions as detailed in the Article.*

<b>Article Sponsor</b>	Personnel Board
<b>Article Motion</b>	<p>Mr. Mrachek moves that the Town take affirmative action on Article 5 to amend the existing Classification and Compensation Plan as printed in the Warrant, with the addition of the following positions voted subsequent to the closing of the Warrant:</p> <ul style="list-style-type: none"> <li>• Amend the title of "Geriatric Health Nurse" to "Council on Aging Wellness Nurse" under Grade 5;</li> <li>• Add "Utility Billing Coordinator" to Grade LP-6 effective February 11, 2026; and</li> </ul>

	<ul style="list-style-type: none"> <li>• Add “Administrative Services Manager” to Grade 8, effective March 11, 2026.</li> </ul>
<b>Article Webpage</b>	<a href="https://concordma.gov/4148/Article-5-Ratify-Personnel-Board-Classif">https://concordma.gov/4148/Article-5-Ratify-Personnel-Board-Classif</a>
<b>Board/Committee Recommendations</b>	Select Board: Affirmative Action

**FISCAL YEAR 2026 BUDGET LINE ITEM ADJUSTMENTS**  
***No Motion Expected***

**ARTICLE 6.** To determine whether the Town will amend appropriations made under Article 7 of the 2025 Annual Town Meeting, Town Budget; or take any other action relative thereto.

*The Town’s budget is appropriated in thirteen (13) line items. Adjustments to these line-item totals may only be made through subsequent Town Meeting action or at the end of the fiscal year with the approval of the Select Board and Finance Committee, under the authority granted in Mass. Gen. Laws c. 44, § 33B. This article seeks approval to make certain line-item adjustments to rebalance the budget to account for actual spending, while maintaining the total appropriation of \$63,630,061. This article does not seek a supplemental appropriation and approval of this article will not increase total FY26 spending.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	No motion expected
<b>Article Webpage</b>	<a href="https://concordma.gov/3910/Article-6---Fiscal-Year-2025-Budget-Line">https://concordma.gov/3910/Article-6---Fiscal-Year-2025-Budget-Line</a>
<b>Board/Committee Recommendations</b>	Finance Committee: N/A Select Board: N/A

**RESTORE BALANCES CLOSED TO FREE CASH**

**ARTICLE 7.** To see if the Town will transfer from available funds, the sum of \$519,696 to the Insurance Reserve and \$429,095 to the Salary Reserve; or take any other action relative thereto.

*At the close of Fiscal Year 2024, there were two accounts that were closed from the budget that should have been encumbered or transferred at year end. The salary reserve account (\$755,000) was budgeted to include funds for the new Non-Union Merit Pay program, however the payments to employees were still being calculated after the books were closed for June 30, 2024. The distributions were made in August for work done in the previous fiscal year but charged to the FY25 reserve. Similarly, the FY25 non-union merit pay earnings were charged in FY26. This leaves the balance in the FY26 account \$429,095 short for FY26 obligations payable in June 2026.*

*Under Article 22 of Annual Town Meeting 1987, the Town voted to adopt a bylaw allowing the Town to establish an Insurance Reserve Fund and to transfer the balance of any appropriation for insurance purposes. At the end of FY24 there was \$519,696 available to transfer to the reserve that instead closed to Free Cash.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves to transfer from Free Cash \$519,696 to the Insurance Reserve and \$429,095 to the Salary Reserve, for a total appropriation of \$948,791.
<b>Article Webpage</b>	<a href="https://concordma.gov/4150/Article-7---Restore-Balances-Closed-to-F">https://concordma.gov/4150/Article-7---Restore-Balances-Closed-to-F</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**RETROACTIVE SALARY – DISPATCH UNION COLLECTIVE BARGAINING AGREEMENT**

**ARTICLE 8.** To see if the Town will transfer from available funds, a sum for the payment of retroactive salaries for the members of Teamsters Local #25, Public Safety Dispatchers; or take any other action relative thereto.

*The Teamsters Local #25 settled the Collective Bargaining Agreement for Public Safety Dispatch for the term July 1, 2024 through June 30, 2027 on December 31, 2025. Payment for year 1 of the agreement is due retroactively to all members of the Union, however funds that were set aside for this purpose in FY25 were closed to Free Cash as the agreement was still pending. The retroactive salaries will be submitted by the Chief Financial Officer and reviewed at a public hearing of the Finance Committee on Tuesday, March 10, 2026.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves to appropriate \$58,710 from the Salary Reserve to fund the FY25 obligations under the Collective Bargaining Agreement for the Teamsters Local #25 Public Safety Dispatchers.
<b>Article Webpage</b>	<a href="https://concordma.gov/4151/Article-8---Retroactive-Salary---Dispatc">https://concordma.gov/4151/Article-8---Retroactive-Salary---Dispatc</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**GRANT FUND BALANCE DEFICIT – 2020 – 2022 EXPENSES**

**ARTICLE 9.** To see if the Town will transfer from available funds the sum of \$676,242.77, or any other sum, to the Special Revenue account, FEMA Corona Virus Relief, to cover unreimbursed spending from the years 2020-2022; or take any other action relative thereto.

*The Town received funds to cover the costs of the COVID19 pandemic on a reimbursement basis. In total, the Town received over \$1.5 million. However, due to timing and changing regulations, there is a deficit left on the Town's balance sheet for expenditures that were ultimately not reimbursed. The Department of Revenue extended the reconciliation timelines through Fiscal Year 2026 and will be requiring that all deficits are settled prior to setting the Fiscal Year 2027 tax rate. Using Free Cash will alleviate extra tax burden for these prior expenses.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves to transfer \$676,242.77 from Free Cash to the Special Revenue account, FEMA Corona Virus Relief.
<b>Article Webpage</b>	<a href="https://concordma.gov/4152/Article-9---Grant-Fund-Balance-Deficit--">https://concordma.gov/4152/Article-9---Grant-Fund-Balance-Deficit--</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**FISCAL YEAR 2027 TOWN BUDGET**

**ARTICLE 10.** To determine whether the Town will raise and appropriate or transfer from available funds, a sum for the necessary and expedient purposes of the Town for the fiscal year ending June 30, 2027, as detailed in the chart published on the Town's website and incorporated in the Town Meeting Briefing Book; And further, that the Town Manager be authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with Non-Union salary levels established effective July 1, 2026 and the implementation of the Non-Union merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and any and all collective bargaining agreements in effect for FY27; and

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2027;

or take any other action relative thereto.

<b>Town Government Operating Budget</b>					
<b>Line No.</b>	<b>Item No.</b>	<b>Department</b>	<b>FY25 Appropriation</b>	<b>FY26 Appropriation</b>	<b>FY27 Proposed</b>
<b>General Government</b>					
1	A	Town Manager's Office	\$864,166	\$773,505	\$686,225
	B	Human Resources	\$481,562	\$522,658	\$546,479
	C	Information Systems (Technology)	\$1,828,904	\$1,735,498	\$1,710,381
	D	Town Meetings & Reports	\$100,000	\$122,100	\$122,750
	E	Resource Sustainability	\$140,000	\$149,725	\$139,512
	F	Economic Vitality & Tourism	\$329,887	\$338,073	\$347,058
		<b>Subtotal:</b>	<b>\$5,932,506</b>	<b>\$3,641,559</b>	<b>\$3,552,405</b>
2	A	Legal Services	\$400,000	\$400,000	\$450,000
		<b>Total: General Government</b>	<b>\$6,332,506</b>	<b>\$4,041,559</b>	<b>\$4,002,405</b>
<b>Finance</b>					
3	A	Finance Administration	\$756,342	\$650,010	\$601,604
	B	Treasurer-Collector	\$476,700	\$492,272	\$472,150
	C	Town Accountant	\$392,374	\$514,449	\$501,188
	D	Assessors	\$442,730	\$488,760	\$508,918
	E	Town Clerk	\$457,834	\$492,931	\$544,033
	F	Elections	\$60,289	\$57,661	\$121,178
	G	Registrars	\$13,458	\$14,315	\$15,715
		<b>Total: Finance</b>	<b>\$2,599,727</b>	<b>\$2,710,398</b>	<b>\$2,764,786</b>
<b>Community Development</b>					
4	A	Planning Administration	\$631,968	\$663,781	\$680,876
	B	Natural Resources	\$456,982	\$440,897	\$440,587
	C	Inspections	\$608,664	\$628,923	\$651,028
	D	Health	\$598,077	\$563,463	\$566,830

Town Government Operating Budget					
Line No.	Item No.	Department	FY25 Appropriation	FY26 Appropriation	FY27 Proposed
		<b>Total: Community Development</b>	<b>\$2,298,834</b>	<b>\$2,297,065</b>	<b>\$2,339,321</b>
<b>Human Services</b>					
5	A	Library	\$2,505,138	\$2,669,176	\$2,724,187
	B	Senior Services	\$670,851	\$669,891	\$730,557
		Harvey Wheeler Community Center	\$67,277	\$134,807	
	C	Human Services	\$97,738	\$209,679	\$226,285
	D	Veteran's Services	\$84,525	\$95,082	\$86,082
	E	Ceremonies & Celebrations	\$63,422	\$70,150	\$73,580
		<b>Total: Human Services</b>	<b>\$3,488,951</b>	<b>\$3,848,785</b>	<b>\$3,840,691</b>
<b>Public Safety</b>					
6	A	Police Department	\$5,232,210	\$5,688,493	\$5,112,858
	B	Animal Control Officer	\$29,393	\$30,900	\$31,900
	C	Fire Department	\$6,789,002	\$6,916,152	\$7,008,825
	D	Emergency Management	\$14,194	\$14,700	\$6,284
	E	Dispatch			\$1,098,298
		<b>Total: Public Safety</b>	<b>\$12,106,896</b>	<b>\$12,650,246</b>	<b>\$13,258,165</b>
<b>Public Works</b>					
7	A	Public Works Administration	\$458,696	\$402,388	\$407,410
	B	Engineering	\$693,132	\$698,698	\$703,546
	C	Highway Administration	\$2,031,753	\$2,040,154	\$2,027,810
	D	Winter Maintenance	\$655,500	\$655,500	\$655,500
	E	Parks & Trees	\$873,271	\$1,036,106	\$1,263,508
	F	Cemetery	\$282,838	\$270,596	\$291,654
	G	Street Lights & Signals	\$42,029	\$79,703	\$82,094
	H	Facilities Administration		\$1,929,240	\$2,047,166
		Parks & Playgrounds		\$56,318	
		<b>Total: Public Works</b>	<b>\$5,112,219</b>	<b>\$7,168,703</b>	<b>\$7,478,688</b>
<b>Unclassified</b>					
8		Employee Wellness	\$25,000	\$25,000	\$25,000
9		Reserve Fund	\$200,000	\$200,000	\$205,000
10		Salary Reserve Fund	\$581,506	\$737,133	\$606,805
		<b>Total: Unclassified</b>	<b>\$806,506</b>	<b>\$962,133</b>	<b>\$836,805</b>

Town Government Operating Budget					
Line No.	Item No.	Department	FY25 Appropriation	FY26 Appropriation	FY27 Proposed
<b>TOTAL TOWN GOVERNMENT</b>			<b>\$32,745,639</b>	<b>\$33,678,889</b>	<b>\$34,520,861</b>

Joint Accounts (Town - Concord Public Schools)					
11	A	Group Insurance	\$8,000,000	\$9,405,564	\$10,097,630
	B	Property/ Liability Insurance	\$539,412	\$617,087	\$701,151
	C	Unemployment	\$140,760	\$143,575	\$143,575
	D	Worker's Compensation	\$176,149	\$193,764	\$276,175
	E	Medicare	\$1,028,735	\$905,172	\$941,379
		<b>Subtotal:</b>	<b>\$9,885,056</b>	<b>\$11,265,162</b>	<b>\$12,159,910</b>
12	A	Retirement Assessment, General Fund	\$4,349,746	\$3,584,157	\$3,727,523
	B	Retirement Assessment, Pension Reserve	\$1,650,000	\$1,567,124	\$1,618,041
		<b>Subtotal:</b>	<b>\$5,999,746</b>	<b>\$5,151,281</b>	<b>\$5,345,564</b>
13	A	Debt Service, Within Levy Limit			
		A1. Town, Principal & Interest	\$3,576,699	\$4,707,036	\$3,955,051
		A2. CPS, Principal & Interest	\$806,651	\$861,510	\$723,346
		A3. Interest on Short-Term Notes	\$70,000	\$0	\$35,000
		<b>Subtotal:</b>	<b>\$4,453,350</b>	<b>\$5,568,546</b>	<b>\$4,713,397</b>
	B	Debt Service, Excluded from Levy Limit			
		B1. Town, Principal & Interest	\$303,794	\$295,294	\$937,851
		B2. CPS, Principal & Interest	\$6,286,880	\$7,670,889	\$7,653,884
		B3. Interest on Short-Term Notes		\$0	\$0
		<b>Subtotal:</b>	<b>\$6,590,674</b>	<b>\$7,966,183</b>	<b>\$8,591,735</b>
<b>Total Joint Accounts:</b>			<b>\$26,928,826</b>	<b>\$29,951,172</b>	<b>\$30,810,606</b>

<b>Total: Budget Appropriation</b>	<b>\$59,674,465</b>	<b>\$63,630,061</b>	<b>\$65,331,467</b>
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*The Town Budget Article provides for all General Fund (tax-supported) Town operations and activities organized by Town Charter under the direction of the Town Manager. The total appropriation presented here for consideration for Town Meeting approval meets the Finance Committee's guideline set for FY26.*

*The text above also makes certain other appropriation from Stabilization and Enterprise Funds, and authorizes certain other transfers.*

<b>Article Sponsor</b>	<b>Town Manager</b>
<b>Article Motion</b>	<p>Mr. Howell moves to raise and appropriate the sum of \$65,331,467 as detailed in the chart published on the Town’s website and incorporated in the Town Meeting Briefing Book Items 1 through 13 for the necessary and expedient purposes of the Town for the fiscal year ending June 30, 2027, and that the same be expended only for such purposes under the direction of the Town Manager; and to transfer the following amount:</p> <ul style="list-style-type: none"> <li>• \$210,438 from the Cemetery Fund;</li> <li>• \$188,294 from the Sewer Fund;</li> <li>• \$564,881 from the Water Fund;</li> <li>• \$428,383 from the Light Fund;</li> <li>• \$179,305 from the Solid Waste Fund;</li> <li>• \$64,707 from the Stormwater Fund;</li> <li>• \$164,725 from the Swim &amp; Fitness Fund;</li> <li>• \$47,644 from the Telecom Fund;</li> <li>• \$31,963 from the PEG Access Fund;</li> <li>• \$1,618,041 from the Pension Reserve Fund;</li> <li>• \$219,692 from the Recreation Fund; and</li> <li>• \$7,500 from the Transportation Network Fund;</li> </ul> <p>And further, that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and further</p> <p>That the appropriation for Salary Reserve under Line Item 10 shall be transferred by the Town Manager to the various salary line items in accordance with Non-Union salary levels established effective July 1, 2026 and the implementation of the Non-Union merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and any and all collective bargaining agreements in effect for FY27; and further</p> <p>That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to</p>

	the Massachusetts Clean Water Trust due and payable during FY2027.
<b>Article Webpage</b>	<a href="https://concordma.gov/4153/Article-10---Fiscal-Year-2027-Town-Budge">https://concordma.gov/4153/Article-10---Fiscal-Year-2027-Town-Budge</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**FISCAL YEAR 2027 CAPITAL IMPROVEMENT AND DEBT PLAN**

**ARTICLE 11.** To determine whether the Town will raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, § 7, or any other authority, \$2,294,420 as specified in Tier One (Capital Outlay) and \$2,400,000 as specified in Tier Two (Borrowed Funds) of the FY2027 Capital Improvement and Debt Plan, or any other sum, to be expended under the direction of the Town Manager; or take any other action relative thereto.

<b>Tier I</b>		
<b>General Government</b>		<b>Amount</b>
Information Systems	Uninterrupted Power Supply (UPS) Replacement	\$40,000
Information Systems	Town Building Switch Upgrades	\$60,000
Information Systems	Town Server Upgrades	\$140,000
Information Systems	Phone System Replacement and Upgrades	\$38,500
Information Systems	Town Building and Property Security Surveillance	\$100,000
Information Systems	Computers and Associated Peripheral Devices	\$100,000
<b>Finance</b>		<b>Amount</b>
Town Clerk	Codification of Bylaws	\$17,000
Assessors	Town-wide Revaluation ***	\$125,000
Treasurer/Collector	MUNIS POS System	<b>\$59,000</b>
<b>Community Development</b>		<b>Amount</b>
Natural Resources	2007 Dump Trailer Replacement	\$15,000
Natural Resources	Conservation Land Improvements	\$15,000
<b>Human Services</b>		<b>Amount</b>
Library	Computer Replacements	\$17,000
Library	RFID Technology Replacements	\$16,000
Senior Services	Passenger Van Replacement	\$100,000
<b>Public Safety</b>		<b>Amount</b>
Police	Ford Interceptor (4)	\$260,000
Police	Speed Alert Sign Boards	\$38,000
Police	Public Safety Equipment	\$30,000
Police	Tasers (non-lethal weapons)	\$66,000
Police	Motorola Portable Radios	\$23,000
Police	Cruiser Laptops	\$20,000
Police	Mobile Radios for Police Cruisers	\$25,000

Fire	Misc Equipment	\$62,920
Dispatch	Public Safety Radio Upgrades	\$80,500
Dispatch	Fire Station Alerting System	\$132,500
<b>Public Works</b>		<b>Amount</b>
Engineer	Asset Management	\$31,000
Engineer	Street Pavement Markings	\$116,500
Engineer	Roadside Safety	\$189,000
Highway Maintenance	Small Equipment	\$10,000
Highway Maintenance	Replace G73 CAM Equipment Trailer	\$20,000
Highway Maintenance	Replace H78 2003 Screener Plant	\$150,000
Park & Trees	Small Equipment	\$10,000
Park & Trees	Tree Planting - Public Shade Trees and Set-Back Trees	\$50,000
Park & Trees	Replace G57 2000 Vermeer BC1800A Chipper	\$150,000
Facilities	Small Equipment	\$15,000
		\$2,294,420
<b>Tier I Capital Improvement Plan Total</b>		<b>\$2,228,420</b>

<b>Tier II</b>		
<b>Public Works</b>		<b>Amount</b>
Highway Maintenance	Replace H32 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR <sup>^^^</sup>	\$400,000
Highway Maintenance	Replace H33 2011 Swap loader w/ spreader and 11' plow 35,000 GVWR <sup>^^^</sup>	\$400,000
Facilities	Building Repairs & Renovations <sup>^^^</sup>	\$750,000
Cemetery	Sleepy Hollow Cemetery Grave Lot Expansion and Roadway Construction <sup>***</sup>	\$850,000
<b>Tier II Capital Improvement Plan Total</b>		<b>\$2,400,000</b>

<b>Funding</b>	
Raise & Appropriate	\$2,169,420
<sup>***</sup> Overlay Surplus	\$909,000
<sup>^^^</sup> Free Cash	\$1,550,000
<b>Total Tier I and Tier II</b>	<b>\$4,628,420</b>

*This article authorizes the FY2027 Capital Improvement and Debt Plan, all of which will be funded within the existing Levy Limit. The FY2027 Capital Improvement and Debt Plan is proposed to be funded through cash outlay, the issuance of debt, and/or transferring remaining balances in previously authorized debt articles where these balances are no longer needed for their original intended purpose. Items included in this plan include both Tier One (single item or bundled items, up to \$250,000) and Tier Two (single item, \$250,000 - \$2,000,000) capital purchases. The full FY2027 Capital Improvement and Debt Plan will be posted on the Town's website under the tab for 2026 Annual Town Meeting, presented at pre-Town Meeting hearing before the Finance Committee on Thursday, March 5, 2026, and included in the Town Meeting Briefing Book to be mailed to all households.*

<b>Article Sponsor</b>	Town Manager
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<b>Article Motion</b>	Mr. Howell moves to raise & appropriate \$2,169,420, to transfer from Overlay Surplus \$909,000 and to transfer from Free Cash \$1,550,000, for a total appropriation of \$4,628,420, to fund the FY27 Capital Improvement and Debt Plan, as printed in the Briefing Book, such funds to be expended under the direction of the Town Manager.
<b>Article Webpage</b>	<a href="https://concordma.gov/4154/Article-11---Fiscal-Year-2027-Capital-Im">https://concordma.gov/4154/Article-11---Fiscal-Year-2027-Capital-Im</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **MUNICIPAL FACILITIES PLANNING**

**ARTICLE 12.** To determine whether the Town will raise and appropriate or transfer from available funds a sum of money to be expended under the direction of the Town Manager to fund site evaluations, feasibility studies, or other legal, administrative, or other consulting needs regarding repurposing, renovation, construction, acquisition or disposal of various municipal facilities; or take any other action relative thereto.

*This article requests funding to be expended under the direction of the Town Manager for professional services needed to evaluate options for the renovation, consolidation, relocation, acquisition, construction, or disposal of municipal facilities. This work builds upon and advances the analysis and recommendations by the Land Use Working Group. Funds may be used for site assessments, feasibility studies, cost estimates, environmental review, legal analysis, and other consulting services. The purpose of this article is to ensure the Town has the necessary technical and financial information to make informed decisions about future municipal facility planning. No construction or property acquisition is authorized under this article.*

<b>Article Sponsor</b>	Select Board
<b>Article Motion</b>	Mr. Howell moves that the Town transfer \$600,000 from Free Cash to be expended under the direction of the Town Manager to fund site evaluations, feasibility studies, or other legal, administrative, or other consulting needs regarding repurposing, renovation, construction, acquisition or disposal of various municipal facilities.
<b>Article Webpage</b>	<a href="https://concordma.gov/4155/Article-12---Municipal-Facilities-Planni">https://concordma.gov/4155/Article-12---Municipal-Facilities-Planni</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action: 13-1 Public Works Commission: Affirmative Action Select Board: Affirmative Action

### **ARTICLE 12 – SUPPLEMENTAL MATERIALS**

**The \$600,000 appropriation of Free Cash will enable the Town to perform necessary work following the recommendations from the Land Use Working Group.**

The Land Use Working Group (LUWG), established by the Select Board in July 2025, was charged with evaluating the future of Concord’s municipal facilities and identifying strategic opportunities to modernize public infrastructure while supporting the Town’s broader goals for housing, economic development, and efficient service delivery. Over seven months, the group conducted extensive analysis, site visits, staff consultations, and benchmarking against peer municipalities.

The [Phase I report](#), completed in February 2026, confirms what prior facility assessments have indicated: **several of Concord’s core municipal facilities—particularly Public Safety and Public Works—are functionally obsolete and no longer capable of supporting modern**

**operations.** The current police and fire facilities are aging, undersized, and unable to meet current operational standards or future service demands. Critical deficiencies include inadequate training and operational space, limited equipment storage, and buildings that cannot accommodate modern emergency apparatus or personnel needs. Continuing to rely on these facilities would defer necessary investments while future costs rise.

Similarly, the Public Works campus at Keyes Road is constrained by environmental limitations, inadequate space, outdated buildings, and operational inefficiencies that affect fleet maintenance, materials storage, and staff operations. These limitations create safety risks, reduce operational efficiency, and increase long-term costs to taxpayers.

In addition, municipal administrative services are currently dispersed across numerous buildings, resulting in fragmented operations, reduced staff collaboration, and inconvenience for residents who must travel to multiple locations to access municipal services. The Working Group found that **strategic consolidation of administrative functions could improve efficiency, reduce long-term facility maintenance costs, and potentially free valuable town-owned properties for housing or other community priorities.**

### **Municipal Facilities Planning Timeline**

The need to address the Towns' facilities has been recognized for many years. In 2014, part of the Town's capital plan allocated funds to study the Keyes Road campus. These funds are being used to support planning today. In 2018 and 2019 a comprehensive Facilities study identified and quantified deficiencies in almost every Town Department. The Public Safety and Public Works facilities were the top priorities.

From 2020 to 2024, the Town focused on pandemic operations and recovery and building the new Ellen Garrison Building at Concord Middle School. This project, at \$102 million, created a significant increase in debt service for taxpayers. Fortunately, it is now complete, on time and under budget. Over the past 20 years, the Town has replaced all three elementary schools, the high school and now the middle school. Alcott and Thoreau bonds have all been redeemed and the last payment on the Willard bonds will be completed in FY29.

2024 brought new and unexpected opportunity for land redevelopment in the form of the State's announcement that MCI Concord would close and be redeveloped. The Town responded by creating the MCI Concord Advisory Board and then commissioned the [Vision Plan](#) (funded by a state earmark) to understand the potential of the site. In 2025, recognizing the need for comprehensive planning involving the now closed Peabody school, and other Town owned properties, the Select Board formed the Land Use Working Group to begin developing a comprehensive strategic plan. The LUWG's Phase 1 recommendations were first published in February 2026.

During the 2026 to 2028 timeframe, the Select Board proposes that the Town use some remaining existing resources, from ARPA (American Rescue Plan Act of 2021- federal grant funding), prior capital plans, and the funding requested in this Article to advance the priority recommendations enough to provide, cost estimates, timelines, and proposals for re-zoning (if needed) to future Town Meetings. Details of the specific areas are below.

## Purpose of the Requested Funding

The Select Board, in consultation with the Town Manager has requested **\$600,000 appropriation from Free Cash**, to fund the next phase of professional work necessary to transform the Working Group's priority recommendations into actionable projects. Those recommendations are summarized below.

1. **Public Safety** – The Phase 1 report identified the need to reconfigure and redesign the existing two locations with a primary focus on West Concord where demand for public safety services has been growing. \$350K of Article 12 funding is recommended to perform feasibility study, schematic design, cost modeling, public outreach, and developing a property acquisition strategy and roadmap for the Public Safety Functions.
  - Priority order:
    - New West Concord Fire HQ – Adding space to meet demand
    - New or renovated Police HQ – At a location to be determined
    - New or renovated Fire Substation – for Concord Center
2. **Public Works** – The Phase 1 report identified three possible locations for Public Works but recommended a primary focus on MCI Concord. \$150K from Article 12 would be combined with \$105K of remaining ARPA funds and \$125K from a 2014 Capital Plan Article to perform feasibility study, schematic design, cost modeling, public outreach and negotiations with the State to develop a roadmap for Public Works.
3. **Municipal Consolidation** – The Phase 1 report identified a strategy that would be likely to create opportunities to improve efficiencies and potentially identify surplus properties that could be disposed of to offset the costs. \$100K of Article 12 funding will support public outreach, analyzing renovation and acquisitions costs for the preferred strategy. A cost benefit analysis for the disposition of Town Property which may be deemed or become surplus because of consolidation will also be part of this program area. If Town Property is to be re-used, re-zoning of the Town parcel may be needed to realize the new purpose.
  - Preferred strategy:
    - Purchase and renovate an existing office building

Specifically, in each area, the funds would support:

- Detailed engineering and architectural feasibility studies
- Site analysis and environmental due diligence for priority locations
- Refined cost estimates and project phasing strategies
- Space planning for public safety, public works, and municipal consolidation needs
- Financial modeling and evaluation of potential property disposition
- Professional facilitation of public engagement and stakeholder outreach

The Phase I report makes clear that **further professional analysis is required before the Town can responsibly pursue any major capital investments**. These studies will allow Concord to refine options, evaluate trade-offs, and identify the most fiscally responsible path forward.

## **Strategic Opportunity for the Town**

The need to modernize municipal facilities coincides with a **rare strategic opportunity** for Concord. Several large parcels—including the MCI-Concord site, the former Peabody Middle School property, and other municipal lands—are either newly available or likely to become available in the near future. These properties create a unique moment for the Town to reconsider how municipal services are organized and where facilities should be located. Without advancing feasibility studies now, Concord risks missing this opportunity and may instead face a future of piecemeal repairs, escalating maintenance costs, and continued operational inefficiencies.

## **Fiscal Stewardship**

The requested funding is a **critical investment in responsible capital planning**. Major municipal facility projects involve tens of millions of dollars in capital costs per building. Investing in careful feasibility analysis now ensures that future decisions are based on sound engineering, realistic cost estimates, and a clear understanding of long-term fiscal impacts.

In short, this funding enables the Town to move from **conceptual recommendations to informed decision-making**, ensuring that any future capital investments are strategic, efficient, and aligned with Concord's long-term community goals.

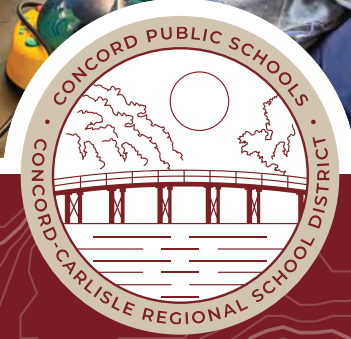
## **Commitment to Public Engagement and Dialog**

The Select Board recognizes that there will need to be extensive public engagement and dialog about all these projects. The LUWG reviewed and evaluated a tremendous amount of information in a short period of time. Their recommendations need to be communicated and tested through feasibility studies. Article 12 funding will provide resources to ensure that occurs. The aim is to present the public with clear rationale and choices for the design, timing, and cost of each capital investment.

## **Conclusion**

Approving this appropriation will allow the Town to responsibly evaluate options for addressing critical municipal facility needs while positioning Concord to make informed, fiscally prudent decisions about the future of public works, public safety, and municipal services.

The \$600,000 requested represents the essential next step in translating the Land Use Working Group's findings into a practical and implementable plan for the Town's future.



**CONCORD  
PUBLIC SCHOOLS**

---

**CONCORD CARLISLE  
HIGH SCHOOL**

**2024-2025**

*Our Schools, Our Community*



# MESSAGE FROM THE SUPERINTENDENT



Photo: Kate Eden Renyi Photography

The Concord Public Schools and Concord Carlisle Regional School District center themselves on core values of belonging, excellence, engagement, inclusion, and innovation in all we do. We strive for students to actively seek varied pathways through which they achieve their potential and find joy in learning. Students will possess a strong sense of self and embrace their responsibilities as members of our ever-changing local and global communities.

Driven by our community-developed strategic plan, we focus on **academic excellence, student well-being, and inclusive practices that support every learner**. Our students are challenged through rigorous coursework, hands-on learning, and creative exploration while also being supported through strong relationships, extracurricular opportunities, and a culture of belonging.

From the STEAM Lab to Rivers and Revolution, from Concord PossAbilities to Playbook Initiative, our schools reflect curiosity, genuine connections, authentic application, and a commitment to all students thriving. Our graduates leave not only prepared for success in college and careers, but also ready to lead with empathy and purpose in a complex global world.

Thank you for your support and partnership in this work.

**Dr. Laurie Hunter**  
Superintendent of Schools

## Mission

To educate all students as **lifelong learners, caring citizens, and responsible contributors** in our increasingly diverse global society.

## Stay Connected

 [concordps.org](http://concordps.org)

 [@ccsuperintendent](https://www.instagram.com/ccsuperintendent)



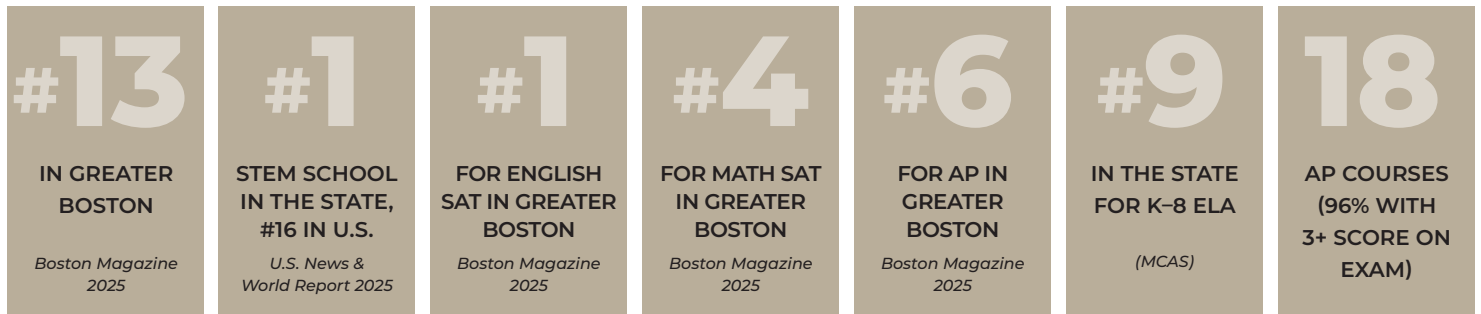
Read the  
**Friday District  
Newsletter**



# OUR DISTRICT AT A GLANCE

Concord Public Schools (PK–8) and Concord-Carlisle High School (grades 9–12 and through age 22) are separate districts serving one shared community—Concord, Carlisle, and Boston through METCO.

## EDUCATIONAL VALUE



Opening of the new Ellen Garrison Building at Concord Middle School

### CONCORD PUBLIC SCHOOLS: PRE-K - 5TH



**1,936**  
STUDENTS



**597**  
STAFF & TEACHERS



**5**  
BUILDINGS



### CONCORD-CARLISLE HIGH SCHOOL



**1,148**  
STUDENTS



**263**  
STAFF & TEACHERS



## Celebrate the Class of 2025

- **306** Graduates
- **90.8%** to 4-Year School
  - **30%** to highly selective institutions
- **1.6%** to 2-year schools
- **3.3%** employed
- **<1%** to Military
- **4.3%** to Other/Unknown

# SHAPING OUR FUTURE WITH THE STRATEGIC PLAN (2023-2028)

The Concord-Carlisle Strategic Plan was developed with input from students, families, staff, and community members. It outlines goals for student growth, well-being, and inclusion, and guides the work of our schools.



## Multiple Paths to Success

Inspire learning through engaging, innovative teaching and multiple paths to success.

**3 strands** of intensive programming (social-emotional, autism, learning disability) – full continuum PK-22

**3 elementary schools** implementing new evidence-based reading curriculum

**\$500K+ in military** scholarships secured through the Army



CCHS hosted a **Military Fair**, connecting students with career paths, scholarships, and opportunities.



## Well-Being & Mental Health

Support mental health and well-being with strong, sustainable systems.

**2+ counselors** in every building

**2 programs** (Open Circle, Responsive Classroom) fostering mindfulness and community at elementary level

**Daily advisory** providing safe space and belonging for all middle schoolers



Meet **Thor**, the Concord Police Department's comfort dog, who visits schools alongside the School Resource Officer.



## Inclusive Culture

Foster an inclusive, collaborative culture that values diversity and every learner's uniqueness.

**Annual Multicultural Fair** at each of the 5 schools, celebrating diverse cultures

**5 programs annually** for student exchange and study abroad

**2 High School and 1 Middle School Unified Sports teams** for students with special needs



Alcott hosted its **Multicultural Fair**, highlighting food, culture, and community.



## Innovative Environment

Promote student growth through safe, creative indoor and outdoor learning spaces.

**Rivers & Revolutions** for hands-on, outdoor learning at the high school level

**K-6 STEAM Lab** providing early exposure through fun, hands-on experiences

**Outdoor classroom** space at each school



**Rivers & Revolutions** students explore how to understand a place or community from multiple perspectives.

# LIVING OUT OUR VALUES

Every day, our schools bring core values to life through meaningful programs, lasting traditions, and student-driven experiences.

## A COMMUNITY-WIDE COMMITMENT TO FIGHTING CANCER

through Kicks for Cancer and Mighty Moose.



## REAL-WORLD BUSINESS AND LIFE SKILLS

for young adults with diverse learning needs through the student-run Concord PossAbilities store.

99 Sudbury Road in Concord

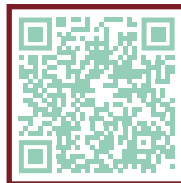
## EARLY EXPOSURE TO

Science, Technology, Engineering, Art, and Mathematics through our STEAM Lab.

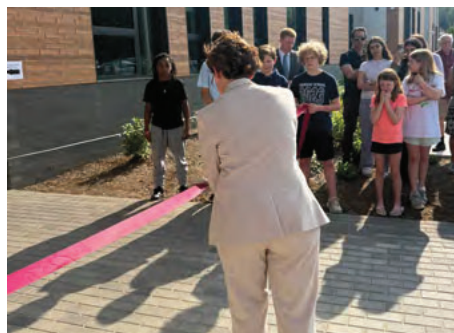


## CONCORD MIDDLE SCHOOL'S NEW CHAPTER

In February, Concord Middle School opened the new Ellen Garrison Building, bringing all students in grades 6–8 under one roof for the first time.



**CHECK OUT THE JUNE 2025 RIBBON CUTTING!**



## DEIB ISN'T A SEPARATE INITIATIVE—IT'S WHO WE ARE.



Photos: Kate Eden-Rensji Photography

“Across our district, every decision and classroom reflects our commitment to making all students feel seen, valued, and supported.”

—Andrew K. Nyamekye,  
Director of DEIB Commitment

## LIVING OUR COMMITMENT TO DEIB

- **METCO:** 60 years fostering inclusion and connection across communities
- **Black Student Union:** builds community and shares culture
- **Jewish Student Union:** connects students, educates community
- **Playbook Initiative:** anti-bias training for all CMS students
- **Spectrum:** 30 years supporting LGBTQ+ students and allies
- **Calculus Project:** data-driven strategies to boost access and success for underrepresented and low-income students in advanced math
- **Teacher Diversification:** recruiting and retaining diverse educators, with DEIB Teacher Leaders driving equity work in every school

# BEYOND THE **CLASSROOM**

Extracurriculars are an essential part of the student experience. We encourage student-led clubs, new teams, and programs that bring people together, spark curiosity, create connections, and a sense of belonging.

# 34

ATHLETIC TEAMS

# 500+

ATHLETES ANNUALLY

# 38

CLUBS

ATHLETICS



**Women's Lacrosse wins first-ever State Championship**



**Swim & Dive captures back-to-back Division 1 State Championships**

Photo: Kate Eden Remy Photography

ART & MUSIC



**Band earns 4 Gold Medals at MICCA**



**Choir earns 4 Gold Medals at MICCA**

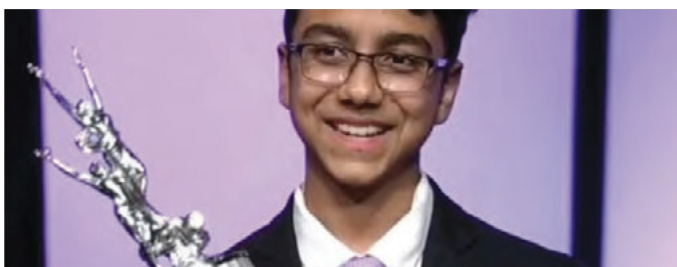


**Sanborn stages final Middle School Musical: Seussical**



**Four CCCHS art students awarded Prifti Scholarships**

CLUBS



**Four CCHS debaters advance to Nationals; one wins International Extemporaneous Speaking**



**CCHS Olympiad team places 11th at States**

# SMART BUDGETING

Photo: Kate Eden, Renyi Photography



As the Assistant Superintendent of Finance and Operations for Concord Public Schools and Concord-Carlisle Regional School district, my role involves overseeing the financial health and sustainability of the District, ensuring that resources are allocated efficiently to support educational goals.

Through the budgeting process, I work closely with the superintendent and administrators across the district, ensuring that funds are equitably distributed across programs, departments, and schools. We face a constant challenge of balancing the needs of our students with the fiscal capacity of our member towns. While we have not presented large budget increases in the 5 - 10% range like other districts, we do experience the same budget pressures.

Continued collaboration with Town officials and boards in both Concord and Carlisle is important as we move forward. Transparency is critical so that informed decisions can be made, with an understanding of the impact of those decisions.

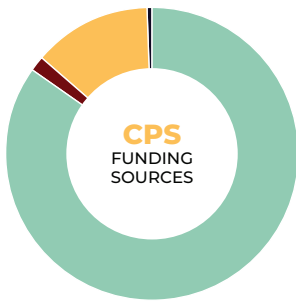
**Bob Conry**, Assistant Superintendent of Finance and Operations

## REGIONAL ALLOCATION:

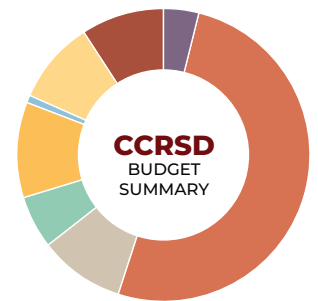
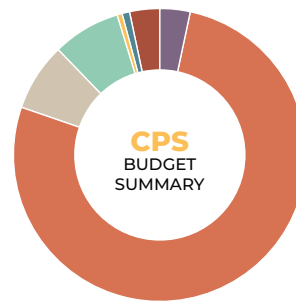
The CCRSD budget is divided between Concord and Carlisle based on the number of students from each town on October 1. This means the FY 2026 budget is based on enrollments on October 1, 2024.

## WHERE SCHOOL FUNDING...

### COMES FROM:



### GOES TO:



## KEY CAPITAL PROJECTS IN THE WORKS



### Thoreau Campus & Playground:

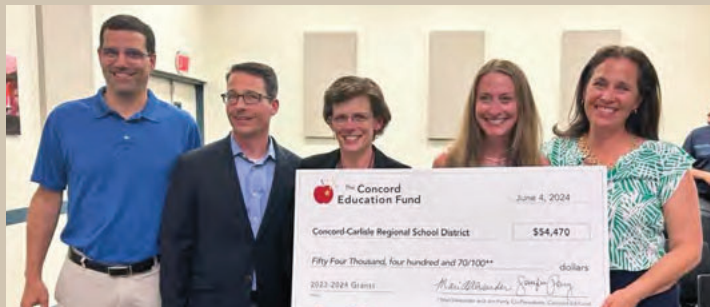
\$435K from the Concord Preservation Committee is supporting campus improvements at Thoreau, along with more than \$600K raised for a new playground.



### CCHS Amenities Building:

After the failed July 2025 vote, the Regional School Committee is pursuing funding for ADA-compliant stadium bathrooms through Concord and Carlisle Preservation Committees.

# THANK YOU **CONCORD EDUCATION FUND!**



## THANK YOU **CONCORD EDUCATION FUND (CEF)!**

For over 30 years, CEF has awarded nearly \$3 million to support innovative programs, curricula, and teaching strategies in Concord schools.

## STATEMENT FROM THE **SCHOOL COMMITTEE**

The School Committee is **proud of our students and staff** and grateful to be part of a community that values education so deeply. This story of our schools highlights the great work happening every day and our commitment to continued growth, equity, and belonging for all.



ANDREW HERCHEK, BRIAN WATERSON, TRACEY MARANO, LYNETTE KELLEHER, CARRIE RANKIN, MICHAEL WILLIAMS, AND SANDEEP PISHARODY

## CONCORD-CARLISLE SCHOOL COMMITTEE

GOALS 2025-2026:

### BUDGET

Ensure transparent, collaborative, and fiscally responsible budgeting that aligns with district priorities and earns public support.



### COMMUNICATION & COMMUNITY ENGAGEMENT

Strengthen two-way communication with stakeholders and deepen collaboration with town leadership, specifically, in addressing acts of hate and antisemitism in our communities and in promoting equity, inclusion and belonging.



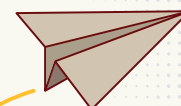
### POLICY OVERSIGHT & INNOVATION

Ensure district policies are current, inclusive, and responsive to emerging student and community needs.



### SUPERINTENDENT EVALUATION & STUDENT OUTCOMES

Monitor and support district leadership through evidence-based evaluation aligned with student achievement and equity.



**CONCORD PUBLIC SCHOOLS OPERATING BUDGET**

**ARTICLE 13.** To determine whether the Town will raise and appropriate the sum of \$48,941,915 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2027; and that the same be expended only for such purposes and under the direction of the Concord School Committee and further that an additional sum of \$183,680 be transferred from Free Cash, representing the specific amount anticipated to be received by the Town in June 2026 on behalf of Concord Public Schools through the McKinney-Vento Homeless Transportation program for the purpose of reimbursing additional transportation expenses arising from homeless students attending Concord Public Schools; or take any other action relative thereto.

*This article provides for the annual operating budget for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8, as well as for the transfer to the schools of state funds received to reimburse transportation costs for students temporarily housed in Concord. Transfer of the state funds for transportation requires authorization by Town Meeting. The budget appropriation presented for Town Meeting approval is aligned with the spending guideline established by the Finance Committee in December 2025.*

<b>Article Sponsor</b>	Concord School Committee
<b>Article Motion</b>	Mr. Herchek moves that the Town take affirmative action on Article 13 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4156/Article-13---Concord-Public-Schools-Oper">https://concordma.gov/4156/Article-13---Concord-Public-Schools-Oper</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**CONCORD PUBLIC SCHOOLS CAPITAL BUDGET**

**ARTICLE 14.** To determine whether the Town will raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, or any other authority, the sum of \$501,430, or any other sum, to be expended under the direction of the School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Mass. Gen. Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or take any other action relative thereto.

*This article provides for a capital appropriation for Concord Public Schools, which serves students in pre-school, kindergarten, and grades 1 to 8. The funding will support the various capital projects necessary to maintain and improve the district's schools, buildings, grounds, and related equipment and infrastructure. This capital request falls within the Town Manager's 10-year Capital Plan.*

<b>Article Sponsor</b>	Concord School Committee
<b>Article Motion</b>	Mr. Herchek moves that the Town raise and appropriate the sum of \$501,430, to fund the FY27 Capital Improvement and Debt Plan, as printed in the Warrant, such funds to be expended under the direction of the Town Manager.

<b>Article Webpage</b>	<a href="https://concordma.gov/4157/Article-14---Concord-Public-Schools-Capi">https://concordma.gov/4157/Article-14---Concord-Public-Schools-Capi</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **CONCORD-CARLISLE REGIONAL SCHOOL DISTRICT BUDGET**

**ARTICLE 15.** To determine whether the Town will raise and appropriate, or transfer from available funds, the sum of \$26,995,441, or any other sum, as the Town’s apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2027; to be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee; or take any other action relative thereto.

*This article provides Concord’s share (“assessment”) of the annual operating budget for the Concord-Carlisle Regional School District. The budget appropriation presented for Town Meeting approval is aligned with the spending guideline established by the Finance Committee in December 2025.*

<b>Article Sponsor</b>	Concord School Committee
<b>Article Motion</b>	Ms. Marano moves that the Town raise and appropriate the sum of \$26,810,821 as the Town’s apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2027; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.
<b>Article Webpage</b>	<a href="https://concordma.gov/4158/Article-15---Concord-Carlisle-Regional-S">https://concordma.gov/4158/Article-15---Concord-Carlisle-Regional-S</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **ESTABLISH SPECIAL EDUCATION RESERVE FUND**

**ARTICLE 16.** To determine whether the Town will establish a Special Education Reserve Fund under the provisions of Mass. Gen. Laws c. 40, § 13E under the direction of the School Committee; or take any other action relative thereto.

*This article provides for the establishment of a special education reserve fund for Concord Public Schools. The fund can be used in future years for unanticipated or unbudgeted costs of special education, out-of-district tuition or transportation costs. Funding is not requested at this time; this article is solely to create such a fund.*

<b>Article Sponsor</b>	Concord School Committee
<b>Article Motion</b>	Mr. Herchek moves that the Town accept Mass. Gen. Laws c. 40, § 13E and establish a Special Education Reserve Fund.
<b>Article Webpage</b>	<a href="https://concordma.gov/4159/Article-16---Establish-Special-Education">https://concordma.gov/4159/Article-16---Establish-Special-Education</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**

**ARTICLE 17.** To determine whether the Town will raise and appropriate, or transfer from available funds \$1,886,548 for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2027; or take any other action relative thereto.

*This article provides Concord's assessed share of the annual operating budget for the Minuteman Regional Technical High School District. Each of the member town assessments is calculated by a formula established pursuant to the regional agreement. Concord's enrollment at Minuteman is currently 40 high school students and 2 post-secondary students. The formula for assessments relies in part upon a rolling 4-year average of enrollment for member communities.*

<b>Article Sponsor</b>	Dorothy Ortner, Concord Representative of the Minuteman Regional School Committee
<b>Article Motion</b>	Ms. Ortner moves that the Town raise and appropriate \$1,886,548 as Concord's assessed share of the funds for the necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2027.
<b>Article Webpage</b>	<a href="https://concordma.gov/4160/Article-17---Minuteman-Regional-Technica">https://concordma.gov/4160/Article-17---Minuteman-Regional-Technica</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**TRANSFER FROM MIDDLE SCHOOL STABILIZATION FUND**  
***Consent Calendar***

**ARTICLE 18.** To determine whether the Town will transfer from the Middle School Stabilization Fund \$1,500,000 to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2027; or take any other action relative thereto.

*This article seeks Town Meeting approval to transfer from the Middle School Stabilization Fund the amount of \$1,500,000 to smooth the FY27 tax impact of the debt service associated with the Middle School Construction project.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Rovelli moves that the Town transfer the sum of \$1,500,000 from the Middle School Stabilization Fund, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2027, to offset the debt associated with the school construction project.
<b>Article Webpage</b>	<a href="https://concordma.gov/4161/Article-18---Transfer-from-Middle-School">https://concordma.gov/4161/Article-18---Transfer-from-Middle-School</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**ESTABLISH A CAPITAL STABILIZATION FUND**

**ARTICLE 19.** To determine whether the Town will establish a Capital Stabilization Fund as authorized by Mass. Gen. Laws c. 40, § 5B; or take any other action relative thereto.

*Vigorous discussion at the 2025 Annual Town Meeting resulted in a comprehensive review of the Town's financial reserves policies. Since then, the Financial Policy Working Group has drafted a thorough Financial Reserve Policy, which was accepted by the Select Board on December 22, 2025. The final policy can be found at <https://concordma.gov/2562/Financial-Policies>. Following acceptance of this policy, the working group has encouraged the establishment of a Special Purpose Stabilization Fund for future capital needs. Establishing a Capital Stabilization fund for future large building projects will allow the Town to start setting aside funds when available to alleviate future planning, design and construction costs or borrowing on large projects.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Rovelli moves that the Town establish a Capital Stabilization Fund as authorized under Massachusetts General Laws Chapter 40, § 5B.  <b>Note: 2/3<sup>rds</sup> Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4162/Article-19---Establish-a-Capital-Stabili">https://concordma.gov/4162/Article-19---Establish-a-Capital-Stabili</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **APPROPRIATION TO CAPITAL STABILIZATION FUND**

**ARTICLE 20.** To determine whether the Town will transfer from available funds \$1,250,000 to the Capital Stabilization Fund; or take any other action relative thereto.

*The newly adopted Financial Reserve Policy leaves the target funds for Capital as to be determined for future projects by the Town Manager and Chief Financial Officer. However, while known projects are under consideration, the Financial Policy Working Group encourages setting aside funds in anticipation of need. In order to balance the distribution of available funds to meet target balances in savings, the Working Group, Town Manager and CFO have determined that \$1,250,000 is an appropriate beginning balance for the Capital Stabilization fund.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves that the Town vote to transfer \$1,250,000 from Free Cash to the Capital Stabilization Fund.
<b>Article Webpage</b>	<a href="https://concordma.gov/4163/Article-20---Appropriation-to-Capital-St">https://concordma.gov/4163/Article-20---Appropriation-to-Capital-St</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

### **APPROPRIATION TO GENERAL STABILIZATION FUND**

**ARTICLE 21.** To determine whether the Town will transfer from available funds \$750,000 to the General Stabilization Fund; or take any other action relative thereto.

*The newly adopted Financial Reserve Policy indicates that the minimum funding target for the General Stabilization Fund is 4% of the budget, or \$5,950,000. The current balance in the fund is \$1,102,855. The Financial Policy Working Group has discussed the total funds availability in reference to the policy and a plan to meet the target. The recommendation of the Group is to transfer \$750,000 and work toward a 10-year funding plan. This article is one step forward in achieving a healthy reserve balance for future needs and is highly advantageous in maintaining the Town's AAA bond rating.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves that the Town vote to transfer \$750,000 from Free Cash to the General Stabilization Fund.
<b>Article Webpage</b>	<a href="https://concordma.gov/4164/Article-21---Appropriation-to-General-St">https://concordma.gov/4164/Article-21---Appropriation-to-General-St</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**OPEB TRUST FUND APPROPRIATION**  
***Consent Calendar***

**ARTICLE 22.** To determine whether the Town will raise and appropriate, or transfer from available funds \$1,467,851 to the Other Post-Employment Benefits (OPEB) Liability Trust Fund established under Mass. Gen. Laws c. 32B, § 20; or take any other action relative thereto.

*Best practice suggests that both the General Fund and Enterprise Fund contributions to the OPEB Trust Fund should be appropriated by Town Meeting. Based upon the results of the January 1, 2025, OPEB Liability Valuation Report (GASB Statements No. 74 and 75), the following contributions will be made to the OPEB Trust Fund in FY27: General Fund, \$1,387,565; Water Fund \$21,431, Sewer Fund \$9,139, Swim & Fitness Enterprise Fund \$10,410, and Broadband Fund, \$39,306. Based upon the results of the January 1, 2025, valuation, no annual contributions are required from the Light Fund.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves that the Town raise and appropriate \$1,387,565; and transfer \$21,431 from the Water Fund, \$9,139 from the Sewer Fund, \$10,410 from the Swim & Fitness Fund, and \$39,306 from the Broadband Fund; for a total appropriation of \$1,467,851 to fund the Town's FY27 contribution to the Other Post-Employment Benefits Liability Trust Fund (OPEB Trust) established under Mass. Gen. Laws c. 32B, § 20.
<b>Article Webpage</b>	<a href="https://concordma.gov/4165/Article-22---OPEB-Trust-Fund-Appropriati">https://concordma.gov/4165/Article-22---OPEB-Trust-Fund-Appropriati</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**OPEB TRUST FUND EXPENSE**  
***Consent Calendar***

**ARTICLE 23.** To determine whether the Town will appropriate \$275,000 from the Other Post-Employment Benefits (OPEB) Liability Trust Fund established under Mass. Gen. Laws c. 32B, § 20, for OPEB Fund expenses, and further to authorize the Trustee of the OPEB Fund to employ reputable and knowledgeable investment consultants to assist in determining appropriate investments and to pay for those services from the OPEB Fund; or take any other action relative thereto.

*Similar to the previous article, best practice is that all Trust Fund expenses should be appropriated and paid directly from the Fund rather than deducting them from earnings. Further, under Mass. Gen. Laws c. 32B, § 20, Town Meeting must specifically authorize the Trustee's employment of any and all investment consultants.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves that the Town take affirmative action on Article 23 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4166/Article-23---OPEB-Trust-Fund-Expense">https://concordma.gov/4166/Article-23---OPEB-Trust-Fund-Expense</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**APPROPRIATION OF PFAS SETTLEMENT FUNDS RECEIVED FROM  
MULTI-DISTRICT LITIGATION**  
***Consent Calendar***

**ARTICLE 24.** To see if the Town will appropriate \$657,526.79 received in calendar year 2025 by the Town as part of settlements resulting from Multi-District Litigation against manufacturers of per- and polyfluoroalkyl substances (PFAS), including but not limited to 3M, DuPont, BASF & Tyco, to be expended under the direction of the Town Manager for the purpose of offsetting costs associated with PFAS contamination in the Concord water supply, including but not limited to:

- Water quality testing
- Treatment system design and installation
- Ongoing remediation efforts
- Other capital expenses related to ensuring compliance with current and future drinking water standards;

or take any other action relative thereto.

*This article appropriates \$657,526.79 from settlement proceeds held in the PFAS Special Revenue Fund for the purpose of offsetting costs associated with PFAS contamination in the Concord water supply, including but not limited to water quality testing, treatment system design and installation, ongoing remediation efforts, and other expenses related to ensuring compliance with current and future drinking water standards. The funds will be held for these purposes until there are eligible costs to be offset.*

<b>Article Sponsor</b>	Public Works Commission
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 24 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4167/Article-24---Appropriation-of-PFAS-Settl">https://concordma.gov/4167/Article-24---Appropriation-of-PFAS-Settl</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**ADOPT CONSERVATION FUND BYLAW**

**ARTICLE 25.** To see if the Town will vote to adopt a Conservation Fund Bylaw to establish a Conservation Fund pursuant to Mass. Gen. Laws c. 40, § 8C, to be administered by the Natural Resources Commission for the purposes of conservation, natural resource protection, and passive recreation; to authorize the expenditure of funds for the acquisition, preservation, protection, management, and improvement of land and interests in land for such purposes; to provide for the custody, investment, accounting, and expenditure of the Fund; or to take any other action relative thereto.

Town of Concord, Massachusetts  
CONSERVATION FUND BYLAW

**SECTION 1. CONSERVATION FUND**

In the Town of Concord, there shall be a Conservation Fund (the “Fund”) created by this Bylaw and pursuant to, and governed by, Mass. Gen. Laws c. 40, § 8C. The Natural Resource Commission may, in accordance with this Bylaw, expend money in the Fund for purposes of conservation, natural resources protection and related purposes in the Town of Concord for the benefit of Concord residents and visitors to Concord.

**SECTION 2. USE OF THE FUND**

- A. The Fund shall be administered by the Natural Resources Commission (the “NRC”) pursuant to its authority under Mass. Gen. Laws c. 40, § 8C, Mass. Gen. Laws c. 131, §40, and this Bylaw.
- B. The NRC is authorized to expend from the Fund for the following purposes:
  - i. Acquisition of conservation restrictions and agricultural preservation restrictions, easements in land for conservation and passive recreational purposes, or options for the same;
  - ii. Preservation, protection, management, and improvement of land for conservation and passive recreational purposes in the Town of Concord;
  - iii. Appraisal, engineering, planning, and legal services in connection with the purposes provided in this Section 2; and
  - iv. Subject to the approval of the Select Board, the acquisition of fee interests in land including options to purchase.
- C. Prior to utilizing the Fund for the purposes of acquiring any real estate interest, the Natural Resources Director shall consult with the Concord Municipal Affordable Housing Trust, Town Manager and the Public Works Director to assess other potential interests in the subject real estate.

**SECTION 3. INVESTMENT AND ACCOUNTING; TREASURER AS CUSTODIAN OF FUNDS**

The Town of Concord Treasurer shall be the custodian of the Fund’s financial assets and shall maintain separate accounts and records for the Fund’s financial assets.

The Treasurer shall invest the funds in the manner authorized by the Mass. Gen. Laws c. 44, § 55 (Public Funds on Deposit; Limitations; Investments,) § 55A, (Liability of Depositor for Losses Due to Bankruptcy), and § 55B (Investment of Public Funds).

Any income or proceeds received from the investment of funds shall be credited to and become part of the Fund. All moneys paid to the Fund in accordance with any Town appropriation or private contribution shall be paid directly into the Fund and need not be appropriated or accepted and approved into the Fund. General revenues appropriated into the Fund become Fund property and to be expended these financial assets need not be further appropriated. All moneys remaining in the Fund at the end of any fiscal year, whether or not expended by the NRC within one year of the date they were appropriated into the Fund, remain Fund property.

Expenditures by the Fund shall be processed through the Town’s payment warrant. ~~but shall be subject to the provisions of Mass. Gen. Laws c. 44, § 55C.~~<sup>4</sup>

As the custodian of the Fund, the Treasurer shall issue checks as directed by the NRC.

*This article proposes the adoption of a Conservation Fund Bylaw to establish a dedicated fund for the protection and stewardship of Concord’s natural resources. The fund would be administered by the Natural Resources Commission and used for purposes such as acquiring conservation restrictions, preserving and managing conservation land, and covering related planning, appraisal, and legal costs, as authorized by state law. Establishing this fund allows conservation-related revenues and appropriations to be set aside and expended efficiently over multiple fiscal years, providing a flexible and transparent tool to support the Town’s long-term conservation goals.*

<b>Article Sponsor</b>	Select Board
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<sup>4</sup> Reference to this statute was included in error and has been deleted.

<b>Article Motion</b>	Mr. Boehm moves that the Town take affirmative action on Article 25 as printed in the Briefing Book.
<b>Article Webpage</b>	<a href="https://concordma.gov/4168/Article-25---Adopt-Conservation-Fund-Byl">https://concordma.gov/4168/Article-25---Adopt-Conservation-Fund-Byl</a>
<b>Board Recommendation</b>	Select Board: Affirmative Action

**COMMUNITY PRESERVATION APPROPRIATION RECOMMENDATIONS**

**ARTICLE 26.** To determine whether the Town will appropriate or reserve from the Concord Community Preservation Fund annual revenues, prior year fund balance, and reserves in the amounts recommended by the Community Preservation Committee for committee administrative expenses, community preservation projects and other expenses in Fiscal Year 2027; and further to rescind prior appropriations in the sum of \$482,978 from the Community Preservation Fund, appropriated at the 2020 and 2021 Annual Town Meetings, and appropriate that amount to the Open Space Reserve Fund, with each item to be considered a separate appropriation, in accordance with Chapter 44B of the Mass. Gen. Laws, to be expended under the direction of the Town Manager as follows:

Item	Project/Description	Category	Specific Reserve Funds	Prior Year Fund Balance	FY27 CPA Fund Revenues	Total Amount Recommended
	<b>APPROPRIATIONS</b>					
A	Town of Concord/Planning – Regional Housing Services Office	Community Housing		\$39,000		\$39,000
B	Concord Municipal Affordable Housing Trust – Implement Housing Production Plan	Community Housing			\$785,500	\$785,500
C	Town of Concord/Natural Resources – Conservation Fund	Open Space	\$482,978		\$17,022	\$500,000
D	Town of Concord/Planning – Assabet River Bridge	Open Space	\$250,000			\$250,000
		Recreation			\$240,570	\$240,570
E	Concord-Carlisle Regional School District – CCHS Amenities Building	Recreation		\$1,417,655		\$1,417,655
F	Town of Concord/Recreation – Rideout Park-Court Renovations	Recreation			\$497,153	\$497,153
G	Thoreau Farm Trust – Thoreau Farm Trail	Recreation			\$300,000	300,000
		Open Space			\$300,000	300,000

H	Town of Concord/Planning/– Concord Reformatory and West Concord Thematic Preservation Study	Historic Preservation	\$45,175		\$54,825	\$100,000
I	Concord Free Public Library –Storm Window Installation	Historic Preservation			\$50,000	\$50,000
J	Town of Concord/Archives – Conservation and Digitization of Town Record Books	Historic Preservation			\$36,000	\$36,000
K	Wright Tavern Legacy Trust –Wright Tavern Energy Project	Historic Preservation			\$81,200	\$81,200
L	Concord Free Public Library –Thoreau Surveys Preservation and Access Project	Historic Preservation			\$27,975	\$27,975
M	CPC Staff and Technical Services	Administration			\$50,000	\$50,000
	<b>TOTAL APPROPRIATIONS</b>					<b>\$4,675,053</b>
	<b>RESERVES</b>					
	Budgeted Reserves	Budgeted Reserves		\$79,532	\$51,699	\$131,231
	<b>TOTAL RESERVES</b>					<b>\$131,231</b>

*The Town of Concord anticipates a total CPA revenue of \$2,491,944 in fiscal year 2027. Additionally, the prior year's Budgeted Reserve of \$1,536,187 is available, as are \$250,000 in existing Open Space Reserve Funds and \$103,928 in existing Historic Preservation Reserve Funds. The estimated total available for appropriation at 2026 Annual Town Meeting is therefore \$4,382,058, plus \$482,978 in proposed rescinded funds.*

*This article authorizes the appropriation of funds from the Community Preservation Fund for the completion of specific projects, the Concord Municipal Affordable Housing Trust, Conservation Fund, administrative expenses and reserves as listed in the above chart and allowed under the Community Preservation Act. These appropriations will expend a total of \$4,675,053 (with \$824,500 for Community Housing, \$1,050,000 for Open Space, \$2,455,378 for Recreation, \$295,175 for Historic Preservation, and \$50,000 for Administration).*

*This article further proposes to rescind and reappropriate a total of \$482,978 in Community Preservation Funds originally appropriated for Warner's Pond Dredging and Access Improvements projects. At the April 27, 2020 Annual Town Meeting, Article 44 (G) appropriated \$500,000 from which \$3,022 was spent and \$264,000 remains appropriated for Warner's Pond Boat Launch Improvements, leaving a balance of \$232,978 unused and available to be rescinded. At the June 13, 2021 Annual Town Meeting, Article 34 (M) appropriated \$250,000 which remains unused and available to be rescinded. As both appropriations were made under the Open Space restriction, these funds will be rescinded to the Open Space Reserve and reappropriated to the Conservation Fund.*

*\$58,753 will remain in Historic Preservation Reserve Funds, and \$131,231 will be placed in CPA Budgeted Reserves. Town Meeting may reduce or reject but may not increase the appropriation from the Community Preservation Fund for any item proposed by the Committee.*

<b>Article Sponsor</b>	Community Preservation Committee
<b>Article Motion</b>	Ms. Isenberg moves that the Town vote to appropriate or reserve from the Concord Community Preservation Fund annual revenues, prior year fund balance, and reserves \$4,806,284 in the amounts recommended by the Community Preservation Committee for committee administrative expenses, community preservation projects and other expenses in Fiscal Year 2027; and further to rescind prior appropriations in the sum of \$482,978 from the Community Preservation Fund, appropriated at the 2020 and 2021 Annual Town Meetings, and appropriate that amount to the Open Space Reserve Fund, with each item to be considered a separate appropriation, in accordance with Chapter 44B of the Mass. Gen. Laws, to be expended under the direction of the Town Manager as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4169/Article-26---Community-Preservation-Appr">https://concordma.gov/4169/Article-26---Community-Preservation-Appr</a>
<b>Board Recommendation</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**AMENDMENT OF SOLICITATION BYLAW**  
***Consent Calendar***

**ARTICLE 27.** To see if the Town will amend the Town of Concord General Bylaws by deleting the Solicitation Bylaw in its entirety and adopting in its place the following new Door-to-Door Solicitation and Sales Bylaw, including provisions defining solicitors and canvassers; requiring licensure for door-to-door solicitation and canvassing (with stated exemptions); establishing an application process, review criteria, licensing term, renewal and revocation standards; setting hours of solicitation; and providing penalties for violation; or take any other action relative thereto.

Town of Concord, Massachusetts  
**DOOR-TO-DOOR SOLICITATION AND SALES BYLAW**

**SECTION 1. Definition**

For the purposes of this Bylaw, a “solicitor” or “canvasser” is defined as any person who, for himself, or for another person, firm or corporation, travels by foot, automobile or any other type of conveyance from place to place, from house to house, or from street to street, taking or attempting to lease or to take orders for retail sale of goods, wares, merchandise, or services, including, without limitation, the selling, distributing, exposing for sale or soliciting orders for articles of sale, contracting, or for services to be performed in the future.

**SECTION 2. Enforcement**

The Police Officers of the Town of Concord shall enforce this Bylaw. The Chief of Police shall issue solicitation licenses through the Police Department. The Chief of Police may designate any individual within the Police Department to perform all or a part of the duties of the Chief of Police under this Bylaw.

### SECTION 3. License Required

It shall be unlawful for any solicitor or canvasser as defined in this Bylaw to engage in such business within the Town of Concord without first obtaining a license therefore in compliance with this Bylaw.

This Bylaw shall not apply to any person engaged in the soliciting for charitable, benevolent, fraternal, religious or political activities, nor to any person exempted as a Transient Vendor, Hawker and Pedler under Chapter 101 of the Mass. Gen. Laws, nor to any person duly licensed under Chapter 101 of the General Laws, nor to any person exempted by any other General Law.

This Bylaw shall not be construed to prevent route salesmen or other persons having established customers to whom they make periodic deliveries from calling upon such customers or from making calls upon prospective customers to solicit an order for future periodic route deliveries.

### SECTION 4. Licensing Process

- A. Each person seeking licensure as a solicitor or canvasser under this Bylaw is required to possess an individual license.
- B. Applicants for a license shall file with the Chief of Police, on a form issued by the Police Department, a written application signed under the penalties of perjury, containing the following information:
  - i. Name of applicant.
  - ii. Address of applicant (local and permanent address).
  - iii. The length of time for which the right to do business is desired.
  - iv. A brief description of the nature of the business and the goods to be sold or services to be provided.
  - v. The name and home office address of the applicant's employer, if self-employed, it shall so state.
  - vi. If operating a motor vehicle, the year, make, model, motor number, registration number, state of registration, vehicle's owner and address.

At the time of filing the application, each applicant shall pay a fee of \$5, payable to the Police Department.

An applicant must submit the application within ten (10) business days of the requested start day of door-to-door solicitation.

### SECTION 5. Licensing Review Criteria

- A. Upon receipt of the application, the Chief of Police shall investigate the applicant's reputation to determine from prior business practices whether the applicant is a suitable person to be licensed.
- B. The Chief shall not issue a license to any person who:
  - i. has failed to fully comply with the requirements for issuance of a license, including submission of a registration application and payment of the applicable fee,
  - ii. has falsified information in its submittal(s) to the Chief of Police
  - iii. has been convicted in any state or federal court of the United States or territory thereof for any of the following crimes or offenses, by whatever named called, within seven (7) years prior to the date of application: burglary; stalking; breaking and entering; larceny; kidnapping; robbery; home invasion; buying, receiving or concealing stolen property; assault; fraud; conduct as specified in General Laws c.

- 265, §§ 13B and 22-24; sexual assault, rape or other sex-related offenses; unlawfully carrying weapons; or the attempt of any such crime or offense, or
- iv. has violated this Bylaw or any state law or regulation or municipal ordinance, bylaw or regulation regulating canvassing or soliciting.
- C. After such investigation the Chief of Police shall endorse on such application the Chief of Police's approval or disapproval within ten (10) business days upon receipt of the application. If disapproved, the applicant shall have the right of appeal to the Select Board.
  - D. When issued, such license shall contain the signature of the Chief of Police or the Select Board and shall show the name, address, and photograph of said licensee, the date of issuance, and the length of time the same shall be operative, as well as the license number.
  - E. The Police Department shall keep a record of all licenses issued for a period of six (6) years.

#### SECTION 6. Maintaining License Records

- A. Solicitors and canvassers when engaged in the business of soliciting or canvassing are required to display an identifying badge issued by the Police Department, by wearing said badge on an outer garment.
- B. Each license issued under this Bylaw shall be in effect for a period not exceeding ninety (90) days, unless sooner revoked by the Select Board or the Police Department.

#### SECTION 7. Renewing License

Any license issued under this Bylaw may be renewed by the Chief of Police. An applicant requesting a renewal of their license must apply for renewal with the Police Department, and provide the materials requested or required by the Chief of Police for their application.

#### SECTION 8. Transfer or Revocation of License

No license shall be transferred. The Chief of Police may revoke a license for any violation of this Bylaw.

#### SECTION 9. Hours of Solicitation

No solicitation shall occur before the hours of 8:00 am or after the hours of 8:00 pm.

#### SECTION 10. Penalty, Violation

Upon conviction, any person found violating this Bylaw shall be punished by a fine by the Police Department not to exceed fifty dollars (\$50) for each and every offense. Each day in which a person solicits without a proper license shall constitute a separate offense.

*This article proposes an update to the Town's bylaw regulating door-to-door solicitation and sales activity in Concord. The amended bylaw defines solicitation and canvassing activities and requires individuals engaging in door-to-door solicitation or canvassing to obtain an individual license through the Concord Police Department, unless exempt under state law or specific categories such as charitable, religious, or political activity.*

*The proposed bylaw outlines the license application requirements, review process, issuance timeframe, term of license, renewal procedures, and grounds for denial or revocation. It also establishes allowable hours for door-to-door solicitation (8:00 a.m. to 8:00 p.m.) and provides enforcement authority and penalties for violations.*

*If approved, the amended bylaw would replace the existing local bylaw provisions related to door-to-door solicitation with a modernized licensing and enforcement structure.*

<b>Article Sponsor</b>	Select Board
<b>Article Motion</b>	Ms. Hartman moves that the Town take affirmative action on Article 27 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4170/Article-27---Amendment-of-Solicitation-B">https://concordma.gov/4170/Article-27---Amendment-of-Solicitation-B</a>
<b>Board Recommendation</b>	Select Board: Affirmative Action

**SELECT BOARD TO ACCEPT EASEMENTS**  
***Consent Calendar***

**ARTICLE 28.** To determine whether the Town will authorize the Select Board, until July 1, 2027, to acquire on behalf of the Town easements for the following purposes: roads, sidewalks, vehicular, bicycle or pedestrian access or passage, water, drainage, sewer, fiber-optic cable, electricity and other utilities, where such easements are acquired at no cost to the Town and are required pursuant to a land use permit, site plan review, agreement for utility or drainage, agreement for construction, use, operation and maintenance of infrastructure, or memorandum of understanding; or take any other action relative thereto.

*This general article allows the acceptance of easements by the Select Board, at no cost to the town, throughout the year as they come up until the date specified in the article (in this case, July 1, 2027). This article also gives authorization for easement acceptance related to enterprise funds. This general article provides the flexibility to address land interests in project (public and private) development in a timelier fashion and reduces the need for temporary legal instruments.*

<b>Article Sponsor</b>	Public Works Commission
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 28 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4171/Article-28---Select-Board-to-Accept-Ease">https://concordma.gov/4171/Article-28---Select-Board-to-Accept-Ease</a>
<b>Board Recommendation</b>	Select Board: Affirmative Action

**BETTERMENTS FOR TEMPORARY IMPROVEMENTS TO A PRIVATE WAY –**  
**DARTON AND DOVER STREETS**

**ARTICLE 29.** To determine whether the Town will (a) raise and appropriate, transfer from available funds, or authorize the Town Treasurer, with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, or any other authority, the sum of \$195,000, or any other sum, for the purpose of making repairs pursuant to the Town’s Private Ways in White Pond Watershed: Temporary Repairs Bylaw for the purpose of making roadway repairs along Darton Street while mitigating regular flooding impacts identified near the intersection of Darton and Dover Streets, provided that such appropriation, transfer or borrowing, and all associated costs of the improvements, shall be repaid by property owners on the streets where the improvements are made, but that any bonds or notes issued pursuant to this Article shall be the general obligation of the Town, to be expended under the direction of the Town Manager; and (b) authorize the Select Board to take by eminent domain, purchase or otherwise acquire, any fee, easement or other interests in land necessary to make such improvements; or take any other action relative thereto.

*This borrowing authorization request is made in support of a petition for temporary repairs on a private way submitted to the Commission in February of 2024 (as amended on November 5, 2025). The project has been designed to mitigate extreme flooding impacts identified near the intersection of Darton and*

*Dover streets while allowing for roadway improvements, at the expense of abutters. If passed, the public works department will serve as the project manager while the finance department will serve as the financing agent with betterments assessed to all direct abutters to cover related costs. Staff will continue to work with the CFO and Town Manager for additional guidance on this matter.*

*This action is taken in accordance with Article 18 of the April 1996 Annual Town Meeting, Private Ways In White Pond Watershed: Temporary Repairs which stipulates, "The Department of Public Works is authorized to make temporary repairs to the publicly-traveled, currently improved private ways laid out or created prior to February 28, 1938 in the White Pond watershed area, said publicly-traveled, currently improved private ways being named Granby Street, Mitchell Road, White Avenue, Seymour Street, Tracy Street, Dover Street, Bolton Street, Darton Street, Eaton Street, Shore Drive and Fern Street".*

<b>Article Sponsor</b>	Public Works Commission
<b>Article Motion</b>	Ms. Solomon moves that the Town authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Mass. Gen. Laws c. 44, or any other authority, the sum of \$195,000, for the purpose of making repairs pursuant to the Town's Private Ways in White Pond Watershed: Temporary Repairs Bylaw for the purpose of making roadway repairs along Darton Street while mitigating regular flooding impacts identified near the intersection of Darton and Dover Streets, provided that such borrowing, and all associated costs of the improvements, shall be repaid by property owners on the streets where the improvements are made, but that any bonds or notes issued pursuant to this Article shall be the general obligation of the Town, to be expended under the direction of the Town Manager; and further, to authorize the Select Board to take by eminent domain, purchase or otherwise acquire, any fee, easement or other interests in land necessary to make such improvements.  <b>Note: 2/3<sup>rds</sup> Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4172/Article-29---Betterments-for-Temporary-I">https://concordma.gov/4172/Article-29---Betterments-for-Temporary-I</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**CITIZEN PETITION: SOLAR ROOFTOP BYLAW**

**ARTICLE 30.** To see if the Town will vote to adopt the following bylaw requiring integrated solar rooftop systems on all newly constructed Town buildings:

Town of Concord, Massachusetts  
SOLAR ROOFTOP BYLAW

All new public buildings constructed by the Town shall include rooftop solar in their design and construction. The intent is to pursue a strategy of single, integrated bids for the design, and construction of new buildings, which minimize duplicative efforts by multiple town departments. As such, these systems are built-out at time of initial constructions, as opposed to separate, post-construction implementation.

- Applies to electrified buildings which can support a solar capacity of 7.500kW or greater.
- Includes both Concord Public Schools (CPS) and town-government buildings.

- Systems shall be 'behind-the-meter' and will not directly involve the Concord Municipal Light Plant, except as required by CMLP policy.
- To the extent possible, consistent with financial objectives, these rooftop systems should be designed to blend seamlessly with the building's architecture, serving as both functional and aesthetic elements of the exterior.
- The Select Board shall include a reference to this bylaw in the charge to all future Town Building Committees (School and Town Buildings)
- Exceptions to this bylaw may be granted by the Town of Concord Select Board.

*This policy implements a recommendation from the Solar Implementation Task Force 2024 final report that all new Town and School buildings include rooftop solar as an integral component of the building design and panels are included in the primary construction bidding process. Using new municipal rooftops helps Concord achieve its sustainability goal of up to 20MW of solar generation on Town owned property. It will reduce operating costs and is consistent with Concord's aim of minimizing the carbon footprint of public buildings. Financial payback without any subsidies is expected to be 6-8 years based on current construction costs and CMLP rate structure.*

<b>Article Sponsor</b>	Dean Banfield, Citizen Petitioner
<b>Article Motion</b>	<p>Mr. Banfield moves that the Town urge the Select Board to adopt a policy requiring integrated solar rooftop systems on all newly constructed Town buildings substantially as follows:</p> <p><b>Solar Rooftop Policy</b></p> <p>All new public buildings constructed by the Town shall include rooftop solar in their design and construction. The intent is to pursue a strategy of single, integrated bids for the design, and construction of new buildings, which minimize duplicative efforts by multiple town departments. As such, these systems are built-out at time of initial constructions, as opposed to separate, post-construction implementation.</p> <ul style="list-style-type: none"> <li>• Applies to electrified buildings which can support a solar capacity of 7.500kW or greater.</li> <li>• Includes both Concord Public Schools (CPS) and town-government buildings.</li> <li>• Systems shall be 'behind-the-meter' and will not directly involve the Concord Municipal Light Plant, except as required by CMLP policy.</li> <li>• To the extent possible, consistent with financial objectives, these rooftop systems should be designed to blend seamlessly with the building's architecture, serving as both functional and aesthetic elements of the exterior.</li> <li>• The Select Board shall include a reference to this bylaw in the charge to all future Town Building Committees (School and Town Buildings)</li> <li>• Exceptions to this bylaw may be granted by the Town of Concord Select Board.</li> </ul>
<b>Article Webpage</b>	<a href="https://concordma.gov/4173/Article-30---Citizen-Petition-Solar-Roof">https://concordma.gov/4173/Article-30---Citizen-Petition-Solar-Roof</a>

<b>Board Recommendation</b>	Climate Action Committee: Affirmative Action Public Works Commission: No Action as originally written in the Warrant Select Board: Affirmative Action: 4-1
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**CITIZEN PETITION: REVOLUTIONARY WAR MONUMENT**

**ARTICLE 31.** To authorize the Concord250 Corporation to design, finance and build a suitable memorial recognizing the residents of Concord who died in the Revolutionary War on Parcel 1693 subject to any necessary approvals or permits from the HDC or Planning Board, or take any other action relative thereto.

*Article 31 asks the Town Meeting to authorize the non-profit Concord250 Corporation to design, finance, and build a suitable memorial on Parcel 1693, across from the Civil War Monument, recognizing by name the residents of Concord who served and died in the Revolutionary War. Monument Square contains memorials for the Concordians who gave their lives in every American war with the exception of the American Revolution, the war that gave the Town its place in history. As a result of research by Concordian Beth van Duzer, whose activities as a member of the Town's 250 History and Education Subcommittee were funded by the Corporation, we now know the names of 21 Concordians (including two Patriots of color) who died fighting to establish these independent United States. There is no better occasion than the country's 250<sup>th</sup> birthday to finally provide the narrative they deserve. Parcel 1693, adjacent to and in the midst of the other memorials is an ideal location. The funds have been raised and we have assembled a distinguished group of Concordians from the Historic Districts Commission, the Concord Historical Commission, the Concord Museum and the Board of the 250 Corporation to direct and manage the project, which will be constructed at no cost to the Town.*

<b>Article Sponsor</b>	Henry Dane, Citizen Petitioner
<b>Article Motion</b>	Mr. Dane moves that the Town take affirmative action on Article 31 by adopting a resolution in support of Concord250 Corporation designing, financing, and building a suitable memorial on Parcel 1693 recognizing the residents of Concord who died in the Revolutionary War, subject to all necessary approvals and permits by town authorities, including the Select Board, Town Manager, Historic District Commission, and Planning Board.
<b>Article Webpage</b>	<a href="https://concordma.gov/4174/Article-31---Citizen-Petition-Revolution">https://concordma.gov/4174/Article-31---Citizen-Petition-Revolution</a>
<b>Board Recommendation</b>	Select Board: <i>Defer to Town Meeting</i>

**ZONING BYLAW AMENDMENT: EXTERIOR LIGHTING BYLAW**

**ARTICLE 32.** To determine whether the Town will delete entirely Section 7.7.3.11 (Lighting) of the Town's Zoning Bylaw and renumber the following sections accordingly, and add a new Section 7.13 (Exterior Lighting); or take any other action relative thereto:

**7.13 EXTERIOR LIGHTING**

**7.13.1 Definitions:** For the purpose of this Section, the following definitions shall apply:

**7.13.1.1 Correlated Color Temperature (CCT):** A specification of the color appearance of the light emitted by a light source, measured in Kelvin (K).

- 7.13.1.2 Environmentally sensitive area:** Any conservation land held by the Natural Resources Commission or non-profit land trust, land subject to a conservation restriction, agricultural land, or any land that contains threatened or endangered species habitats.
- 7.13.1.3 Foot-candle:** One (1) foot-candle (fc) is defined as enough light to uniformly illuminate one square foot with one (1) lumen.
- 7.13.1.4 Fully shielded:** An outdoor luminaire constructed so that, in its installed position, all the light emitted by the luminaire is projected below the horizontal plane that passes through the lowest light-emitting part of the luminaire.
- 7.13.1.5 Glare:** The sensation produced by a luminaire within the visual field with sufficient intensity to cause annoyance, discomfort, or loss in visual performance and visibility. The magnitude of the sensation of glare depends on factors such as the size, position, and luminance of the source.
- 7.13.1.6 Illuminance:** Density of luminous flux (the rate of transfer of energy) incident on a surface, often measured on horizontal or vertical surfaces in foot-candles (fc or lumens/ft<sup>2</sup>).
- 7.13.1.7 Lamp:** The bulb or other light-emitting portion of a luminaire, not including any reflective or refractive optics used to direct light.
- 7.13.1.8 Light pollution:** Any adverse effect of manmade/artificial lighting at night including glare, light trespass, and skyglow.
- 7.13.1.9 Light trespass:** Any light emitted by a luminaire that shines beyond the property on which the luminaire is located.
- 7.13.1.10 Lumen:** A unit that measures light energy generated by a light source. For the purposes of this Section, the lumen output shall be the initial lumen output of a lamp, as rated by the manufacturer.
- 7.13.1.11 Luminaire:** A complete lighting assembly, consisting of a lamp, housing, optic(s), and other structural elements, but not including any mounting pole or surface.
- 7.13.1.12 Skyglow:** A measurable glow in the night sky deriving from an artificial source.

**7.13.2 Applicability:**

The provisions of this Section shall apply to projects requiring site plan review as specified in Section 4, Table I Principal Use Regulations, and Section 11.8 Site Plan Review.

**7.13.3 Administration:**

Projects subject to Site Plan Review shall be required to submit a lighting plan unless the requirement is waived by the Planning Board. All lighting plans shall include the following information:

- (a) Location, orientation, and type of any luminaires to be installed including details of the height of the pole and base.
- (b) Luminaire manufacturer specifications that include lamp type, lumen output, correlated color temperature (CCT) and type of lamp, such as metal halide, compact fluorescent, LED or high-pressure sodium.
- (c) Photometric plan showing the intensity of illumination expressed in foot-candles.
- (d) Evidence that light trespass onto any street or abutting lot will not occur in excess of 0.5 foot-candles within 25 feet beyond the lot line. This may be demonstrated by manufacturer's data, cross-section drawings, or other means.

**7.13.4 General Requirements:**

- (a) All luminaires shall be fully shielded to prevent light pollution and protect environmentally sensitive areas from light trespass.
- (b) All luminaires shall be of fully shielded design and shall not emit any direct light above a horizontal plane passing through the lowest part of the light-emitting luminaire.

- (c) All luminaires shall be equipped with whatever additional shielding, lenses, or cutoff devices are necessary to eliminate light trespass onto any street or abutting property and to eliminate glare perceptible to persons on any street or abutting property.
- (d) Light trespass onto abutting property is prohibited, except for light associated with street, roadway or public safety lighting, unless waived as part of Site Plan Review under Section 11.8.
- (e) Correlated color temperature for any lamp shall not exceed 2,700K.
- (f) New lighting shall be LED or equivalently sustainable.
- (g) Illumination levels shall be limited to what is needed for visibility and safety. Illuminance resulting from all non-residential lighting installations shall conform to the relevant edition of the recommended practices of the Illuminating Engineering Society of North America current at the time of installation.
- (h) All non-residential site lighting shall be turned off no later than one hour after close of business and turned on no earlier than one hour before the business opens. Low-level lighting sufficient for the security of persons or property may be in operation at any time provided the illumination on the ground at any location is not greater than 2 foot-candles.

**7.13.5 Exemptions:**

- (a) All luminaires lawfully in place prior to the effective date of this Section shall be allowed to remain. A noncompliant luminaire and/or associated mounting pole shall not be permitted to be relocated, replaced, or modified unless it is in compliance with Section 7.13.
- (b) Municipal Lights: Municipal street lighting, lights that control traffic or other municipal lighting for public safety on Town streets and ways are exempt from this Section.

*Planning Board Report: Concord's current lighting bylaw is extremely limited in its scope and only applies to off-street parking and loading areas. The proposed bylaw amendment expands the scope of the zoning bylaw to cover exterior lighting for all projects subject to Site Plan Review. The bylaw amendment follows the contemporary DarkSky Massachusetts model lighting bylaw along with several other Massachusetts communities with more comprehensive lighting bylaws. Creating a more robust lighting bylaw section and a better framework for dealing with exterior lighting in town is a step toward addressing issues and concerns of light pollution, protecting natural habitats, and preserving Concordians' view of the night sky.*

<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Mr. Bogosian moves that the Town take affirmative action on Article 32 as printed in the Warrant.  <b>Note: 2/3<sup>rd</sup>s Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4175/Article-32---Zoning-Bylaw-Amendment-Exte">https://concordma.gov/4175/Article-32---Zoning-Bylaw-Amendment-Exte</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

**ZONING BYLAW AMENDMENT: ZONING MAP AND MBTA COMMUNITIES  
MULTI-FAMILY OVERLAY DISTRICT**

**ARTICLE 33.** To determine whether the Town will 1) amend Section 2.2 (Zoning Map) of the Town's Zoning Bylaw, MBTA Communities Multi-family Overlay District boundary (amendment shown in ***bold italics*** for emphasis only) and 2) add a new Section 7.11.7 Other Sections Requiring a Special Permit to Section 7.11 (MBTA Communities Multi-family Overlay District) as follows; or take any other action relative thereto:

1. Amend Section 2.2 Zoning Map as follows:

MBTA Communities Multi-family Overlay District, Town of Concord, April 2023~~2026~~, consisting of 5 subdistricts (Scale 1" to 1,400').

2. Add new Section 7.11.7 Other Sections Requiring a Special Permit (all language is new, but not shown in **bold italics**):

7.11.7 Other sections requiring a special permit. An application for a development within the MBTA Communities Multi-family Overlay District is not required to apply for a Special Permit for the purposes of the uses listed in Section 7.11.3.2. However, the following section(s) in the Zoning Bylaw may require a Special Permit. For the purposes of this Section 7.11, the procedures and criteria for granting a Special Permit for the Section below are incorporated into the Planning Board's Site Plan Review Process, as described in Section 7.11.6:

(a) Section 7.2 Floodplain Conservancy District

*Planning Board Report: This article would bring the town into compliance with some requirements that the State's Executive Office of Housing and Livable Communities ("EOHLC") has stated are left unfulfilled by Concord's original MBTA Communities District, which was created in 2024. The article would satisfy area requirements by adding Concord Greene to subdistrict 4 and move certain floodplain requirements from Special Permit to Site Plan Review.*

*On June 12, 2025, the Town received notice from the EOHLC Secretary stating that the Town is conditionally compliant with Section 3A and 760 CMR 72.00. The Town has one year to bring the District into full compliance. EOHLC has determined that the following items need to be addressed for the Town to be found in full compliance:*

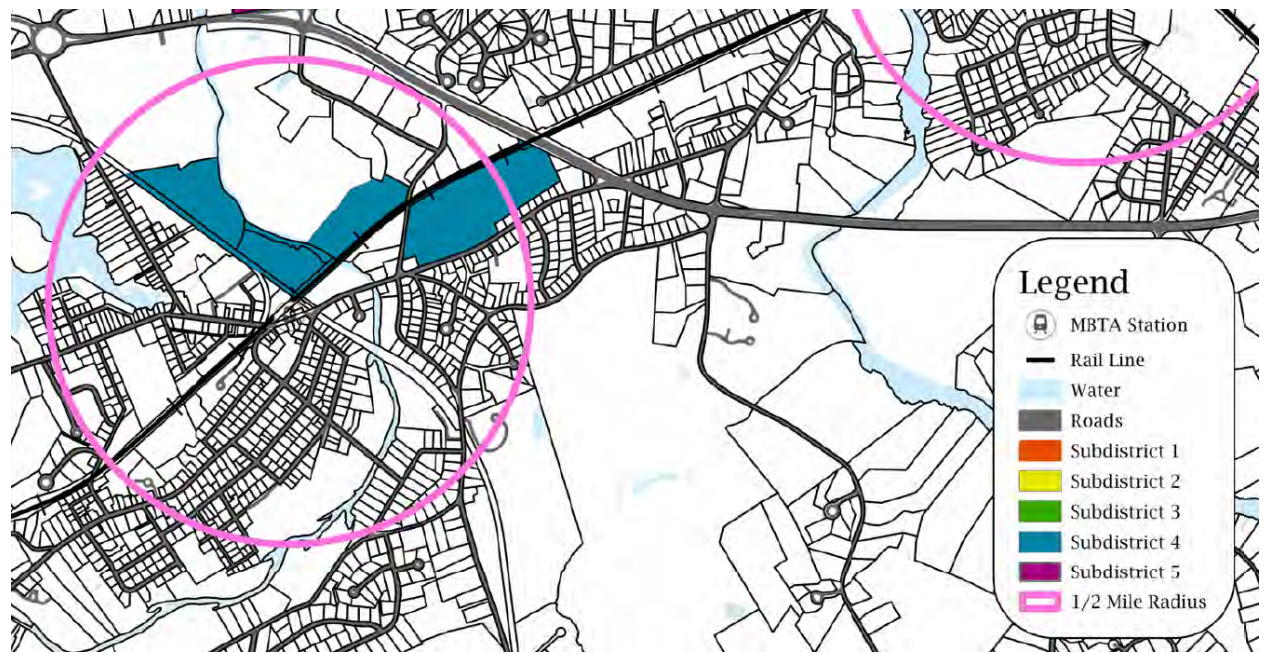
- (a) The District's geography is less contiguous than the flexibilities provided in Section 72.05(1)(a)(3) of the Regulations permit. At least half of the District land areas must comprise contiguous lots of land.*
- (b) Several areas of the District appear subject to special permit requirements, including § 7.2 Floodplain Conservancy District, and §6.2.2 Minimum Lot Area. These two sections together subject a large portion of the District to special permit requirements due to the presence of flood zone areas. The Town can either exempt the District from this requirement and move the substantive requirements into Site Plan Review or another non-discretionary process or remove the affected parcels from the District's unit capacity.*
- (c) The GIS shapefiles provided show a district that excludes street and rail right of way areas, and the district acreages submitted in the compliance model indicate that the ROW was not included in the area measurements. The definition of gross density in G.L. Chapter 40A, Section 1A requires including right of way areas in calculations. Therefore, these areas must be included in district shapefiles even if local practice is to not include them in zoning districts. Including these areas will affect the district's land area and gross density calculation.*

*Item (c) has been addressed in the GIS Compliance Model by the Town's GIS Team so that abutting streets and rail right-of-way areas are included.*

*A complicated set of calculations is needed to ultimately be able to address EOHLC's Comment (a) above regarding the contiguity of the MBTA Overlay District. The current MBTA Overlay District totals 84.4 acres, which means that the Town is required to have at least one contiguous area that is 42.2 acres, but the largest area is Subdistrict 4 at 31.5 acres. Furthermore, it is not just the single 50% contiguous district requirement that goes into the GIS Compliance Model; the District is also required to have a density of 15 units per acre, zone for 1,094 units in total, and be at least 50 acres with at least fifty percent of the required District land area and estimated unit capacity with the ½ mile radius transit station areas. As different scenarios were prepared, including and/or excluding one parcel or another through the GIS compliance model, a parcel might get added and the 50% contiguous area requirement is satisfied, but because the parcel has floodplain, which gets excluded from the calculation, the unit requirement may fall below 1,094*

units. That is, the issue with getting the analysis to work is that when one requirement is addressed, it may throw another requirement off.

The Planning Board reviewed multiple alternative scenarios to address item (a) and determined that adding the land area associated with Concord Greene to Subdistrict 4 is the preferred solution. By adding only Concord Greene to Subdistrict #4, the MBTA District is compliant with the State's Compliance Model requirements (unit count, transit area, contiguous area, and density). This option means that other commercially zoned land does not get included, protecting existing commercially zoned property from being redeveloped by-right into a multi-family residential use.



Including Concord Greene into the MBTA District does not mean there is going to be additional development. If Concord Greene were to be redeveloped, all 221-unit owners of Concord Greene would have to agree to sell their unit.

To address item (b), the Board is proposing to add Section 7.11.7 which clarifies that an MBTA Communities multi-family project is not required to get a special permit but still must meet all the standards for Section 7.2.

If EOHLIC does not find the Town in compliance by June 12, 2026, the Town will not be eligible for certain grants, such as a MassWorks grant that could be used for upgrades to the Town's wastewater facility or towards the construction of a new water treatment facility.

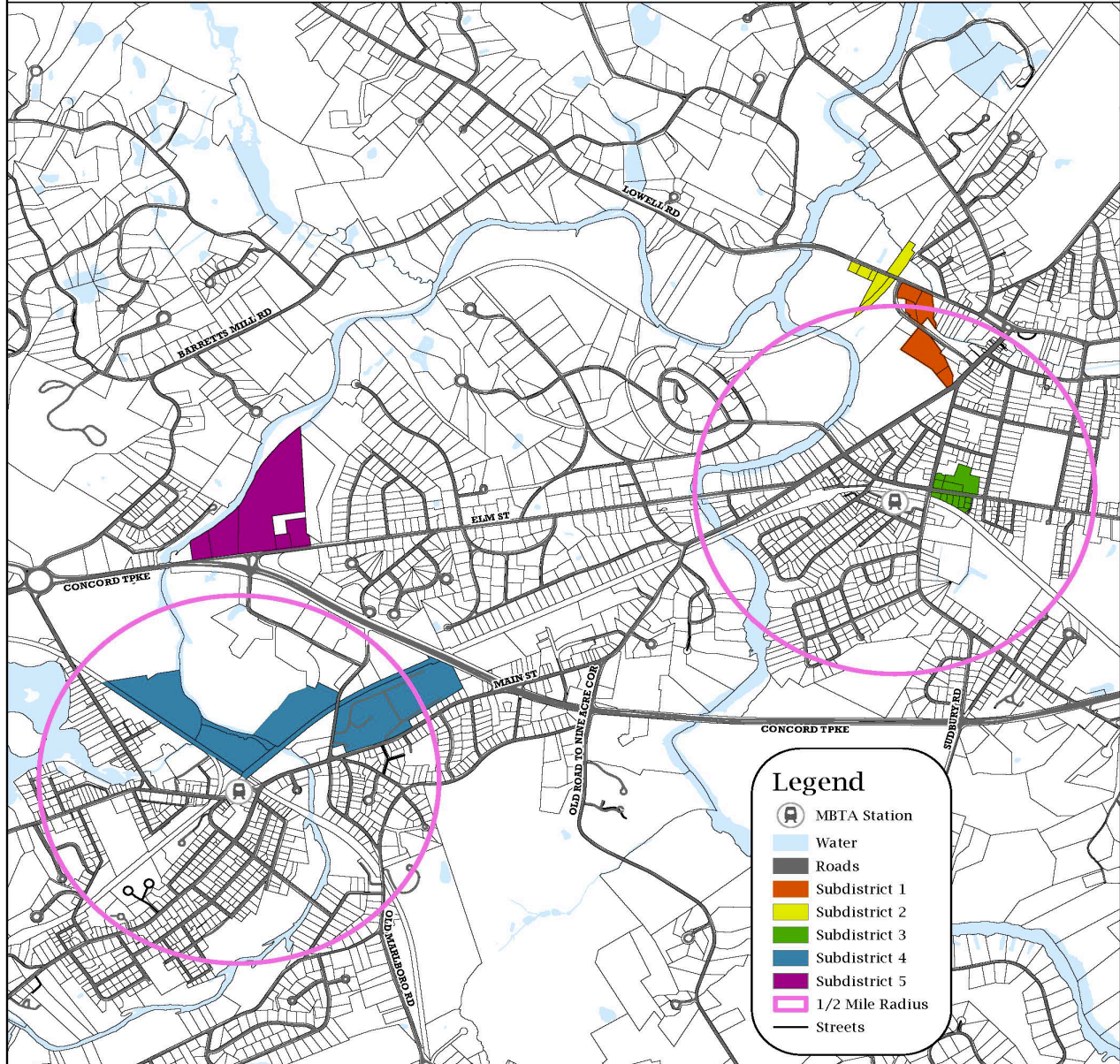
<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Mr. Almeida moves that the Town take affirmative action on Article 33 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4176/Article-33---Zoning-Bylaw-Amendment-Zoni">https://concordma.gov/4176/Article-33---Zoning-Bylaw-Amendment-Zoni</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

**ARTICLE 33 – SUPPLEMENTAL MATERIALS – ZONING MAP**  
**MBTA Communities Multi-Family Overlay District**

**TOWN OF  
 CONCORD  
 MASSACHUSETTS**

MBTA COMMUNITIES  
 MULTI-FAMILY OVERLAY DISTRICT

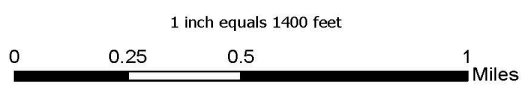
April  
 2026



**Legend**

- MBTA Station
- Water
- Roads
- Subdistrict 1
- Subdistrict 2
- Subdistrict 3
- Subdistrict 4
- Subdistrict 5
- 1/2 Mile Radius
- Streets

This map was created by Concord GIS. The information is provided as a reasonably accurate point of reference, but is not intended to represent authoritative location, and is not to be used for conveyances. The Town of Concord shall not be held responsible for the accuracy or misuse of these data.



**ZONING BYLAW AMENDMENT: MIXED-USE DEVELOPMENT BYLAW**

**ARTICLE 34.** To determine whether the Town will delete entirely Section 4.2.3 (Combined Business/Residence) in the Town’s Zoning Bylaw and amend the Zoning Bylaw as follows: (1) amend Section 1.3 to add a definition for Streetscape; (2) amend Table I Principal Use Regulations Section 4.2.3 to change the Principal Use name from Combined Business/Residence to Mixed-use Development, allow Mixed-use Development in Limited Business District 1, and delete the words “residential use” from Footnote \*\*\* for WCV Commercial District; and (3) insert a new Section 4.2.3 (Mixed-use Development) as follows (deletions are shown in ~~strikeout~~ and amendments are shown in ***bold italics*** for emphasis only); or take any other action relative thereto:

1. Amend Section 1.3 Definition to add a new Section 1.3.26 Streetscape definition and renumber remaining definitions accordingly as follows:  
***1.3.26 Streetscape: The visual elements of a street that give it a sense of identity and vitality.***
  
2. Amend Table I Principal Use Regulations Section 4.2.3 to change the Principal Use name from Combined Business/Residence to Mixed-use Development, allow Mixed-use Development in Limited Business District 1, and delete the words “residential use” from Footnote \*\*\* for WCV Commercial District to remove the prohibition of residential use on the first floor as follows:

**Concord Zoning – Table I – Principal Use Regulations**

	Principal Uses	Residential Districts				Commercial Districts					Industrial Districts				
		RAA	RA	RB	RC	WCV	B, CCB, TDB, NACB	WCB	LB	MP	WCI	I	IPA	IPB	LIP#1 LIP #2
4.2.3	<b><i>Mixed-use Development</i></b> <del>Combined business/residence</del>	No	No	No	No	Yes ***	Yes	Yes	Yes <b><i>1,2,3,&amp;7</i></b>	SP	No	No	No	No	No

\*\*\* Except no ~~residential use~~, lodge or club, professional office, or R&D and Light manufacturing shall be permitted on the first floor in the West Concord Village District.

3. Insert a new Section 4.2.3 (Mixed-use Development) as follows (all the language is new and not shown in ***bold italics***):

**4.2.3 Mixed-use development:** A dwelling unit or units may be located on the same lot where business uses are conducted, provided that:

**4.2.3.1 Location of mixed-use:** Uses on the site may be mixed within a single building or in more than one building on the site. Combinations of residential and non-residential uses shall be permitted on a site as follows:

- (a) In buildings with façades that front a public right-of-way, the ground floor shall be occupied by non-residential uses for a minimum depth of 30 feet, measured perpendicular from the front building façade. Residential uses may be permitted beyond this 30-foot depth.

- (b) Any additional rear building(s) located behind building(s) that front a public right-of-way may contain residential, non-residential, or mixed uses. These rear building(s) must be connected to the public right-of-way by an adequate pedestrian connection.

**4.2.3.2 Open space:** Twenty percent (20%) of the lot shall be maintained as open space. The open space may include publicly available space for use by the customers or clients of the non-residential uses, and must include a certain amount of space, as detailed below, whose use shall be dedicated to the residents of the residential units.

- (a) Public spaces may include outdoor dining areas, sitting areas, pocket parks, gardens, and similar features. Such spaces shall be connected to the public pedestrian network, where available, and shall have a shape, dimension, character and location suitable to ensure their usability by the public.
- (b) A minimum of twenty-four (24) square feet per dwelling unit shall be provided as open space reserved for residential use. Such minimum residential open space may be provided for individual units, for example a 24 sq. ft. balcony or patio, or combined into one or more spaces accessible to all residents. Combined spaces may include patios, terraces, or rooftop decks. Any combined residential open space shall have a shape, dimension, character and location suitable to ensure its usability by all residents. If any individual units are not afforded a private open space, no less than 25% of the minimum required open space must be allocated to a single communal space available to all residents, unless the communal residential space exceeds the residential open space minimum, in which case the developer may opt to split the space into multiple usable spaces of no less than 150 square feet each.
- (c) Landscaped areas contained within parking areas, such as islands, stormwater drainage areas, or other isolated areas not available for public or resident uses shall not count toward the required minimum open space.

**4.2.3.3 Development standards:** The following additional development standards shall be met.

- (a) All developments shall be subject to the provisions of this section in addition to the requirements of the underlying district.
- (b) Where feasible, a single driveway shall provide access to parking for all uses, unless additional curb cuts are required by the Concord Fire Department or Concord Public Works for safe access.
- (c) On-site pedestrian networks shall connect building entrances to the public pedestrian network, where present.
- (d) The parking for the non-residential uses in a mixed-use development shall be based on Table IV Minimum Parking for each individual non-residential use and the parking for the residential uses shall be calculated at 1.5 spaces per residential unit, unless joint parking facilities pursuant to Section 7.7.2.4 or relief from parking pursuant to Section 7.7.2.12 is granted.
- (e) Site landscaping, including landscaping in parking areas, shall follow the principles of Low-Impact Design. Diverse native plants or plants adapted to the New England climate shall be used. Plants listed on the Massachusetts Prohibited Plant List are not permitted.
- (f) Lighting shall be dark-sky compliant and shall meet the requirements of Section 7.13.
- (g) Multi-tenant sign plan for all proposed signs for the development shall be coordinated for the entire project.

- (h) Stormwater shall be managed on-site and in accordance with the Concord Public Works Design & Construction Standards & Details and applicable state laws and regulations.
- (i) New buildings shall be sited such that any non-residential ground floor spaces along a public right-of-way contribute to a vibrant streetscape.
- (j) The placement of building(s) shall take into consideration the existing neighborhood development patterns of setbacks, massing, height variations, styles, and form. New buildings and significant rehabilitation shall take into consideration the architectural qualities of the existing neighborhood structures on adjacent or nearby properties while allowing for appropriate contemporary design elements.

**4.2.3.4 Design guidelines:** The Planning Board may adopt and amend, by simple majority, design guidelines to illustrate the development standards in Section 4.2.3.3, above.

**4.2.3.5 Affordable housing:** All mixed-use developments, whether new construction, substantial rehabilitation, expansion or reconstruction, or residential conversion, where such development contains ten (10) or more new dwelling units, shall have at least 20% of the total number of dwelling units available as affordable units at 80% area median income (AMI) and included on the Town's Subsidized Housing Inventory (SHI), except as provided below.

- (a) To calculate the number of affordable units required, the unit requirement shall be rounded up to a whole unit for any fraction of 0.5 or above. For fractional unit requirements of less than 0.5, a payment in lieu of fractional units may be paid to the Concord Municipal Affordable Housing Trust (CMAHT) as an alternative to building a whole unit.
- (b) The payment shall be calculated by multiplying the fractional unit by the market value of an equivalent unit at the time of occupancy.

**4.2.3.6 Development standards for affordable housing:** The following additional development standards shall be met for affordable units.

- (a) Affordable units shall be distributed equally throughout the development in terms of both location and unit size/type.
- (b) Affordable units shall be comparable to market-rate units in exterior building materials and finishes, construction quality, and energy efficiency, including mechanical equipment and plumbing, insulation, windows, and heating and cooling systems. However, affordable units may have different interior finishes and features, provided that such finishes and features are durable, of good quality and consistent with contemporary standards for new housing. The Building Commissioner has the right to verify the durability and quality of interior finishes proposed and to require reasonable changes to better achieve comparability of units.
- (c) Affordable units shall have access to all residential amenities on terms equal to those of the market-rate units.
- (d) Each affordable unit shall have a designated parking spot on equal basis with market-rate units and in comparable locations.
- (e) Affordable units shall not be more negatively affected by noise, dust, odors, or poor views than market-rate units.
- (f) If the development is phased, affordable units shall be constructed and made available at the same rate as the market-rate units.

**4.2.3.7 Special permit waiver provision:** Except in Limited Business District #2, in a mixed-use building where more than twenty (20%) percent of the dwelling units are available as affordable housing, the Board may grant a special permit to allow less than the required amount of open space if there is publicly accessible open space within a reasonable walking distance to the residential units, an increase in the height of the building to forty (40) feet to reduce impervious coverage and provide more open space and landscaped areas, and/or a decrease in the number of parking spaces if adequate justification for a reduction in parking is provided.

*Planning Board Report: This bylaw amendment seeks to allow mixed-use developments in more than one building on a site, change the required amount of affordable housing and open space, create new development standards for mixed-use projects and the associated required affordable housing, and create criteria for the granting of waivers.*

*This amendment seeks to create opportunities, should a property owner decide to utilize this provision, to create vibrant commercial areas and meet the goals of the community as defined in the Envision Concord Comprehensive Plan to:*

- 1) “renew and improve Concord’s village centers as vital pedestrian-friendly, economic and social hubs that enable community engagement on a wider scale by expanding zoning policies to allow mixed-use and appropriately dense development in and around village centers” (Action Item 4.2(1)(1));*
- 2) “enhance quality of life to support the strong commercial successes throughout town and attract and retain a constant workforce by supporting growth of existing and complementary businesses within existing industrial and commercial areas in town...” (Action Item 4.2(2)(2));*
- 3) “encourage developers to build housing the Town wants/needs ... and support sustainable development practices by adopting zoning provisions to encourage the redevelopment....to allow mixed-use, multi-family redevelopment” (Action Item 4.3(6)(1)); and*
- 4) “explore zoning alternatives that enable higher density, mixed-use, more walkable and economically diverse neighborhoods within/near village centers....through zoning changes to encourage greater mixed-use development within the village centers” (Action Item 4.4 (2)(3)).*

*The current language in Section 4.2.3.1 restricts the flexibility of where and how mixed uses<sup>5</sup> are achieved on a site. The proposed amendment seeks to allow multiple buildings on a site that is large enough to accommodate all the site requirements, such as open space, parking, landscaping, trash, loading areas, and sidewalks. The proposed amendment will also clarify that mixed-use is permitted in existing or new buildings and will allow ground-floor residential with protection for commercial uses on principal streets.*

*The current language in Section 4.2.3.2 is a financially infeasible affordable housing requirement. It currently equals 25% mathematically for multiples of 4. As documented in the Economic Feasibility Analysis (“EFA”), the current bylaw is not financially feasible. The proposed amendment (Section 4.2.3.5) reduces the threshold number of affordable units to make smaller developments more feasible and allow payments-in-lieu for partial affordable unit calculations and reduces the required open space (Section 4.2.3.2) and parking (Section 4.2.3.3). The EFA shows that the proposed bylaw amendment addresses the financial impacts of the current requirements without excessive profits. Additionally, the proposed amendment (Section 4.2.3.6) establishes Design Standards for affordable units, ensuring that they are treated equally to market rate units.*

*The current open space requirement in Section 4.2.3.3 has proven onerous and unachievable in many circumstances. The proposed amendment (Section 4.2.3.2) will define green/landscaped space, open space, and pervious areas, as well as help control the intensity of building on the site (number of buildings or footprint of a single building), manage stormwater and reduce the heat island effect through landscaped areas, provide publicly accessible open space areas for customers of the commercial uses,*

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<sup>5</sup> The proposed amendments use the term “Mixed-use” rather than the current “Combined Business/Residence” because it is shorter and is more typically used in zoning.

*and provide privately accessible open space for tenants of the buildings. The amendment provides clarification that open space does not include landscaped areas within parking areas, stormwater drainage areas, or other isolated areas not available for public or resident uses. The amendment to lower the open space requirement aims to find a balance between having a requirement sufficient for the needs of the residents and customers but also understanding the other design considerations that must be met when developing a mixed-use project, such as parking, stormwater drainage, commercial delivery areas, dumpsters, and pedestrian walkways.*

*The current language in Section 4.2.3.4 does not create the desired flexibility needed to allow for the development of projects that fit the site and the community. Additionally, the special permit requirements are not well-defined. The proposed amendment (Section 4.2.3.3) creates Development Standards that provide guidance on items such as lighting, stormwater, parking, signage, placement of building(s), massing, height variations, styles, and form that should respect the architectural qualities of the existing neighborhood structures on adjacent or nearby properties.*

*The adoption of zoning does not mean that developments are going to immediately be built and force the community to deal with their impacts in short order. Zoning is just one tool to advance larger goals for the community, providing options and structure for how those goals can be achieved. Any proposed mixed-use development will still require Site Plan Review through the Planning Board where findings have to be made regarding the adequacy of stormwater drainage, sound and sight buffers, vehicular and pedestrian movement and safety, parking and loading spaces, exterior lighting, layout, architectural design, sustainability, and the impacts to the natural landscape, community assets and the Town’s resources, including water and sewer service, traffic and other services. To mitigate impacts, the Planning Board can include reasonable conditions as part of any Site Plan decision.*

*Mixed-use development is currently permitted by right, and will continue to be permitted by right, in the following Zoning Districts: West Concord Village, Business, Concord Center, Thoreau Depot, Nine Acre Corner, West Concord Business, and Limited Business Districts #2, #3, and #7. It will continue to be allowed by special permit in the Medical-Professional District. This article will allow mixed-use by right in the Limited Business District #1 (Elm St. and Rt. 2), adding flexibility and supporting a diverse tax base now that LB #1 is part of the MBTA Communities Multi-family Overlay District. Please go to the Planning Board’s Goals & Projects webpage at [www.concordma.gov/2193/Planning-Board-Goals-Projects](http://www.concordma.gov/2193/Planning-Board-Goals-Projects) to view maps of the permitted areas.*

<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Ms. Felshin moves that the Town take affirmative action on Article 34 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4181/Article-34---Zoning-Bylaw-Amendment-Mixe">https://concordma.gov/4181/Article-34---Zoning-Bylaw-Amendment-Mixe</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

### **ZONING BYLAW AMENDMENT: WIRELESS COMMUNICATIONS BYLAW**

**ARTICLE 35.** To determine whether the Town will amend the Town’s Zoning Bylaw to: (1) delete the Personal Wireless Communications Facilities Overlay District from Section 2.1 Conservancy and Overlay Districts and Section 2.2 Zoning Map; and (2) delete entirely Section 7.8 (Personal Wireless Communications Facility) of the Zoning Bylaw and replace it with a new Section 7.8 (Personal Wireless Communications Facility); or take any other action relative thereto:

## 7.8 PERSONAL WIRELESS COMMUNICATIONS FACILITY

**7.8.1 Definitions:** As used in this Section 7.8, the following terms shall have the following meanings:

**7.8.1.1 Antenna:** A device for transmitting and receiving electromagnetic waves, attached to a tower or other structure.

**7.8.1.2 Available space:** The space on a tower or other structure to which antennas of a personal wireless communications service provider are both structurally able and electromagnetically able to be attached.

**7.8.1.3 Base station:** A fixed-location sending and receiving site serving a coverage area within a wireless communications network.

**7.8.1.4 Communications equipment shelter:** A structure located at the base of a tower or other structure designed principally to enclose equipment used in connection with a personal wireless communications facility.

**7.8.1.5 Facility site:** A property, or any part thereof, which is owned or leased by one or more personal wireless communications service providers and upon which one or more personal wireless communications facility/ies and required landscaping are located.

**7.8.1.6 Monopole:** A single self-supporting vertical pole with no guy wire anchors, usually consisting of galvanized or other painted metal, or a wooden pole with below-grade foundations.

**7.8.1.7 Personal wireless communications services:** Commercial mobile services, unlicensed wireless services, and common carrier wireless exchange services. These services include but are not limited to cellular services, personal communications services (PCS), specialized mobile radio services and paging services.

**7.8.1.8 Personal wireless communications facility/ies:** All equipment (including any repeaters, micro-cells, or other similar technology) with which a personal wireless communications service provider broadcasts and receives radio-frequency waves that carry personal wireless communications services and all locations of said equipment or any part thereof.

**7.8.1.9 Personal wireless communications service provider:** An entity licensed by the Federal Communications Commission (FCC) to provide personal wireless communications services.

**7.8.1.10 Repeater:** A small receiver or relay transmitter that has no significant visual impact on the surrounding area and is designed to provide personal wireless communications services to areas which cannot receive adequate coverage from a base station in a wireless communications network.

**7.8.1.11 Structurally able:** The determination that a tower or other structure can carry the load imposed by the new antennas under all reasonably predictable conditions as determined by professional structural engineering analysis.

**7.8.1.12 Tower:** A freestanding lattice structure or framework, or monopole, which is self-supporting, fixed to the ground and designed to support personal wireless communications transmissions, receiving or relaying antennas or other personal wireless communications equipment.

## **7.8.2 General Requirements for personal wireless communications facilities**

**7.8.2.1 Maximum height:** The height of a facility and its supporting base structure shall not exceed one hundred fifty (150) feet.

**7.8.2.2 Height from a structure:** A facility placed on another structure shall not exceed the height of the structure upon which it is to be placed by more than twenty (20) feet.

**7.8.2.3 Vegetated buffer:** If the facility site is in a wooded area, a vegetated buffer strip of undisturbed trees shall be retained around the entire perimeter of the personal wireless communications facility site for at least the lesser of (a) the distance to the lot line or (b) fifty (50) feet. The landowner shall enter into a recordable easement, restriction, or similar instrument enforceable by the Town to ensure that the buffer strip is retained while the facility site is in place.

**7.8.2.4 Security fencing and signage:** The area around a facility's communications equipment shelters shall be completely fenced for security to a height of six feet and gated (unless the communications equipment shelter is otherwise secured). Use of razor or barbed wire is not permitted. A sign shall be posted adjacent to the entry gate listing the facility owner(s) and a 24-hour emergency telephone number, and any legally required radio-frequency warning sign shall be posted in an appropriate location. Commercial advertising on any antenna, tower, fencing, accessory building or communications equipment shelter is prohibited.

**7.8.2.5 Camouflaging:** Communications equipment shelters and accessory buildings shall be designed to be architecturally similar to and compatible with others on the site and with the surrounding area to the extent feasible, and shall be used only for the housing of equipment related to the site. Additional supplemental landscape screening may be required by the Board or Planning Board to lessen adverse visual impacts.

**7.8.2.6 Lighting:** Unless required by the Federal Aviation Administration or a hospital helicopter medical flight program or other applicable law, no exterior night lighting of towers or the facility is permitted except for manually operated emergency lights for use when operating personnel are on the facility site.

**7.8.2.7. Radio frequency emissions:** All facilities shall comply with the appropriate FCC Regulations regarding emissions of electromagnetic radiation.

## **7.8.3 Personal wireless communications facilities permitted as-of-right**

**7.8.3.1 Facilities on existing structures other than utility poles:** A new facility, not including a new tower, may be located on an existing structure other than a utility pole within the Town right-of-way where:

- (a) there is sufficient available space for the facility on the existing tower or structure;
- (b) the new facility first obtains site plan approval from the Planning Board pursuant to Section 11.8; and
- (c) the facility meets the requirements of Section 7.8.2.

**7.8.3.2 Facilities on utility poles:** A facility may be located on an existing or proposed utility pole within a Town right-of-way provided:

- (a) there is sufficient available space for the facility on the utility pole;
- (b) the antenna is designed to appear like transformers or utility boxes that are located on other nearby utility poles;

- (c) the facility obtains a “grant of location” from the Select Board in accordance with the provisions of MGL c. 166, § 22 (or any related or successor provisions thereto); and
- (d) the facility meets the requirements of Section 7.8.2.

**7.8.3.3 Facilities not requiring site plan review or special permit:** The Building Commissioner may issue a building permit, without site plan review, for:

- (a) co-location of antennas on any structure on which there is an existing facility;
- (b) the replacement of an existing facility;
- (c) a decrease in height of a facility, or the structure on which it is located;
- (d) a one-time increase in the height of a facility by up to twenty (20) feet or by ten (10) percent, whichever is greater; or
- (e) any other modification or addition to a facility or personal wireless services equipment required to be permitted by right under federal law; provided, however, that the structure on which the facility is to be located is structurally able to support the additional facility and that the facility and the structure, as modified, meet the requirements of Section 7.8.2.

**7.8.3.4 Conditions:** The Planning Board may impose reasonable conditions on a facility permitted under Sections 7.8.3.1 and 7.8.3.2 pursuant to the provisions of Section 11.8.5.

#### **7.8.4 Personal wireless communications facilities permitted by special permit**

**7.8.4.1 Special permit requirements:** No new tower for personal wireless communications facilities shall be located in the town except upon issuance of a special permit. Such a tower may be located in any zoning district in the town, provided that:

- (a) The proposed facility meets the requirements of Section 7.8.2.
- (b) The proposed tower is set back a distance at least equal to its height from all lot lines of the site on which the tower is located, unless the tower has been designed to break away at a certain point above the ground, in which case the new tower may be set at least the breakaway distance from all lot lines.
- (c) In areas where there is no significant tree canopy, the tower, including the rest of the facility if it extends the height of the tower, does not exceed one hundred twenty (120) feet above finished grade of the ground elevation. Such finished grades shall not be distorted above the pre-existing natural grade as a way to achieve additional height. In areas where there is significant tree canopy, the maximum height of a tower shall not exceed twenty (20) feet above the average height of the natural pre-existing tree canopy within a one hundred fifty (150) foot radius of the tower.
- (d) The proposed tower is not located within three hundred (300) feet on a horizontal plane of:
  - i. any structure in a Historic District (except with the approval of the Historic District Commission) or listed, or eligible to be listed, on the state or federal Register of Historic Places (except with the approval of the Historical Commission); and
  - ii. the habitat of any Massachusetts listed rare or endangered wildlife or rare plant species.
- (e) No new tower that requires striping or lighting per Federal Aviation Administration requirements shall be located within one thousand (1000) feet of an existing school, day care center, residential dwelling, or historic resource.

**7.8.4.2 Procedure for review by the Board:** Any person who desires to construct or install a tower for installation of a personal wireless communications facility shall submit a written application for a special permit and site plan approval to the Board, with copies to the Planning Board. Applications shall be submitted in accordance with the requirements outlined in any Rules and Regulations for a Personal Wireless Communications Facility adopted by the Board.

**7.8.4.3 Evaluation by qualified wireless engineer:** If a new facility is needed to fill a significant gap in a personal wireless communications service provider's current or anticipated offerings of personal wireless communications services, the coverage gap shall be identified in the application. Upon submission of a complete application for a special permit under Section 7.8.4, the Board may engage the services of a qualified wireless engineer to review the application. The Board shall provide said qualified wireless engineer with the completed application and existing documentation for analysis and review. The qualified wireless engineer shall gather additional documentation and conduct additional research as necessary to support the analysis and review. Access to the facility site to conduct any necessary site visits shall be provided to the qualified wireless engineer. The qualified wireless engineer shall submit to the Board a written recommendation and an opinion as to the conformance of the application with the requirements of Section 7.8.4.

**7.8.4.4 Approval criteria:** A special permit shall be issued under this section, and shall not be required to meet the approval criteria in Section 11.6, if the Board makes all the following findings:

- (a) The proposed facility and tower meet the applicable requirements listed in Section 7.8.4.1.
- (b) The proposed location of the facility will allow the personal wireless communications service provider to reduce or eliminate a significant gap in personal wireless communications services coverage or will provide backup or emergency coverage.
- (c) The proposed facility and tower minimize adverse impacts on historic resources, scenic views, and natural or human-made resources through the use of camouflage, stealth or other methods.
- (d) The applicant has agreed to rent or lease available space on the tower, under commercially reasonable terms and conditions, without discrimination to other personal wireless service providers.

**7.8.4.5. Reasonable conditions:** The Board may impose any additional conditions and safeguards as public safety, welfare and convenience may require, either as recommended by an independent consultant, by the Planning Board or other Town boards or committees, or upon its own initiative, provided that no such conditions effectively prohibit closing a significant gap in coverage for the provision of personal wireless communications services.

**7.8.5 Form of decision:** Any decision by the Planning Board, the Board, or the Building Commissioner under this Section shall be in conformance with the 1996 Telecommunications Act, in that it shall be in writing and, if a denial, supported by substantial evidence contained in a written record.

**7.8.6 Fees and insurance:** Personal wireless service facilities shall be continuously insured by the owner(s) against damage to persons or property. The facility owner(s) shall provide a Certificate of Insurance to the Building Commissioner on an annual basis. A schedule of fees for personal wireless service facilities permitting and renewal, inspection of structures, and any

other fees may be established by the Board as part of the Rules and Regulations for Personal Wireless Communications Facilities.

**7.8.7 Structural inspection:** Prior to a final inspection and thereafter in accordance with this Section, a tower owner shall provide proof of an inspection by an independent licensed professional structural engineer of the tower's structural integrity and safety. Guyed towers shall be inspected every three years. Monopoles and non-guyed lattice towers shall be inspected every five years. A report of the inspection results shall be prepared by the structural engineer and submitted to the Building Commissioner. Any modification of an existing facility that increases tower dimensions or antenna numbers or types shall require a new structural inspection pursuant to this Section.

**7.8.8 Unsafe structure:** Should the inspection of any tower reveal any structural defect(s) that, in the opinion of the independent structural engineer or the Building Commissioner, render the tower unsafe, the following actions shall be taken. Within ten (10) business days of written notification of unsafe structure, the owner(s) of the tower shall submit a plan to remediate the structural defect(s). This plan shall be initiated within ten (10) business days of the submission of the remediation plan and completed as soon as feasibly possible, provided that nothing herein shall be construed to limit the Town's or any other governmental bodies authority to take all necessary action to mitigate or address risks to public health and safety, or to prevent property damage as a result of an unsafe structure.

**7.8.9 Removal requirements:** Any personal wireless communications facility that ceases operating for a period of two (2) years may be ordered removed by the Board upon the request of the Building Commissioner. At the time of removal, the facility site shall be remediated such that all facility improvements that have ceased to operate are removed. If all facilities on a tower have ceased to operate, the tower (including the foundation to a depth of three feet below grade) may also be ordered removed and the facility site shall be revegetated at grade by the owner of the tower. Existing trees shall only be removed if necessary to complete the required removal of the facility.

**7.8.10 Exemptions:** The following wireless communications facilities are exempt from the application of Section 7.8: police, fire, ambulance and other emergency dispatch; amateur (ham) radio; citizens band radio; any existing commercial radio tower; and radio dispatch for local businesses and small cell wireless services located entirely in the Town right-of-way to the extent otherwise regulated by the Select Board; provided, however, that no personal wireless communications facility shall be considered exempt from this Section 7.8 because it is proposed to share a tower or other structure with such exempt uses.

**7.8.11 Relief from requirements:** The Planning Board, through site plan review pursuant to Section 7.8.3, or the Board, through Special Permit and Site Plan Review pursuant to Section 7.8.4, may grant a waiver from any requirement contained in Section 7.8 where the Planning Board or Board (as applicable) finds that:

- (a) the extent of the granted relief is necessary to allow the facility to provide a viable means of reducing or eliminating a significant gap in coverage for the provision of personal wireless communications services; or
- (b) the desired relief may be granted without substantial detriment to the neighborhood.

*Planning Board Report: At the 2025 Annual Town Meeting, the Select Board and the Planning Board committed to updating the Zoning Bylaw for Personal Wireless Communications Facilities (the "Current Bylaw") in order to address changes in federal law and reduce barriers to entry by wireless*

communications carriers to the Town given the need for increased cell service. Given the complexities of the Current Bylaw and the needed changes, the Current Bylaw is being replaced in its entirety.

### **I. Shifting the Zoning Paradigm**

The Current Bylaw was written during a time of immense proliferation of wireless infrastructure around the country and corresponding concern about the effects of that infrastructure on the natural and built environment. Accordingly, the Current Bylaw was designed to limit the number of personal wireless communications facilities (“Facilities”) in the Town. It focused largely on minimizing their impacts, rather than encouraging service. When wireless phones first came out, coverage along major roadways was the concern. No one would have thought that smartphones and the need for adequate cell coverage would be part of everyday life for most people and in all places, not just cars.

The Current Bylaw accomplished these purposes in part by imposing permissible, but somewhat stringent, requirements on applicants seeking to install Facilities in the Town. Most notably, the Current Bylaw included provisions that require an applicant to eliminate the possibility that it could provide adequate cellular coverage utilizing other Facilities outside the Town. If they could not, the Current Bylaw requires applicants to seek locations in “overlay districts” in the Town as the first option, subject to a handful of additional provisions that further limit where Facilities could be located. The result is a significant limitation on the number of available sites that an applicant could use to fill coverage gaps.

Provisions implementing this paradigm include the following provisions of the Current Bylaw:

- 7.8.4.2(e): New towers may not exceed the minimum height necessary to provide adequate coverage for the Facilities proposed for use on the tower.

- 7.8.4.2(f): If primary coverage from the proposed facility (greater than 50%) is outside the Town, the permit may be denied unless the applicant can show it is unable to locate within the Town if the Town is the community primarily receiving service from the proposed facility.

- 7.8.4.2(j): No new tower for a facility may be located within one thousand feet of childcare facilities and schools, single-family detached dwellings, structures in a Historic District, vernal pools, and habitats of any endangered wildlife of plant species. Note that many of these areas are already protected under the jurisdiction of other bodies (e.g., the Natural Resources Commission or the Historic Districts Commission).

- 7.8.4.2(k): New Facilities in or on an existing, suitable, non-residential structure or tower for which an occupancy permit was issued as of January 1, 2000 must be located at least: 500 feet from habitable structures and 300 feet from any structure in a Historic District.

- 7.8.4.2(m): Facilities must be located so as to provide adequate coverage and adequate capacity with the fewest number of base stations, towers and antenna arrays that are technically feasible.

Further, an applicant seeking relief from any of these requirements is currently required to demonstrate its need for such relief and provide the Board with “a written statement describing why the requested relief is in the best interest of the Town”, rather than in the interest of service to its customers or potential customers.

These types of requirements, as explained below, may be unenforceable in particular circumstances and preempted by federal law, which expressly permits wireless carriers to override local zoning to close coverage gaps. An applicant today could ignore these requirements and argue their lack of enforceability to the Town. However, the presence of these provisions is not helpful to the Town’s goals of promoting additional coverage. Applicants reviewing the Current Bylaw may be discouraged from pursuing the citing of Facilities in Town due to the apparent resistance to them, or the effort involved in citing them.

### **II. Recommended Changes to Maintain Compliance with Federal Law**

The following are current provisions that should be eliminated because they would likely be unenforceable if challenged:

- 1) Section 7.8.4.2(l), which ranks various locations for a personal wireless communications system in order of preference;
- 2) Section 7.8.4.1(e), which requires an applicant to document its decision not to place its facility in a designated overlay district.

*Under 47 U.S.C. § 332(c)(7)(B)(i)(II), municipalities cannot adopt policies that prohibit or have the effect of prohibiting the provision of personal wireless services. An applicant could argue that these two Sections prevent providers from filling a significant gap in their coverage, thereby effectively prohibiting the provision of wireless services in that geographic area. Although these provisions do not fully prohibit the placement of a facility, the stated preference for certain locations leaves that point unclear. Removing these provisions would more effectively bring the bylaw into compliance with federal law, as well as signaling to applicants that they are welcomed to provide additional coverage in the Town.*

*Additionally, the Current Bylaw's provisions require a special permit for certain minor changes to an existing facility, such as co-locating an antenna on an existing tower, changing out equipment, and minimally changing the height of a tower. It is likely that such provisions requiring a discretionary special permit would be unenforceable. In 2012, Congress passed the "Spectrum Act" to further the development of a nationwide wireless network and further reduced local control over facility siting. Under Section 6409 of the 2012 Spectrum Act, "a state or local government may not deny, and shall approve, any eligible facilities request for a modification of an existing wireless tower or base station that does not substantially change the physical dimensions of such tower or base station," including requests to "collocat[e] new transmission equipment." Moreover, these provisions do not further the Town's goals of promoting solutions to gaps in cellular coverage.*

### **III. Additional Changes to Promote Additional Coverage**

1) *Differentiate between applications to add antennas versus applications for new towers, which would allow desirable actions by right*

*As discussed above, certain actions are not only required to be permitted as-of-right under federal law but should also be as-of-right under the paradigm of encouraging wireless providers to close the Town's coverage gap by reasonable means. Accordingly, the proposed Bylaw allows wireless providers that wish to co-locate a new antenna on an existing tower, swap out old equipment, etc. to do so via a non-discretionary building permit.*

2) *Allow Facilities subject to site plan review rather than a special permit*

*The Current Bylaw requires a special permit for all Facilities in the Town, whether they are on standalone towers or on existing buildings. It also requires applicants to take extensive steps to demonstrate why a facility cannot be located within the overlay district as a prerequisite to being located anywhere else. This process has the advantage of providing for robust public review of these Facilities, but the significant amount of information needed to apply for and obtain a special permit can create a burden for wireless carriers looking to increase service in the Town. There is also a suggestion that the current special permit criteria are too stringent in some cases, and vague in others, which further discourages applications. Rather than continuing to require applicants to obtain a special permit, the proposed Bylaw uses site plan review as the primary manner to site Facilities. This would be preferable for a few reasons. As described above, there are certain categories of uses the Town may want to encourage: for example, co-locating antennas on existing Facilities or placing them out of sight in steeples, cupolas and other existing structures. Requiring applicants to comply with location/siting requirements for these uses is redundant and unnecessary, since implementing these uses requires no new structures to be built.*

3) *Utilizing conditions in site plan review, rather than waivers from requirements, to address site conditions*

*Where there is nevertheless a special concern about a particular location, however, those site-specific concerns can be addressed through reasonable conditions on site plan review in a more appropriately tailored way. This would also have the advantage of significantly simplifying the bylaw by removing many, if not all, of the design and other siting criteria in the Current Bylaw and leaving a few basic ones that are likely to matter for all Facilities such as a reasonable height limitations, camouflaging and screening requirements, and safety "fall" zones for towers (see § 7.8.4.2(a) of the Current Bylaw).*

*It would also remove the need for limitations on Facilities in particularly sensitive areas such as historic districts or near wetland areas. Placement of Facilities in those areas would still trigger review by other*

bodies and the conditions of their decisions can be incorporated into the site plan review as enforceable conditions of zoning as well, with more sensitivity to particular locations and circumstances.

4) *Limiting the use of special permits for Facilities of a certain size or in certain locations*

*The proposed Bylaw will still require a special permit for new towers or for Facilities in particularly sensitive locations, while utilizing site plan review for all other Facilities. This will preserve the public hearing for applicants proposing a new tower, providing the transparency desired for larger projects and putting a greater burden on applicants to justify such Facilities.*

<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Ms. Flanagan moves that the Town take affirmative action on Article 35 as printed in the Warrant.  <b>Note: 2/3<sup>rd</sup>s Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4182/Article-35---Zoning-Bylaw-Amendment-Wire">https://concordma.gov/4182/Article-35---Zoning-Bylaw-Amendment-Wire</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

## ARTICLE 35 – SUPPLEMENTAL MATERIALS – FREQUENTLY ASKED QUESTIONS

### 1. Why is the Town proposing this zoning change?

The Town is proposing this zoning update to modernize Concord’s wireless facilities bylaw, so that it better reflects current technology, complies with federal law, and ensures that the level of review required for wireless facilities is proportional to the size and impact of the facility. Concord’s existing bylaw was adopted in 1998 when wireless technology was new and was designed to significantly limit where facilities could be located. Since that time, wireless technology and federal regulations have evolved. Federal law now requires municipalities to allow certain types of wireless infrastructure and limits the extent to which local regulations can prohibit or effectively prevent wireless service.

As a result, some provisions of Concord’s current bylaw are outdated and have contributed to the significant gaps in wireless coverage across town. Updating the bylaw will help ensure that Concord’s regulations are consistent with federal law while still allowing the Town to maintain local oversight of the siting and design of wireless facilities.

Improving wireless coverage has also been a priority of the Select Board, as reliable cell service is important for public safety, emergency response, businesses, visitors and residents’ daily communication needs. The proposed changes are intended to create clearer rules, streamline review for smaller facilities, and maintain an appropriate level of planning review and public input for larger installations.

### 2. Why move away from a special permit and waiver-based overlay district approach?

Under the current bylaw, all wireless facilities require a special permit, which is discretionary and not by-right, and are generally limited to a small overlay district unless a waiver is granted. As a result, many proposals must begin by requesting a waiver rather than following a clearly defined permitting pathway. The need to request a special permit and a waiver deters wireless

companies from seeking a permit in the first place when the special permit review process is unclear and requires substantial work to meet the basic waiver requirements.

The proposed changes replace this waiver-based system with clearer zoning requirements that specify where facilities may be considered and what level of review is required. The new wireless bylaw creates a more transparent and predictable process for residents, decision-makers, and applicants.

It also allows wireless facilities to be considered in locations where service is actually needed, while still maintaining review standards and design requirements.

**3. How will different types of wireless facilities be reviewed under the proposed bylaw?**

The proposed bylaw establishes different levels of review depending on the size and type of wireless facility. Smaller or less visible changes follow a simpler review process, while larger projects require more detailed review and public input.

**Building Permit** – Minor changes to existing facilities, such as replacing or upgrading equipment on an existing tower or structure. These administrative changes are reviewed by the Building Commissioner.

**Site Plan Review** – New facilities added to existing buildings or structures, such as antennas on rooftops or inside church steeples. These projects are reviewed by the Planning Board through a public meeting process that considers issues such as site design, visual impacts, screening, and lighting.

**Special Permit** – New towers will still require a special permit and a public hearing before the Board of Appeals and a more detailed review process.

This tiered approach ensures that the level of review is proportional to the scale and potential impacts of the project.

**4. Will historic districts and environmental areas still be protected?**

Yes. Projects located in historic districts or within 100 feet of a wetland will still require review and approval from the Historic District Commission and/or Natural Resources Commission. Their decisions can be incorporated into the Planning Board’s site plan review or the Board of Appeal’s special permit conditions.

**5. Why differentiate between antennas and towers?**

Adding antennas to existing structures or towers typically has far less visual and site impact than building a new tower. The proposed bylaw encourages co-location and reuse of existing structures so that new towers are only built when necessary.

**6. What are the key differences between the current bylaw and the proposed bylaw?**

Topic	Current Bylaw	Proposed Bylaw
<b>Overall Approach</b>	Written when wireless technology was new and	Updates the bylaw to reflect current technology, federal law, and the need for reliable wireless service.

<b>Topic</b>	<b>Current Bylaw</b>	<b>Proposed Bylaw</b>
	focused on limiting the number and location of facilities.	
<b>Wireless Overlay District</b>	Wireless facilities are generally expected to be located in a limited overlay district, unless a waiver is granted.	Overlay district removed. Facilities may be considered in more locations through defined review processes.
<b>Permitting Process</b>	Many proposals require waivers or special permits due to strict siting rules.	Establishes clear review pathways: <ul style="list-style-type: none"> <li>• Building Permit – minor upgrades</li> <li>• Site Plan Review – facilities on existing structures</li> <li>• Special Permit – new towers</li> </ul>
<b>Use of Existing Structures</b>	Less clearly addressed and often subject to significant restrictions.	Encourages use of existing buildings, towers, and utility poles where feasible.
<b>Location Restrictions</b>	Includes very limited siting preferences in an overlay district for all wireless facilities and various setback requirements that significantly limit potential locations without a waiver.	Removes overlay district and some requirements that may conflict with federal law while maintaining design standards and Planning Board or Board of Appeals review for new facilities.
<b>Town Oversight</b>	Oversight for any new facility through the Special Permit process.	Oversight for new towers continues through Special Permit. Requires Site Plan Review process for new facilities on existing towers or structures, with a public hearing, design standards for buffering, height, lighting, and visual impacts for both processes.

**7. How does federal law affect how communities regulate wireless facilities?**

Federal law establishes rules that local governments must follow when regulating wireless infrastructure. These laws require municipalities to allow certain wireless facility upgrades and prohibit local regulations that effectively block or prohibit wireless service.

As a result, communities must ensure their zoning bylaws are consistent with federal requirements while still maintaining appropriate local review of facility siting and design. Some provisions of Concord’s current wireless bylaw were written before these federal standards were fully established. Updating the bylaw helps ensure that Concord’s regulations align with federal law while preserving the Town’s ability to review proposals and address site impacts.

**8. How would the proposed bylaw benefit the community?**

The proposed bylaw is intended to create clearer and more modern rules for how wireless facilities are reviewed and located in Concord, while maintaining appropriate local oversight of siting and design for new facilities and towers.

Emergency responders, residents, visitors and businesses have reported persistent gaps in cell service in parts of town. These gaps have led to an inability for residents and visitors to report emergencies on personal cell phones, visitors having difficulty finding key destinations in Town, and general unreliability of communication while outside of cell phone coverage service areas. While the Town cannot require wireless carriers to build new facilities, the proposed changes would create a clearer and more predictable process for carriers to propose infrastructure that could address coverage gaps.

Improving wireless connectivity can support several important community needs, including:

- Reliable emergency communications
- Connectivity for residents working from home and remote learning
- Business activity and economic vitality
- The Town’s visitor-based economy, including tourism and local events
- Everyday communication and access to digital services

The goal of the update is to remove outdated barriers in the current bylaw while maintaining appropriate review of new wireless facilities.

#### **9. Will residents still have a chance to comment on projects?**

Projects requiring Site Plan Review or Special Permit will include a public hearing where residents can comment and the reviewing board can require conditions to address concerns.

### **ZONING BYLAW AMENDMENT: JOINT PARKING BYLAW**

**ARTICLE 36.** To determine whether the Town will delete entirely Section 7.7.2.4 (Joint parking facilities) in the Town’s Zoning Bylaw and amend the Zoning Bylaw as follows: (1) insert a new Section 7.7.2.4 (Joint parking facilities); and (2) amend Section 7.7.2.7 (Location) as follows (for Section 7.7.2.7 only, deletions are shown in ~~strikeout~~ and changes or additions are shown in ***bold italics*** for emphasis only; where only a portion of a section is quoted, other sections shall remain unchanged) or take any other action relative thereto:

**7.7.2.4 Joint parking facilities:** Shared or joint use of off-street parking is strongly encouraged. Off-street parking facilities for two (2) or more buildings or uses may be provided and used collectively or jointly in any zoning district in which the separate uses would be permitted, subject to Site Plan Review and the following provisions:

(a) A written joint parking agreement shall be approved as to form by the Planning Board and executed by all parties concerned prior to the issuance of an occupancy permit.

(b) Off-street parking spaces for one (1) building and/or use shall not be considered as providing the required spaces for another building and/or use, except when it can be clearly demonstrated that the need for parking occurs at different times. The Applicant may propose a reduction in off-street parking requirements based on an hour-by-hour analysis, or a credible combination of hours, of parking demand. The establishment of projected parking demand will be based on the following characteristics:

- i. The joint parking spaces for the uses shall be within six hundred (600) feet as measured from the subject building and/or uses to the parking spaces that serve them.

ii. Evidence that parking demand values have been projected based on data published through the transportation engineering and planning profession such as, but not limited to, the latest edition of the Institute of Transportation Engineers *Parking Generation* publication or the latest edition of the Urban Land Institute *Shared Parking* publication. The Planning Board may allow for empirical parking demand data from comparable uses to be utilized where the data is found to be satisfactory by the Building Commissioner. The Planning Board may require review of such data by an Outside Consultant pursuant to MGL Ch. 44, Section 53G.

iii. Parking demand data by use shall be documented based on a joint parking demand analysis through an hour-by-hour and/or creditable combination analysis worksheet. The typical weekday, Saturday, and/or Sunday documentation for parking demand shall be defined for seasonal characteristics in consultation with the Planning Board based on the uses.

iv. The minimum allowable off-street parking spaces to service the building(s) and/or uses shall be equal to the largest of the use totals by timeframe presented in the joint parking demand analysis worksheet(s).

(c) Reduction in the minimum parking requirement shall not pertain to individual land uses where assigned parking is in effect unless it can be demonstrated that the assigned parking occupant(s) are not affected by the use of joint parking in the corresponding spaces.

(d) If a lower number of parking spaces than the cumulative number of minimum required parking spaces defined in Table IV is approved, no change in any use shall thereafter be permitted without review and approval by the Building Commissioner of further documentation that the parking will remain adequate following occupancy of the new use(s) and receipt of an executed joint parking agreement by all parties. If the Building Commissioner determines that said documentation is not satisfactory or that additional parking spaces are required, then additional parking spaces shall be provided prior to the change in use.

(e) The approval of joint parking facilities may be rescinded, and additional parking shall be provided by the owners, in the event that the Planning Board, after notice and public hearing thereon, determines the joint use is resulting in a public nuisance or other adverse effects on the public health, safety, and welfare.

(f) Joint parking facilities may be located on separate lots subject to the provisions of Section 7.7.2.7.

**7.7.2.7 Location Off-site parking:** All required parking or loading spaces shall be provided on the same parcel of land occupied by the use or building to which it is appurtenant; provided, however, that where, in the opinion of the Planning Board, there are practical difficulties in satisfying the requirement for parking spaces and/or if the public safety and convenience would be served better by another **off-site** location, the Planning Board may authorize an alternative location **off site** for ~~nonresidential~~ parking subject to the following provisions:

(a) The property to be occupied as parking shall be in the same possession as the facility served either by deed, by easement, or by long-term lease. If the property is leased, the terms of the lease shall be subject to Planning Board approval as to form and length of time and a copy of the lease, **executed by all owners and tenants**, shall be filed with and made part of the application for a building or occupancy permit.

(b) ~~The distance between the use or building and its parking area shall not be more than six hundred (600) feet.~~ **All parking spaces shall be within six hundred (600) feet as**

**measured from the subject building or uses that those parking spaces are intended to serve.**

(c) The separated parking area shall not create unreasonable traffic congestion or create a hazard to pedestrians or vehicular traffic due to travel between it and the use or building to which it is appurtenant.

(d) The parking area shall be located on property zoned for the same or less restrictive use as the principal uses or building it serves.

*Planning Board Report: This proposed Zoning Bylaw Amendment is substantially similar to the amendment that the Planning Board brought forth under Article 37 at the 2025 Annual Town Meeting. There was an issue with the wrong presentation being shown and the presenter's comments therefore not following what was shown on the screen. The Planning Board was informed by various citizens that this created confusion about the always complicated topic of parking and was the reason they did not vote in favor of the amendment. The Planning Board believes that this bylaw amendment is important, and that the citizens of Concord deserve to have the correct presentation, understand what the Board is trying to accomplish and then vote. This is the reason the Board is bringing this amendment back to Town Meeting.*

*The current Zoning Bylaw allows for a decrease in the minimum parking requirements up to 50% for joint parking facilities, but only for educational, religious, lodge and club, indoor amusement, and restaurant uses whose parking is used jointly by banks, offices, retail stores, repair shops, service establishments, and other uses not normally open, used, or operated during similar hours. In other words, the Zoning Bylaw limits the overall decrease in the minimum parking requirements while also limiting the potential uses that can utilize joint parking.*

*In July 2019, the Metropolitan Area Planning Council completed the Concord Parking Policy Analysis, which included a recommendation to "build on the existing joint parking bylaw to allow developers to build less on site if they can demonstrate how parking demand varies over the course of the day."*

*This Zoning Bylaw amendment would allow any uses to utilize joint parking if it can be clearly demonstrated that larger levels of off-street parking are not truly needed based on credible industry parking demand data and an hour-by-hour analysis. This analysis must show that the number of spaces that are proposed for all the uses can accommodate the highest hourly parking demand. A business will not be permitted to change use until the Building Commissioner receives a new hour-by-hour analysis that once again clearly demonstrates that there is sufficient parking.*

*In the event that a joint parking use results in a public nuisance or other adverse effects on the public health, safety, and welfare, the approval of joint parking facilities may be rescinded, and additional parking shall be provided by the owners.*

*If a property owner is unable to provide additional parking, the Planning Board can require operational changes for the joint uses that reduce the overall demand for parking. For joint uses, an example would be a change in the hours of operation to reduce overlap.*

*The benefits of this amendment are in line with the Town's sustainability and economic vitality goals.*

<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Mr. Boardman moves that the Town take affirmative action on Article 36 as printed in the Warrant.  <b>Note: 2/3<sup>rds</sup> Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4183/Article-36---Zoning-Bylaw-Amendment-Join">https://concordma.gov/4183/Article-36---Zoning-Bylaw-Amendment-Join</a>

<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action
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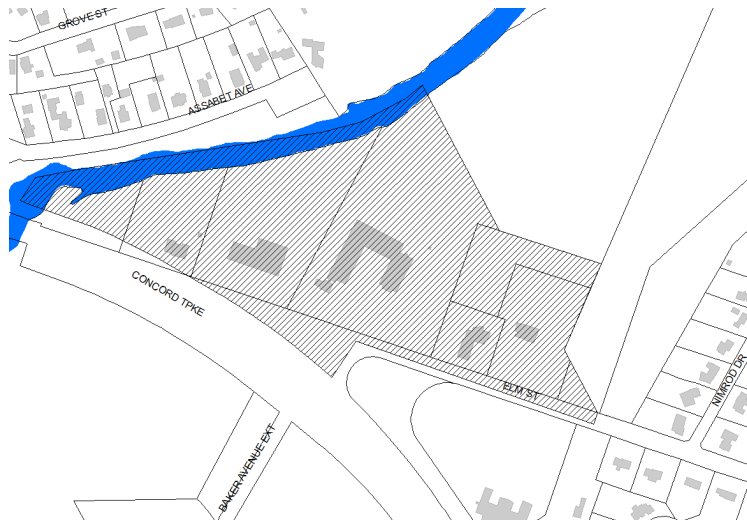
**ZONING BYLAW AMENDMENT: LIMITED BUSINESS #1 DISTRICT**  
**HEIGHT REQUIREMENT**  
***Consent Calendar***

**ARTICLE 37.** To determine whether the Town will amend Table III of the Town’s Zoning Bylaw to increase the maximum height in Limited Business District 1 as follows (deletions are shown in ~~strikeout~~ and changes or additions are shown in ***bold italics*** for emphasis only) or take any other action relative thereto:

**TABLE III – DIMENSIONAL REGULATIONS**

<b>Zoning Districts</b>	<b>Maximum Height in Feet</b>
Limited Business 1	<del>35</del> <b><i>25</i></b>

*Planning Board Report: This article would bring the maximum height of Limited Business District 1 into alignment with other zoning districts in Concord. Most other districts have a height limit of 35 feet, and a few have a higher limit. Heights under 35 feet do not allow for three stories and are therefore inconsistent with other zoning districts and with principles of economic vitality and sustainability. Limited Business District 1 is located along Elm Street where it meets Route 2.*



<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Ms. Felshin moves that the Town take affirmative action on Article 37 as printed in the Warrant.  <b>Note: 2/3<sup>rd</sup>s Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4184/Article-37---Zoning-Bylaw-Amendment-Limi">https://concordma.gov/4184/Article-37---Zoning-Bylaw-Amendment-Limi</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

**ZONING BYLAW AMENDMENT: BUILDING INSPECTOR TO BUILDING COMMISSIONER**  
***Consent Calendar***

**ARTICLE 38.** To determine whether the Town will amend the Town’s Zoning Bylaw throughout to replace “Building Inspector” with “Building Commissioner” and “Building Inspector’s” with “Building Commissioner’s” or take any other action relative thereto.

*Planning Board Report: In 1995 the title of the Building Inspector/Zoning Enforcement Officer was changed to Building Commissioner/Zoning Enforcement Officer. However, this change was never corrected in 26 different places in the Zoning Bylaw.*

<b>Article Sponsor</b>	Planning Board
<b>Article Motion</b>	Ms. Nelson moves that the Town take affirmative action on Article 38 as printed in the Warrant.  <b>Note: 2/3<sup>rd</sup>s Vote Required</b>
<b>Article Webpage</b>	<a href="https://concordma.gov/4185/Article-38---Zoning-Bylaw-Amendment-Buil">https://concordma.gov/4185/Article-38---Zoning-Bylaw-Amendment-Buil</a>
<b>Board Recommendations</b>	Planning Board: Affirmative Action Select Board: Affirmative Action

**AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER**  
**MASS. GEN. LAWS c. 44 § 53 E1/2**  
***Consent Calendar***

**ARTICLE 39.** To determine whether the Town will authorize the total expenditures for the following revolving funds pursuant to Mass. Gen. Laws c. 44, § 53E ½ for the fiscal year ending June 30, 2027, to be expended in accordance with the Town’s Revolving Fund Bylaw; or take any other action relative thereto.

<b>Revolving Fund</b>	<b>Annual Spending Limit</b>
Ambulance	\$1,000,000
Regional Housing Services	\$ 400,000
Road Repair	\$ 120,000
Senior Services	\$ 50,000
Tree Preservation	\$ 50,000
Visitor’s Center & Tourism	\$ 100,000

*This article authorizes the annual spending limits for each of the Revolving Funds identified above. Spending from these funds may only occur for the stated purposes identified in the Town’s Revolving Fund Bylaw, and only with the approval of the Town Manager.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Wasoff moves that the Town take affirmative action on Article 39 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4186/Article-39---Authorize-Expenditure-of-Re">https://concordma.gov/4186/Article-39---Authorize-Expenditure-of-Re</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**LIGHT PLANT EXPENDITURES AND PAYMENT IN LIEU OF TAXES**  
***Consent Calendar***

**ARTICLE 40.** To determine whether the Town will authorize that the income from sales of electricity and from servicing and jobbing during the 2027 fiscal year, together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for that fiscal year, as defined in Mass. Gen. Laws c. 164, § 57, or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$453,500 or any other sum, from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2027; or take any other action relative thereto.

*This article authorizes the Town Manager, as manager of the Light Plant, to expend the income received by the Light Plant from the sale of electricity long with other departmental income to be used for the purposes of operating the department for the fiscal year ending June 30, 2027. This is a routine annual action. Further, this article authorizes the transfer of \$453,500 from the operating fund of the Light Plant to the General Fund as a payment in lieu of taxes (“PILOT”), and an amount consistent with past years designed to represent what a private utility would pay in property taxes.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Mr. Leon moves that the Town take affirmative action on Article 40 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4187/Article-40---Light-Plant-Expenditures-an">https://concordma.gov/4187/Article-40---Light-Plant-Expenditures-an</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**STORMWATER SYSTEM EXPENDITURES**

**ARTICLE 41.** To determine whether the Town will appropriate the amount required for the total expenses of the Stormwater Enterprise Fund for the fiscal year ending June 30, 2027 for the operation of the Stormwater System, in accordance with Mass. Gen. Laws c. 44, § 53F ½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

*Pursuant to Article 16 of the 2024 ATM, this article authorizes the Town Manager to use cash on hand in the Stormwater Enterprise Fund and fiscal year 2027 revenue for the operation and maintenance and improvement of the Town’s stormwater system. Similar to the Town’s Water, Sewer and Light Plant Funds, the Sewer Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. The Stormwater System Expenditures Budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee on Thursday, March 12, 2026.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Solomon moves that the Town appropriate \$991,421 from the Stormwater Enterprise Fund user revenues to be expended under the direction of the Town Manager for necessary and expedient Stormwater system expenditures during fiscal year ending June 30, 2027.
<b>Article Webpage</b>	<a href="https://concordma.gov/4188/Article-41---Stormwater-System-Expenditu">https://concordma.gov/4188/Article-41---Stormwater-System-Expenditu</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action: 8-1 Select Board: Affirmative Action

**CITIZEN PETITION: PROPOSED COMPOSTING RATE PAYER PLAN**

**ARTICLE 42.** To urge the Town will adopt and negotiate a ratepayer composting plan for households and commercial buildings, through a pre-existing organic waste disposal company, or act on anything relative thereto.

*This article urges the Town to evaluate a public-private partnership with a composting company with the purpose of negotiating a ratepayer plan for town-wide adoption. This type of preferred vendor model is a low-cost option where implementation and management can be handled by the vendor and tailored to our Town's needs, similar to the existing trash and recycling model.*

*Adopting this plan aligns with Massachusetts' broader environmental mandates, as the state aims for a 90% waste diversion goal in anticipation of all in-state landfills reaching maximum capacity limits by 2030. Currently, food waste accounts for over 21% of all trash disposed of in the Commonwealth—totaling 930,000 tons annually—leading the Department of Environmental Protection to designate it as a top priority for diversion.*

*By establishing a formal composting program, Concord can leverage existing state resources and follow the successful lead of neighboring communities like Bedford, Lexington, and Arlington. Bedford recently found that participating households divert an average of 9.51 pounds of food waste per week from the trash stream.*

*Furthermore, this initiative supports Concord's Climate Action and Resilience Plan, which calls for the Town to "create opportunities town-wide to increase the waste diversion rate by 30%." We are asking the Town to further research this option to help our community reach local and state sustainability goals.*

<b>Article Sponsor</b>	Iliana Benson and Shelly Karlin, Citizen Petitioners
<b>Article Motion</b>	Ms. Karlin moves that the Town take affirmative action on Article 42: to urge the Town to adopt and negotiate a ratepayer composting plan for households and commercial buildings, through a pre-existing organic waste disposal company.
<b>Article Webpage</b>	<a href="https://concordma.gov/4189/Article-42---Citizen-Petition-Proposed-C">https://concordma.gov/4189/Article-42---Citizen-Petition-Proposed-C</a>
<b>Board/Committee Recommendation</b>	Climate Action Committee: Affirmative Action Public Works Commission: No Action Select Board: No Action

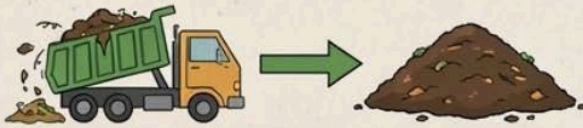
# ARTICLE 42: PROPOSED COMPOSTING RATE PAYER PLAN FOR CONCORD

## WHY COMPOST?

21% of the Massachusetts landfill content is food waste.



Food Waste produces most landfill GHG emissions as methane, which is 84 times more heat-trapping than CO<sub>2</sub>.



Composting organics is an opportunity to avoid greenhouse gas emissions and decrease landfill use.

## WHY NOW?



We have an existing goal of a 30% organics reduction in the waste stream by 2030.

At the state level, they are planning a 100% ban on commercial and residential solid food waste by 2030.



If Concord acts now, we can help local restaurants and businesses financially and support them in going green.

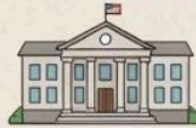
## WHO'S ALREADY DOING IT?



Bedford, Watertown, Arlington, Newton, Lexington, and many other surrounding towns already have composting programs available.

Some statistics are from MassDEP

## WHAT IS A RATEPAYER SYSTEM?



Citizens can opt into the plan, just like recycling and trash, through the town website.

Essentially, we would be outsourcing the composting process but making it easier to access for the entire community.



We are asking the town to consider negotiating with composting company vendors so that the entire town has lower rates to pay

## BENEFITS OF A RATE PAYER SYSTEM



With ~670 households (out of ~6500) participating in Black Earth composting, Concord is already at the maximum density discount.



The next step would be for the town to negotiate a lower rate with Black Earth as sign-up benchmarks are generally \$10 off per six-month billing cycle, or currently, a 10% discount.



Reduced garbage and solid waste costs (tipping fees) will result from composting. Concord is charged solid waste by the ton, while composting is not; there is one fixed rate.



Increased accessibility to composting to residents.



Current average household organic waste generation is 8lbs/week. Without composting, this is equivalent to creating 4,298 tons of CO<sub>2</sub> per year.

## WHO WOULD PAY FOR IMPLEMENTING IT?



The state has many grants available for the town to apply for.

MassDEP's Sustainable Materials Recovery Program (SMRP) has awarded \$350K in grants to municipalities over the past 10 years to promote the past 10 years to start or expand upon their curbside collection programs. Bedford received enough grants to give 10\$ back to residents through utility credit.

## ARTICLE 42 – SUPPLEMENTAL MATERIALS – FREQUENTLY ASKED QUESTIONS

### Why Compost?

- **21%** of the Massachusetts landfill content is food waste.
- Food Waste produces most landfill GHG emissions as methane, which is 84 times more heat-trapping than CO<sub>2</sub>.
- Composting organics is an opportunity to avoid greenhouse gas emissions and decrease landfill use.
- It is easy to use for a high number of benefits, with lower GHG emissions and lower solid waste fees for each household.

### Why now?

- Concord has an existing goal of a 30% waste stream reduction by 2030. This goal is in both the Town's Climate Action and Resilience Plan and the MassDEP Solid Waste Master Plan.
- Concord will probably fail to meet this goal unless action is taken.
- At the state level, they are planning a 100% ban on commercial and residential solid food waste by 2030. If Concord acts now, we can help local restaurants and businesses financially and support them in going green.

### What is a ratepayer system?

- Citizens can opt into the plan, **just like recycling and trash**, through the town website.
- We are **asking the town to consider negotiating with composting company vendors** so that the entire town has lower rates to pay compared to subscribing to composting as a singular household/commercial site.
- The composting company would have pre-existing infrastructure and resources to deal with the compost. Essentially, we would be outsourcing the composting process, but making it **easier to access for the entire community**.

### Benefits of a rate payer system

- With ~670 households (out of ~6500) participating in Black Earth composting, Concord is already at the maximum density discount. The next step would be for **the Town to negotiate a lower rate with Black Earth** as sign-up benchmarks are met. This discount number is generally \$10 off per six-month billing cycle, or currently, **a 10% discount**.
- **Reduced garbage and solid waste costs** (also known as tipping fees) will result from composting. This is because they are reducing the weight of the solid waste by putting some of it into the compost. Solid waste is charged by the ton in Concord, so the costs will go down. Composting is not charged by the ton; there is one fixed rate, no matter how much composting you have.
- **Increased access to composting to residents through lower costs and easier transition**
- **Higher sign-ups lead to lower GHG emissions** - Current average household organic waste generation is 8lbs/week. Without composting, this is equivalent to creating 4,298 tons of CO<sub>2</sub> per year.

**Who’s already doing it?**

- Ashland, Holliston, Milton, and Melrose and many other surrounding towns already have composting programs with a commercial-town relationship.

**Who would pay for implementing it?**

- The state has many grants available for the town to apply for. Bedford received enough grants to give \$10 back to residents who opted in through utility credit.
- **MassDEP’s Sustainable Materials Recovery Program (SMRP) has awarded \$350K in grants** to municipalities over the past 10 years to start or expand upon their own curbside collection program or residential food waste diversion programs.

\*Some statistics are from MassDEP.

**SOLID WASTE DISPOSAL FUND EXPENDITURES**  
*Consent Calendar*

**ARTICLE 43.** To determine whether the Town will authorize the income from user fees for solid waste disposal services, associated services, and jobbing services by Concord Public Works during the 2027 fiscal year, together with the balance of operating cash in the Solid Waste Disposal Fund, to be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 27 of the 1989 Annual Town Meeting; or take any other action relative thereto.

*Pursuant to Article 27 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Solid Waste Disposal Fund and user fee revenue from fiscal year ending June 30, 2027 to be used to operate the Town’s “pay-as-you-throw” curbside solid waste and recycling collection and disposal program. The program consists of two major components: curbside collection and disposal including recycling and Drop-off Days; and the operation and maintenance of the Town’s composting site including the former landfill. This has been a routine annual action.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 43 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4190/Article-43---Solid-Waste-Disposal-Fund-E">https://concordma.gov/4190/Article-43---Solid-Waste-Disposal-Fund-E</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**SEWER SYSTEM EXPENDITURES**  
*Consent Calendar*

**ARTICLE 44.** To determine whether the Town will authorize the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the 2027 fiscal year, together with the balance of operating cash in the Sewer Fund, to be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 37 of the 1976 Annual Town Meeting; or take any other action relative thereto.

*Pursuant to Article 37 of the 1976 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Fund and fiscal year 2027 revenue for the operation and maintenance and*

*improvement to the Town's sewer system. The Sewer Fund is an enterprise fund similar to the Town's Water and Light Plant Funds. The entire cost of operations, maintenance, and capital replacement and renewal is funded by user fees. At the present time approximately one-third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. This has been a routine annual action.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 44 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4191/Article-44---Sewer-System-Expenditures">https://concordma.gov/4191/Article-44---Sewer-System-Expenditures</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**SEWER IMPROVEMENT FUND EXPENDITURES**  
***Consent Calendar***

**ARTICLE 45.** To determine whether the Town will authorize the income from sewer improvement fees during the ensuing 2027 fiscal year, together with the balance of operating cash in the Sewer Improvement Fund, to be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 25 of the 1989 Annual Town Meeting and applicable State enabling statutes; or take any other action relative thereto.

*Pursuant to Article 25 of the 1989 Annual Town Meeting, this article authorizes the Town Manager to use cash on hand in the Sewer Improvement Fund (a sub-fund within the Sewer Fund) and fiscal year 2027 fees for constructing, reconstructing, and expanding the Town's sewer lines and treatment plants, and other related facilities or reducing infiltration or inflows. Sewer improvement fees are charged to for all connections to the Town sewer system which will generate a sewage flow rate in excess of the flow rate contemplated in wastewater management plans. This has been a routine annual action.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 45 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4192/Article-45---Sewer-Improvement-Fund-Expe">https://concordma.gov/4192/Article-45---Sewer-Improvement-Fund-Expe</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**WATER SYSTEM EXPENDITURES**  
***Consent Calendar***

**ARTICLE 46.** To determine whether the Town will authorize the income from user fees, special service fees, and jobbing services by the Water and Sewer Division of Concord Public Works during the 2027 fiscal year, together with the balance of operating cash in the Water Fund, to be expended without further appropriation under the direction and control of the Town Manager in accordance with the Motion passed under Article 38 of the 1974 Annual Town Meeting; or take any other action relative thereto.

*Pursuant to Article 38 of the 1974 Annual Town Meeting, the article authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2027 revenue for the operation and maintenance and improvement of the Town's water system. Similar to the Town's Sewer and Light Plant Funds, the Water Fund is an enterprise fund. The entire cost of operations, maintenance, and capital replacement and*

*renewal is funded by user fees. Almost all of Concord's residences and businesses/ institutions are connected to the Town's municipal water system. This has been a routine annual action.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Ms. Solomon moves that the Town take affirmative action on Article 46 as printed in the Warrant.
<b>Article Webpage</b>	<a href="https://concordma.gov/4193/Article-46---Water-System-Expenditures">https://concordma.gov/4193/Article-46---Water-System-Expenditures</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**AUTHORIZE EXPENDITURE FROM PEG ACCESS & CABLE-RELATED FUND**  
***Consent Calendar***

**ARTICLE 47.** To determine whether the Town will appropriate the amount required for the total expenses of the PEG Access and Cable-Related Fund, to be expended during the fiscal year ending June 30, 2027 under the direction of the Town Manager for necessary and expedient cable-related purposes, consistent with the Town's license agreement with Comcast; or take any other action relative thereto.

*Contract negotiations with Comcast have been completed. Under the new contract, the Town will receive 5.0% of all revenue generated by Comcast from the company's Concord customers. This article proposes that the revenue from Comcast be appropriated, to be used only for cable-related purposes in accordance with the Town's license agreement. PEG Access services are Public, Educational and Governmental local cable television channels. The Fiscal Year 2027 PEG Access Budget will be submitted and reviewed at a public hearing of the Finance Committee on Thursday, March 12, 2026.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Mr. Howell moves that the Town appropriate from the PEG Access and Cable Related Fund the amount of \$592,499 to be expended under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Comcast licensing agreement during the fiscal year ending June 30, 2027.
<b>Article Webpage</b>	<a href="https://concordma.gov/4194/Article-47---Authorize-Expenditure-from-">https://concordma.gov/4194/Article-47---Authorize-Expenditure-from-</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**BEEDE SWIM AND FITNESS CENTER ENTERPRISE FUND EXPENDITURES**  
***Consent Calendar***

**ARTICLE 48.** To determine whether the Town will appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2027 for the operation of the Community Pool, in accordance with Mass. Gen. Laws Ch. 44, § 53F ½, to be expended under the direction of the Town Manager; or take any other action relative thereto.

*The Fiscal Year 2027 Beede Swim and Fitness Center Enterprise Fund Budget will be submitted by the Town Manager and reviewed at a public hearing of the Finance Committee on Thursday, March 12, 2026.*

<b>Article Sponsor</b>	Town Manager
<b>Article Motion</b>	Mr. Griffiths moves that the Town appropriate \$2,938,679 in enterprise fund receipts and transfer \$1,170,000 for capital projects from Certified Retained Earnings as of June 30, 2025, for a total appropriation of \$4,108,679 for the Beede Swim and Fitness Center Enterprise Fund for the fiscal year ending June 30, 2027, for the operation of the Beede Swim and Fitness Center, in accordance with Mass. Gen. Laws c. 44, § 53F ½ to be expended under the direction of the Town Manager.
<b>Article Webpage</b>	<a href="https://concordma.gov/4195/Article-48---Beede-Swim-and-Fitness-Cent">https://concordma.gov/4195/Article-48---Beede-Swim-and-Fitness-Cent</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

**ARTICLE 48 – SUPPLEMENTAL MATERIALS – CAPITAL PLANNING CHARTS**

<b>Enterprise Fund - Beede Swim and Fitness</b>	<b>FY27</b>
Wall Repair Natatorium	\$ 500,000
Expansion Feasibility Study for Beede Swim & Fitness	\$ 50,000
Parking Lot patching and partial repaving	\$ 60,000
External Risk Management Analysis	\$ 50,000
Replacement of Domestic Hot Water System	\$ 60,000
Upper/ lower lobby and offices carpets	\$ 40,000
Interior Painting Throughout Beede Facility	\$ 40,000
Pool Pump and Motors for All Pools	\$ 40,000
Deck Equipment (diving board, new steps, lane lines, pool lifts, ladders)	\$ 25,000
Cardio Room/Floor	\$ 30,000
Annual Reoccurring Valve and Plumbing for Natatorium – Unplanned	\$ 25,000
Miscellaneous Building Improvements unplanned	\$ 25,000
Miscellaneous Pumps & Motors Natatorium	\$ 25,000
Replacement Cardio Equipment	\$ 200,000
<b>Total</b>	<b>\$ 1,170,000</b>

<b>Enterprise Fund - Beede Swim and Fitness</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>FY31</b>
Painting and Repair Inside Pool Area	\$ 750,000			
Expansion Construction Beede Swim & Fitness	\$ 300,000			
Elevator Renovation				\$ 500,000
Locker Room Mirrors	\$ 25,000			
Pool Pump and Motors for All Pools	\$ 40,000		\$ 40,000	\$ 40,000
Deck Equipment (diving board, new steps, lane lines, pool lifts, ladders)			\$ 8,000	
ADA Pool Lifts	\$ 48,000			

Filter Sand Media Replacement			\$ 40,000	
Chlorination System-Prominent All Pools (4)				\$ 25,000
Annual Reoccurring Valve and Plumbing for Natatorium – Unplanned	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Miscellaneous Building Improvements – Unplanned	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Miscellaneous Pumps & Motors Natatorium	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
<b>Total</b>	<b>\$ 1,238,000</b>	<b>\$ 75,000</b>	<b>\$ 163,000</b>	<b>\$ 640,000</b>

**UNPAID BILLS**  
***No Motion Expected***

**ARTICLE 49.** To determine whether the Town will raise and appropriate, or transfer from available funds, a sum of money to pay the unpaid bills of prior fiscal years or take any other action relative thereto.

*If there are unpaid bills of a prior fiscal year, State Law requires that such bills be presented to the Town Meeting. There are no records of unpaid bills of a prior year at the time of printing.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	No motion expected
<b>Article Webpage</b>	<a href="https://concordma.gov/4196/Article-49---Unpaid-Bills">https://concordma.gov/4196/Article-49---Unpaid-Bills</a>
<b>Board/Committee Recommendations</b>	Finance Committee: N/A Select Board: N/A

**DEBT RESCISSION**  
***Consent Calendar***

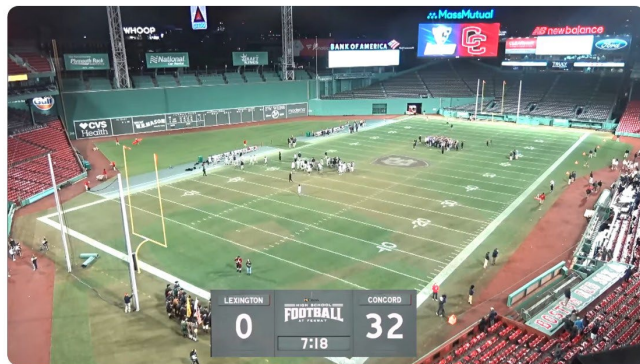
**ARTICLE 50.** To determine whether the Town will rescind any unused borrowing authorizations or take any other action relative thereto.

*If needed, this article would authorize the rescission of debt authorizations made in prior years that are no longer needed. Any borrowing authorizations identified as no longer necessary will be presented to Town Meeting.*

<b>Article Sponsor</b>	Chief Financial Officer
<b>Article Motion</b>	Ms. Wasoff moves to rescind \$429,001 in excess borrowing authorization under the following articles: Annual Town Meeting April 29, 2009; Article 42, Article 13, Annual Town Meeting June 13, 2021; Article 25, Annual Town Meeting May 1, 2022.
<b>Article Webpage</b>	<a href="https://concordma.gov/4197/Article-50---Debt-Rescission">https://concordma.gov/4197/Article-50---Debt-Rescission</a>
<b>Board/Committee Recommendations</b>	Finance Committee: Affirmative Action Select Board: Affirmative Action

# Town of Concord Finance Committee Report for Fiscal Year 2027

April 2026



CCHS Thanksgiving Day Football at Fenway Park - November 26, 2025



“Finance is not merely about making money. It’s about achieving our deep goals and protecting the fruits of our labor. It’s about stewardship and, therefore, about achieving the good society.” – Robert J. Shiller.

## Finance Committee Report for Fiscal Year 2027

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April 2026

To the Residents of Concord:

The cover of this year's Finance Committee report features a quote from the highly respected Yale economist Robert J. Shiller:

"Finance is not merely about making money. It's about achieving our deep goals and protecting the fruits of our labor. It's about stewardship and, therefore, about achieving the good society." (Robert J. Shiller, Fiduciary Investors Symposium, Yale School of Management, 2016)

Although I'm sure Dr. Shiller was not thinking of the Concord Finance Committee, or indeed of any other similar group, I think this is a good description of how Finance Committee members see their role. Given that the Committee has 15 members and staggered terms (so that a few members "roll off" each year and a few more join) over the course of my six years on the committee, I've served with a lot of my fellow Concord citizens. Committee members come from different backgrounds, have had different professional and life experiences, and have different priorities or areas of concern. But to a person, I think we were and are all motivated by that same desire to be responsible stewards and to work toward achieving a "good society," even though our individual ideas about how to achieve that – and even at times our views of what a "good society" looks like – may have differed.

Being on the Finance Committee has given me insight into how challenging it is to keep the complex ecosystem that is town government running and serving the people who live and work in, and who visit, our town. Competent professional management is obviously critical. Equally critical is the continued involvement and dedication of the large group of unpaid volunteers; some elected, like the Select Board, School Committee and Town Moderator, and some appointed, like the members of our many committees and boards.

One of the most surprising things I've encountered is the extent to which the work, and particularly the duties and authority, of the Finance Committee is misunderstood. Our role is described elsewhere in this report, but in essence our charge boils down to one key thing: the Finance Committee is the "eyes and ears" of Town Meeting, and by extension of all the citizens of Concord, on financial matters. It is an advisory committee only. As the town has grown, the complexity of Concord's finances has grown as well. The Finance Committee is a group of citizens who have volunteered to focus on the details of those complicated finances and report back to our fellow citizens, to guide their decisions at Town Meeting.

In this report, we share what we have learned this year. The report looks backward to the events of the past year, but it also looks forward to the opportunities and challenges of the years ahead.

There is good news here. The Finance Committee approved guidelines for the operating budgets of the Town and the Schools that were significantly below the amounts requested, and all budgeting entities met the challenge and found cost savings and efficiencies. For the first time in years, there is no Warrant Article seeking approval for exempt debt for major capital projects. Due to a variety of factors, including the receipt of more revenue than expected from Local Receipts in FY24 and FY25, our Free Cash position has strengthened. That gives us the opportunity to plan for some of the challenges we will be facing in the future, including the significant capital investment that the Town will have to make to replace aging infrastructure. Although those capital costs will be substantial, they should result in savings and efficiencies that will have a positive impact on our finances. There are entirely new senior staff in the Finance Department, which is already providing a substantial benefit to the Town.

There was also bad news. The FY24 Audit of the Town was substantially delayed. When ultimately delivered to the Financial Audit Advisory Committee (FAAC), this report was accompanied by a management letter that identified four material weaknesses, deficiencies in internal controls, in certain Town financial functions. This is unprecedented for Concord. Due to the timing, the FAAC anticipates seeing some of these weaknesses referenced in the Town's FY25 audit, which will be completed later this spring. These internal control procedures have been addressed and the FAAC is overseeing the audit process. However, care must be taken so the identified weaknesses and the delay in the completion of future audits do not recur, to avoid possible reductions in our bond rating.

Some of the events that benefited us this year (like a shift in enrollment at the high school towards Carlisle, which reduced our assessment for Concord Carlisle Regional School District) may not be recurring. We must continue to be vigilant about cost increases, continue to look for efficiencies in all aspects of the Town and Schools, and continue to be cautious about incurring additional debt. And we need to temper that caution with an awareness that the Town will need resources to adequately plan for and manage some of the significant opportunities that we know will be coming soon.

Throughout the year, the Finance Committee has benefitted from the cooperation of the Select Board, the School Committee, and Town and School Administration. This report has been a group effort. Thank you to the Finance Committee members who volunteered their time, especially Clerk Karlen Reed, Vice Chair Lyndsey Lis, Guidelines Chair Don Kupka, and members Peggy Briggs, Eric Dahlberg and Paul Rodriguez. Thank you also to the town officials who provided invaluable assistance, including Town Manager Kerry Lafleur, CFO Jennifer Barrett and Assistant CFO Ryan Ferrara.

Lois Wasoff

Chair, Concord Finance Committee

## **1.0 Executive Summary**

### **Trends and Anticipated Challenges**

The Committee has identified trends of note that may have an impact on the financial well-being of the Town:

- Concord spending continues to grow as new needs and wants are identified. FY27 reflects a 1.93% increase in overall Town spending over FY26.
- Concord's FY27 budget remains well below the Proposition 2½ levy limit (\$5.63 million in unused levy capacity). Maintaining this favorable position will require continued budget restraint, revenue growth, or both to preserve the excess capacity which is highly valued by bond rating agencies.
- Our aging municipal, public safety, and public works buildings need to be upgraded or replaced. We need to start saving now for these large multi-year capital improvement projects. The Land Use Working Group (LUWG) has been exploring ways to identify Town parcels that could be sold, repurposed, redeveloped, and consolidated in collaboration with the MCI Advisory Board. In its February 2026 Phase I report, the LUWG recommended that Concord Public Works be relocated to the MCI site, that the fire station in West Concord be rebuilt as a new public safety headquarters, the police and fire building on Walden Street be either renovated or rebuilt, and that the multiple municipal offices in Concord be consolidated into a single building. Carrying out these large, complex and

interconnected projects in a systematic and cost-efficient way will require thoughtful planning. The timing of when to sell, redevelop, and consolidate remains undetermined; however, the need to direct funds now into the planning effort and our Capital and General Stabilization Reserve Funds is certain.

- School population changes, including enrollment shifts in the high school, will gradually impact Concord spending. In FY27 the regional high school saw a shift in the financial assessment between Concord and Carlisle due to enrollment growth in Carlisle. Each year that assessment is recalculated. Any increased growth in Concord enrollment relative to Carlisle enrollment will mean an increase in Concord's share of the budget.
- Concord has a unique opportunity to grow, which brings its own challenges. Concord's population is 15,013 as of January 2025 and Concord's public schools have an overall population of 2,669 as of October 1, 2025. These numbers have been declining steadily over the past several years, but that trend will likely reverse given several new building projects in the pipeline:
  - Two new multi-family residential rental housing projects, NOVO Riverside Commons on Baker Avenue and Thoreau Residences at Forest Ridge, are being constructed under M.G.L. Chapter 40B guidelines. The NOVO project plans will construct 201 units, with 51 being affordable units and the Thoreau project plans will construct 237 units, with 59 being affordable units (80% Area Median Income). Concord is currently above the 10% SHI (subsidized housing index) threshold and will likely remain so for several years. Building permits for these projects are expected to be pulled in June 2026, so the impact will be felt in the near future.
  - The vacated MCI Concord site is owned by the Commonwealth through the Massachusetts Division of Capital Asset Management and Maintenance (DCAMM). The Town is leading a master planning process, in coordination with DCAMM, to evaluate site circulation, access, and potential uses, and to inform future zoning for the property. Housing has been identified as a priority for the site; however, the number of units has not yet been determined. Development of the MCI-Concord parcel and the associated Route 2 Rotary re-design is estimated to take 10-20 years. Of more immediate interest is the Town's ability to expand Concord's wastewater treatment capacity by taking ownership of, investing in and improving the existing treatment plant on the MCI-Concord parcel.
  - A 12.8-acre parcel adjoining the MCI-Concord property, once called the "Junction Village" property, is owned by the Concord Housing Development Corporation (CHDC) and can be used only as open space or affordable housing. The CHDC is considering how to define "affordable" (i.e., at 80% or 150% AMI, which determines how many and what types of housing units can be constructed), and how to develop the parcel in conjunction with the MCI-Concord parcel.
  - The Town is continuing to explore its acquisition and soil remediation of the 46-acre parcel at 2229 Main Street (NMI/Starmet). This could unlock about 24 acres of developable land off Route 62 (Main Street) in West Concord.
  - All of these opportunities will change the tax base and the demand for public services, including Town fire, ambulance, police, public works, schools, water, and sewer services.

## Financial Summary

- Proposed Overall Town Budget
  - \$147,838,786, a 1.93% increase over FY26
- Are Town, CPS, and CCRSD budgets within Finance Committee Guidelines?
  - Yes
- Proposed Tier I capital spending for Town and CPS
  - \$2,670,850 – Cash
  - \$59,000 Assessor’s Revaluation cost reduced (from \$125,000) – Overlay Surplus
- Proposed Tier II capital spending for Town - \$2,400,000 (Town only)
  - \$850,000 Sleepy Hollow Cemetery Grave Expansion – Overlay Surplus
  - \$800,000 Replacement of Two Swap Loaders W/Plows – Free Cash
  - \$750,000 Building Repairs and Renovations – Free Cash
  - Note: FY27 Tier II capital will be paid either through Free Cash or Overlay Surplus, so there will be no additional borrowing for Tier II capital for FY27
- Tier III capital spending for Town, CPS, and CCRSD
  - \$0
- Free Cash certified on Feb. 26, 2026, and available until June 30, 2026
  - \$17,040,810; 11.5% of overall FY27 budget
- Free Cash level if all 7 Warrant Articles seeking Free Cash (7, 9, 11,12, 13, 20, 21) are approved
  - \$11,082,096; 8.2% of the overall Proposed Fiscal Year 2027 Budget
- Estimated tax rate impact of overall budget if all Articles are approved
  - \$0.24 per \$1,000 valuation (1.96% increase)
  - \$341.97 for FY26 median single family residential home assessed at \$1,429,750

The Town’s and Schools’ anticipated capital needs and growth assumptions reflect a strong need to set aside financial reserves now in the form of General and Capital Stabilization Funds, and to use funds from the Middle School Stabilization Fund to offset debt. The Financial Policy Working Group, in cooperation with Finance and Administration, is proposing four Warrant Articles, Articles 18-21, to support these goals. These Articles are in line with the new Finance Reserve Policies that were adopted by the Select Board on December 22, 2025. Future Town and School capital spending should consider Concord’s debt and debt service loads.

The Finance Committee Report is also available on-line at: <https://concordma.gov/1107/Finance-Committee-Reports>

Glossary of Terms Commonly Used in Municipal Finance:

<https://concordma.gov/DocumentCenter/View/47284/Glossary-of-Terms-Commonly-Used-in-Municipal-Finance>

## **2.0 Finance Committee Roles and Responsibilities**

Concord’s Finance Committee was established by Town bylaw in 1921 and has the following responsibilities:

- Establish fiscal guidelines for the three major budgeting entities in the Town (the Town Manager, the Concord Public School Committee, and the Concord-Carlisle Regional School Committee) in preparing their budgets. The Town’s Enterprise Fund budgets (i.e., the Municipal Light Plant, other utilities, and the Beede Center) are not part of the guidelines process but are detailed in the [Budget Book](#) online. Joint Accounts (including

Town and School employee benefits, debt service, property insurance, and retirement funding) and the Overlay Account are not subject to the Finance Committee guidelines.

- Conduct public hearings on the budgets and other financial matters expected to come before Annual and Special Town Meetings.
- Prepare this Annual Report for distribution to all residents before the Annual Town Meeting, including recommendations on finance-related warrant articles, five-year tax projections, and a summary of the Town’s financial status.
- Approve or disapprove transfers of money from the Finance Committee Reserve Fund.

The role of the Finance Committee is limited to making recommendations. The Finance Committee regularly makes recommendations to Town Meeting, the Town Manager, the Select Board, the school committees, the Superintendent of Schools, other boards and committees, and the citizens of the Town. Responsibility for making decisions is reserved to the citizens through Town Meeting and Town elections, and to staff members, boards, and committees to whom specific responsibilities have been delegated by Town by-law and/or State law.

By tradition, Finance Committee members serve no more than two terms of three years. By this arrangement, there is always a mix of new and experienced members and a mix of new points of view and institutional memory. Members are appointed by the Town Moderator. The FY2026 members of the Finance Committee are:

Suresh Bhatia	John Garofalo	Karlen Reed
Peggy Briggs	Pat Geyer	Paul Rodriguez
Brian Conway	Gerard Jansen	Quazi Sadruzzaman
Kathy Cuocolo	Don Kupka	Sri Tupil
Eric Dahlberg	Lyndsey Lis	Lois Wasoff
	Niranjana Nagarajan	

The Finance Committee recognizes our out-going Town Moderator, Carmin Reiss, who has served Concord well for the past 10 years as Town Moderator. We also recognize and appreciate four Finance Committee members, Lois Wasoff, Karlen Reed, Kathy Cuocolo, and Quazi Sadruzzaman, whose terms of service conclude when FY26 Annual Town Meeting adjourns. Thank you all; Concord is a better place because of your service. The Finance Committee additionally welcomes the Town Moderator-Elect, Karlen Reed, and new Finance Committee members whose terms will start at the conclusion of 2026 Annual Town Meeting.

### **3.0 Fiscal Year 2027 Budget**

#### **3.1 Concord’s Approach to Budgeting, Metrics**

Concord has traditionally taken a conservative approach to budgeting. The operating budgets are intended to maintain level services whenever possible. The Finance Committee seeks to maintain operating cost increases for controllable costs within certain criteria to meet a goal of financial sustainability over the long term via the budget guideline process.

It is important for the Town to balance the competing priorities of efficient management with the need to maintain flexibility to sufficiently address future infrastructure needs, unanticipated expenses, variations in revenue, and other contingencies. Concord tries to accomplish those goals by doing the following:

- Setting modest expectations for revenue growth. In recent years, the Town has used \$1 million as a reflection of its estimate of property tax growth from new construction and renovations.
- Striving to keep tax increases at a minimum to avoid overtaxing residents and from depleting excess levy limit capacity so that general overrides are not required.
- Maintaining the uncommitted General Fund Balance (“Free Cash”) at or above 4% of the ensuing year’s General Fund Budget and the total of Free Cash and the General Stabilization Fund at or under 10% of the ensuing year’s General Fund Budget. The Town’s Free Cash position and debt policies are key factors in maintaining the Town’s high credit rating of Aaa (Moody’s).
- Supporting capital needs
  - Roughly 1/3<sup>rd</sup> of routine capital financing is derived from current resources and 2/3<sup>rd</sup>s is derived from debt financing through the issuance of long-term bonds,
  - Other than buildings, which are financed with long-term debt, principal repayment is structured so that most (60%) bonded debt is retired within five years, and 90% is retired within 10 years; and

The Town maintains a capital planning policy to guide its investment in equipment and infrastructure. Capital projects are divided into three categories: Tier I (\$0 - \$250,000, funded by cash), Tier II (\$250,001 - \$2,500,000, funded by debt, within the levy), and Tier III (greater than \$2,500,000, funded by excluded debt).

**Metrics:** Each year, the Finance Committee reviews three metrics as tools for our guidelines process. Those metrics are used to estimate the impact of inflation and the ability of Concord residents to afford tax increases. The metrics are: 1) projected real personal income growth per capita, 2) projected nominal personal income growth per capita, and 3) projected inflation relevant to Concord’s school and Town expenses for level services. The data are derived from U.S. Congressional Budget Office projections. This year, those metrics are 1.66%, 3.69%, and 3.06%, respectively. The metrics then inform the budget guidelines set by the Finance Committee.

### 3.2 FY27 Budget Guidelines

Each year, the Finance Committee publishes a budget guideline for each of our Town’s three primary budgeting entities: Town Government, the Concord Public Schools, and Concord’s portion of the Concord Carlisle Regional High School. The guideline covers approximately 75% of total town expenses (for FY27, that is \$110,458,217 out of \$147,838,786 total). Spending for items such as debt service, Tiers II and III capital, Town and CPS employee benefits and retirement, and liability insurance are not included in the guideline process.

The guideline specifies the amount of the increase over the prior year’s “spending subject to guidelines” available to each unit for the next fiscal year. The process of preparing the guideline begins by considering several factors to gauge the regional financial environment, which include general inflation, tax collection rates for the Town, local receipts projections, and estimates of state aid for the upcoming fiscal year.

This year, we included Out of District (OOD) tuition payments for CPS and CCRSD in spending subject to guidelines.

Each year, the Committee’s goal is to establish guidelines that allow the town to:

- Keep a level of excess levy limit capacity sufficient to avoid general overrides.
- Maintain adequate Free Cash and General Stabilization balances.
- Continue investing in ongoing capital needs.
- Avoid burdening taxpayers beyond normal expectations of income growth.
- Maintain the town’s character, including economic diversity of residents.

At our December 11th meeting, the Concord Finance Committee approved setting a final overall target of a 1.79% increase in spending subject to guidelines for fiscal year 2027 (FY27), over the FY26 spending approved at Annual Town Meeting in June 2025.

Budget Unit	FY27 final guideline for spending subject to guideline, \$	FY27 final guideline, % change versus FY26 approved
Concord Public Schools	\$48,941,915	2.75%
Concord-Carlisle Regional School District (Concord share)	\$26,995,441	-0.79%
Town	\$34,520,861	2.50%
<b>Total</b>	<b>\$110,458,217</b>	<b>1.79%</b>

Source: FY27 Town Budget Book; March 5, 2026, Finance Committee public hearing.

Note: CCRSD School Committee voted to decrease their FY27 budget to \$26,810,821 due to reduced health insurance costs and other reductions to be presented at Town Meeting.

These final guidelines were the result of extensive discussions and were approved by a unanimous vote of the Finance Committee. To meet these guidelines, CPS had to identify \$90,501 in reductions, and the Town had to identify \$151,555 in reductions from the draft budgets presented to the Finance Committee in December 2025.

Our deliberations were informed by the materials provided to us by the Town Finance Department and the Schools, and we want to express our appreciation for their consistent cooperation and responsiveness to our requests for information. We were also very aware of our metrics regarding the expected rate of inflation (roughly 3%) and the concerns expressed by many citizens about increases in property taxes over the last several years. We think it is important to note that the -0.79% guideline for CCRSD was consistent with the request made by the School Committee and reflects the impact on Concord’s allocated share of the budget of an enrollment shift that increased Carlisle’s allocation. This in turn lowered the overall guideline number for FY27.

### 3.3 FY27 Budget Highlights

#### Revenues

FY27 Revenue Projections are based on expected Property taxes and excise taxes, licenses and permits, user charges, fines/forfeitures/special assessments, other department revenue, State revenue, miscellaneous, and other financial sources. Here is a summary chart for FY25-27. A detailed description of each revenue element follows.

	<b>FY25 Approved</b>	<b>FY26 Approved</b>	<b>FY27 Budgeted</b>
Property Taxes	\$116,241,894	\$121,712,158	\$124,098,767
Local Receipts including Motor Vehicle Excise, Fees & Investments	\$11,023,545	\$11,159,314	\$11,453,764
State Revenue	\$6,109,021	\$6,484,192	\$6,689,468
Other Financing Sources	\$4,841,784	\$5,687,110	\$5,596,787
<b>Total Revenues</b>	<b>\$138,216,244</b>	<b>\$145,042,774</b>	<b>\$147,838,786</b>

Source: FY27 Town Budget Book. Note: State revenue figures are preliminary at this time.

**Property Taxes** – Property Taxes and motor vehicle excise taxes are deposited in the Town’s General Fund. The residential property tax rate in FY26 the rate per \$1,000 valuation was \$13.05, including the Residential Tax Exemption, and the commercial/industrial property tax rate in FY26 was \$12.20. The tax classification factor is set each year by the Select Board during a tax classification hearing held in November. Motor vehicle tax rates are set by the State at \$25 per \$1,000 valuation and are collected by the Town.

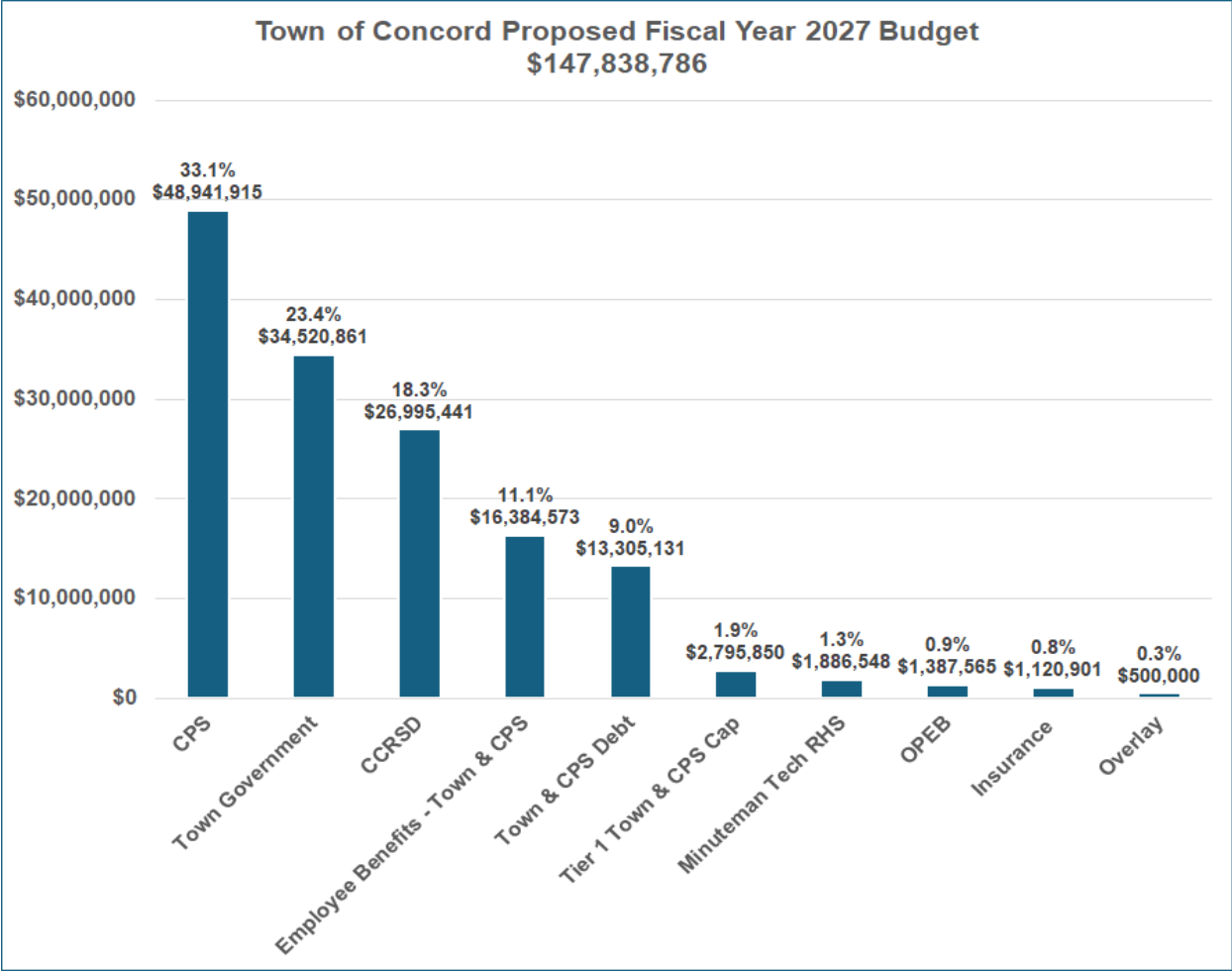
The estimated tax rate increase for FY27 is \$0.24 per \$1,000 valuation, or \$341.97 for the FY26 median single family residential home assessed at \$1,429,750.

**Enterprise/Revolving Fund Transfers** – The “Other Financing Sources” revenue category includes transfers from the Town’s Enterprise Funds, Receipts Reserved Funds and Statutory Revolving Funds, which rely on Town Services and so are assessed an amount each year that reflects the Town’s provision of those services. For FY27 these transfers are as follows: Cemetery Fund \$210,438, Sewer System/Improvement Fund \$188,294, Water System Fund \$564,881, Light Fund \$879,883 (includes the Light Fund PILOT payment of \$451,500), Solid Waste Disposal Fund of \$179,305, Beede Swim and Fitness Center Fund \$164,725, Telecom Broadband Fund \$47,644, PEG Access/Minuteman Media Fund \$31,963, and Stormwater Fund \$64,707, for a total of \$2,100,032.

**Expenses**

For Fiscal Year 2027, the proposed overall total Town Budget is \$147,838,786 with expected revenues of \$147,838,786, a 1.93% increase over FY26. Of this, the Town budget (\$34,520,861) plus non-guideline (joint accounts, Town and CPS) spending (\$30,810,606) is \$65,331,467. The non-guideline spending consists of group insurance, liability insurance, unemployment, worker’s compensation, Medicare, retirement assessment for the General Fund and the Pension Reserve, debt service within the levy limit, and debt service excluded from the levy limit.

Concord’s assessment from the Concord Carlisle Regional School District (CCRS) plus Concord’s portion of the FY27 Minuteman Vocational Technical High School budget, (Minuteman is not subject to Finance Committee Guidelines), is \$28,881,989; The Concord Public School (CPS) budget is \$48,941,915; Tier I capital spending for the Town and CPS is \$2,795,850; OPEB (other post-employment benefits like Town retirees’ health care) contribution is \$1,387,565; and the Assessor’s Overlay Account is estimated at \$500,000. The Town, CPS, and CCRSD met the Finance Committee’s FY27 Guidelines of 2.5%, 2.75%, and -0.79%, respectively.



Below is the yearly comparison for the five-year period FY23-27 in millions of dollars:

	FY23	FY24	FY25	FY26	FY27
Town Government	\$29.7	\$31.7	\$32.7	\$33.7	\$34.5
Employee Benefits	13.3	14.2	15.0	15.5	16.4
Debt Service	7.2	8.4	11.0	13.5	13.3
Insurance	0.6	0.7	0.9	1.0	1.1
OPEB Trust	1.4	1.4	1.4	1.5	1.4
Capital Outlay	1.2	1.7	2.2	2.8	2.8
Minuteman Tech	1.5	1.6	1.7	1.8	1.9
Concord Public Schools	43.0	45.0	46.5	47.6	48.9
Concord-Carlisle Regional	25.0	25.4	26.1	27.2	27.0
<b>Total</b>	<b>\$123.0</b>	<b>\$130.2</b>	<b>\$137.6</b>	<b>\$144.5</b>	<b>\$147.3</b>

Source: FY23-26 Finance Committee Reports, Proposed Annual Budget Appropriations. Table excludes Overlay Contributions.

### 3.4 Proposed FY27 Budget Appropriation for the Year Beginning July 1, 2026

Revenues	FY27: Warrant Reference	Budgeted FY26	Proposed FY27	Percent Change	Percent of Total
Property Taxes	N/A	\$ 121,712,158	\$ 124,098,767	1.96%	83.94%
Total State Aid	N/A	6,484,192	6,689,468	3.17%	4.52%
Total Local Receipts, and Other Sources	N/A	16,846,424	17,050,551	1.21%	11.53%
		\$ 145,042,774	\$ 147,838,786		
<b>Expenses</b>					
<b>Town Government</b>					
General Government	Art. 10, Item 1	\$ 3,641,559	\$ 3,552,405	-2.45%	2.40%
Legal Services	Art. 10, Item 2	400,000	450,000	12.50%	0.30%
Finance	Art. 10, Item 3	2,710,398	2,764,786	2.01%	1.87%
Community Development	Art. 10, Item 4	2,297,065	2,339,321	1.84%	1.58%
Human Services, including Library	Art. 10, Item 5	3,848,785	3,840,691	-0.21%	2.60%
Public Safety (Police, Fire, Dispatch)	Art. 10, Item 6	12,650,246	13,258,165	4.81%	8.97%
Public Works	Art. 10, Item 7	7,168,703	7,478,688	4.32%	5.06%
Employee Wellness	Art. 10, Item 8	25,000	25,000	0.00%	0.02%
Reserve Fund	Art. 10, Item 9	200,000	205,000	2.50%	0.14%
Salary Reserve	Art. 10, Item 10	737,133	606,805	-17.68%	0.41%
<b>Subtotal</b>		<b>\$ 33,678,889</b>	<b>\$ 34,520,861</b>	<b>2.50%</b>	<b>23.35%</b>
<b>Employee Benefits (Town &amp; CPS only)</b>					
Group Insurance	Art. 10, Item 11A	\$ 9,405,564	\$ 10,097,630	7.36%	6.83%
Retirement (pension funding)	Art. 10, Item 12A&B	5,151,281	5,345,564	3.77%	3.62%
Medicare	Art. 10, Item 11E	905,172	941,379	4.00%	0.64%
<b>Total Employee Benefits</b>		<b>\$ 15,462,016</b>	<b>\$ 16,384,573</b>	<b>5.97%</b>	<b>11.08%</b>
<b>Town &amp; School (CPS) Debt Service</b>					
Debt repayment within levy limit	Art. 10, Item 13A	\$ 5,568,546	\$ 4,713,397	-15.36%	3.19%
Debt excluded from levy limit	Art. 10, Item 13B	7,966,183	8,591,735	7.85%	5.81%
<b>Total Tax-Supported</b>		<b>13,534,729</b>	<b>13,305,131</b>	<b>-1.70%</b>	<b>9.00%</b>
<b>Total Debt Service</b>		<b>\$ 13,534,729</b>	<b>\$ 13,305,131</b>		
<b>Property &amp; Liability Insurance</b>					
Property & Liability Insurance	Art. 10, Item 11B	\$ 617,087	\$ 701,151	13.62%	0.47%
<b>Unemployment/Workers Comp</b>	Art. 10, Items 11C&D	<b>337,339</b>	<b>419,750</b>	<b>24.43%</b>	<b>0.28%</b>
<b>Article 10, total:</b>		<b>\$ 63,630,061</b>	<b>\$ 65,331,467</b>	<b>2.67%</b>	<b>44.19%</b>
<b>OPEB Trust, General Fund</b>	Art. 22	<b>\$ 1,467,851</b>	<b>\$ 1,387,565</b>	<b>-5.47%</b>	<b>0.94%</b>
<b>Capital Outlay, Cash</b>	Art. 11	<b>\$ 2,520,150</b>	<b>\$ 2,294,420</b>	<b>-8.96%</b>	<b>1.55%</b>
<b>Minuteman Tech Regional HS</b>	Art. 17	<b>\$ 1,772,373</b>	<b>\$ 1,886,548</b>	<b>6.44%</b>	<b>1.28%</b>
<b>Concord Public Schools (CPS)</b>	Art. 13	<b>\$ 47,632,034</b>	<b>\$ 48,941,915</b>	<b>2.75%</b>	<b>33.10%</b>
CPS Capital Improvement Plan	Art. 14	291,570	501,430	71.98%	0.34%
		<b>\$ 47,923,604</b>	<b>\$ 49,443,345</b>	<b>3.17%</b>	<b>33.44%</b>
<b>Concord-Carlisle Regional HS</b> <i>(Concord's assessment share)</i>	Art. 15	<b>\$ 27,209,557</b>	<b>\$ 26,995,441</b>	<b>-0.79%</b>	<b>18.26%</b>
Other Articles		\$ 4,943	\$ 0		0.00%
<b>Town Meeting appropriations</b>		<b>\$ 144,528,538</b>	<b>\$ 147,338,786</b>		
<b>NOT Appropriated:</b>					
Snow & Ice expense account deficit		\$ 0	\$ 0		0.00%
Overlay for tax exemptions and abatements		514,236	500,000	-2.77%	0.34%
		<b>\$ 514,236</b>	<b>\$ 500,000</b>		
<b>TOTAL SPENDING PLAN</b>		<b>\$ 145,042,774</b>	<b>\$ 147,838,786</b>	<b>1.93%</b>	

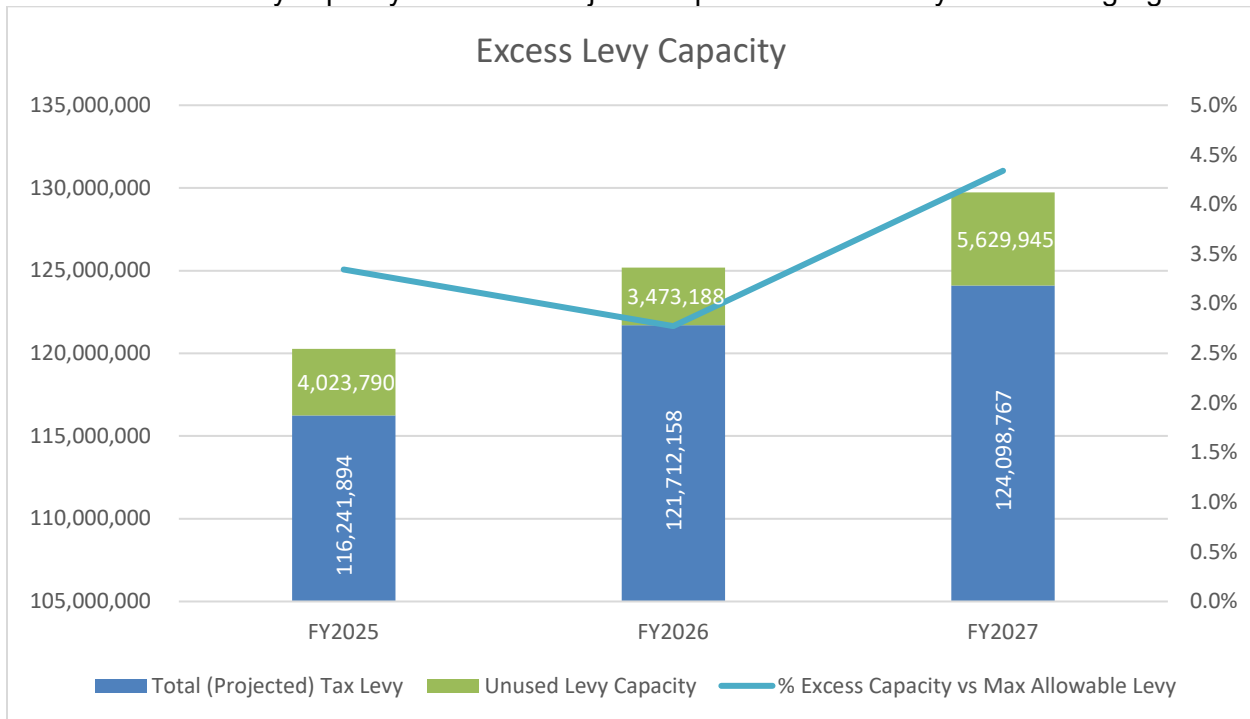
### 3.5 Impact of FY27 Budget on Proposition 2 ½ Levy Limit

State law (Proposition 2½) limits the annual and absolute increases in the property tax levy. The annual limit, called the Levy Limit, increases by 2½% plus the tax value of new construction in the past year. Inflation is not a factor in the Levy Limit calculation so in times of high inflation communities are challenged to restrict spending growth to levels below inflation. The Levy Limit can be raised by passing an override, the approval of which requires votes at both Town Meeting and at a town election. Overrides may be for operating budgets, or to pay the debt service of large capital projects (in that case, they are called “debt exclusions”).

For further information: Proposition 2½ – The Levy Explained: <https://www.mass.gov/doc/levy-limits-a-primer-on-proposition-2-12-0/download>

Concord’s projected property tax levy for FY27 is approximately \$124,098,767, or a 1.96% increase, under our estimated FY27 Proposition 2½ Maximum Allowable Levy Limit of \$129,728,712. The Prop 2½ levy limit is the maximum amount of property taxes that can be collected under state law before requiring that the citizens approve an override. If property tax revenues do not meet target spending levels, the gap to the Levy Limit will shrink, possibly causing a reduction of services or an override vote.

Based on the gap of \$5,629,945 (Excess Levy Capacity) between the Levy Limit and the Town Budget, the FY27 budget remains substantially below the allowable levy growth under Proposition 2½, thereby minimizing the potential need to pursue an override. A word of caution: Concord must continue to restrain its budget, increase its revenues, or both, in future years to continue the favorable excess levy capacity which is a major data point considered by Bond Rating Agencies.



Source: MA DOR DLS Gateway FY26 Tax Rate Recapitulation [Mass Dept. of Revenue - DLS Gateway](#) -

This chart shows the recent fluctuation in excess levy capacity in real dollars and as a percentage of maximum levy. Excess levy capacity is the difference between the actual levy and the levy limit. The projected FY27 Excess Levy capacity is 4.34%, as a percent of the maximum levy.

**Free Cash** – For FY27, the Town’s Free Cash amount was certified on February 26, 2026, at \$17,040,810. For 2026 Annual Town Meeting, the following FY2027 Warrant Articles seek funding from Free Cash:

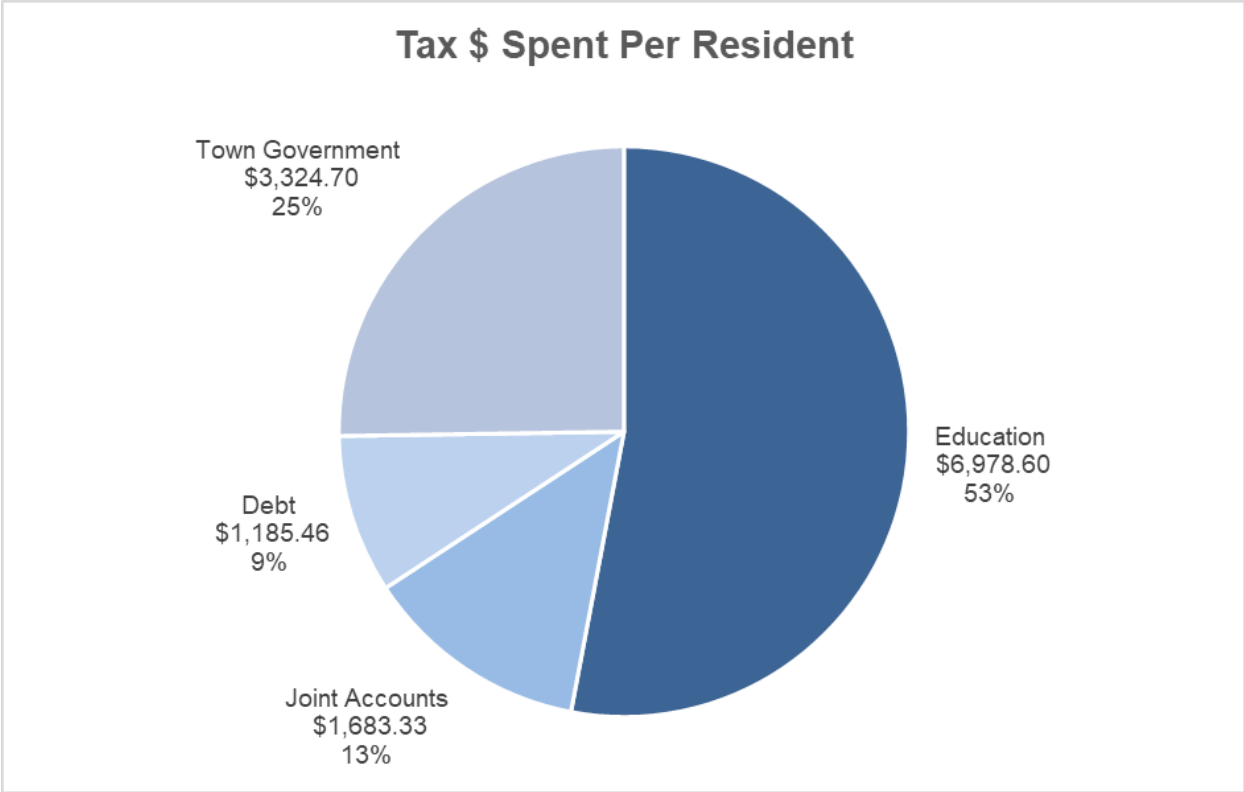
Article Number	Title	Amount Requested from Free Cash
7	Restore Balances Closed to Free Cash	\$ 948,791
9	Grant Fund Balance Deficit – 2020 – 2022 Expenses	\$ 676,243
11	Capital Improvement Plan	\$1,550,000
12	Municipal Facilities Planning	\$ 600,000
13	Concord Public Schools Operating Budget (McKinney-Vento Homeless Transportation Reimbursement)	\$ 183,680
20	Appropriation to Capital Stabilization Fund	\$1,250,000
21	Appropriation to General Stabilization Fund	\$ 750,000
	<b>TOTAL</b>	<b>\$5,958,714</b>

Note: If all the above Warrant Articles are passed, the FY27 Free Cash balance will be reduced to \$11,082,096, which is 8.2% of the total FY27 budget less excluded debt.

#### **4.0 Five-Year Projection of Real Estate Taxes**

Below is a five-year projection of property taxes for \$1 million in assessed value. These projections do not reflect any increase in the residential tax base, or cost of services, resulting from pending development projects, including the two 40B projects, NOVO Riverside Commons Avenue and the Residences at Thoreau.

	FY27	FY28	FY29	FY30	FY31
Tax bill estimate	\$13,308	\$13,641	\$14,042	\$14,467	\$14,894
Add 2.5% levy increase	\$333	\$341	\$351	\$362	\$372
Additional tax levy used not including approved excluded debt service charge	-	-	\$14	\$6	\$4
Total approved excluded debt service charge year-over-year	-	\$60	\$60	\$60	\$60
Next year’s tax bill	\$13,641	\$14,042	\$14,467	\$14,894	\$15,331
Percent Increase	1.96%	2.94%	3.03%	2.96%	2.93%



Note: Total FY27 projected spending per resident: \$13,172.09

**5.0 Future Growth, Capital Plan and Debt Load**

Important considerations for budgeting are our population growth potential, future capital needs, and the debt load (tax burden) that may be created when funding those capital expenditures. Tax base growth and new revenues will come from new construction projects such as the NOVO Riverside Commons Avenue, the Residences at Thoreau, 1449 Main Street, and others. New Growth is based on the increased valuations caused by new construction, renovations, or land use changes. Routinely, the Town estimates \$1M in annual new growth revenues. For FY27, the New Growth revenue estimate is \$1M.

The following chart reflects Concord’s population change from 2018 to 2025.

Year	Jan. 2018	Jan. 2019	Jan. 2020	Jan. 2021	Jan. 2022	Jan. 2023	Jan. 2024	Jan. 2025
Population	16,777	16,365	16,091	15,611	15,611	15,435	15,435	15,013

Source: Concord Town Census 2018 - 2025 - per Town of Concord Annual Reports.

Population change can impact school enrollments and school budgets. While recent school enrollments have dropped compared to prior years, new growth (and the new Middle School building) may reverse that trend.

<b>Student Population</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
Concord Public Schools (K-8)	1,914	1,868	1,818
Concord-Carlisle Regional High School	885	859	812
Minuteman Vocational Technical High School	38	38	39

Source: CPS: DESE website (FY25/26), FY27 budget presentation; CCRSD and Minuteman budget presentations; verifications from schools.

Concord's public school system investment reflects these average cost-per-pupil estimates:

	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>
Concord Public Schools (K-8)	\$24,303	\$25,499	\$26,921
Concord-Carlisle Regional High School	\$29,538	\$31,675	\$33,245
Minuteman Vocational Technical High School	\$45,600	\$46,641	\$48,373

### 5.1 Ten-Year Projection of Capital Requests

As part of the FY27 budget process, the Town and Schools prepared ten-year projections of their current Tier I and II capital requests.

	<b>FY27</b>	<b>FY28</b>	<b>FY29</b>	<b>FY30</b>	<b>FY31</b>	<b>FY32</b>	<b>FY33</b>	<b>FY34</b>	<b>FY35</b>	<b>FY36</b>
Town	\$4.7M	\$4.1M	\$4.6M	\$4.9M	\$6.5M	\$3.8M	\$4.1M	\$4.4M	\$3.9M	\$2.3M
CPS	\$501K	\$986K	\$863K	\$767K	\$1.29M	*	*	*	*	*
CCRSD	\$294K	\$926K	\$147K	\$57K	\$98K	**	**	**	**	**
Total	\$5.49M	\$6.01M	\$5.61M	\$5.72M	\$7.89M	N/A	N/A	N/A	N/A	N/A

Source: Finance Department; CPS and CCRSD Capital Plans presented to Finance Committee on December 11, 2025.

\*CPS estimates \$9.9M in Tier I and II capital spending for FY32-36.

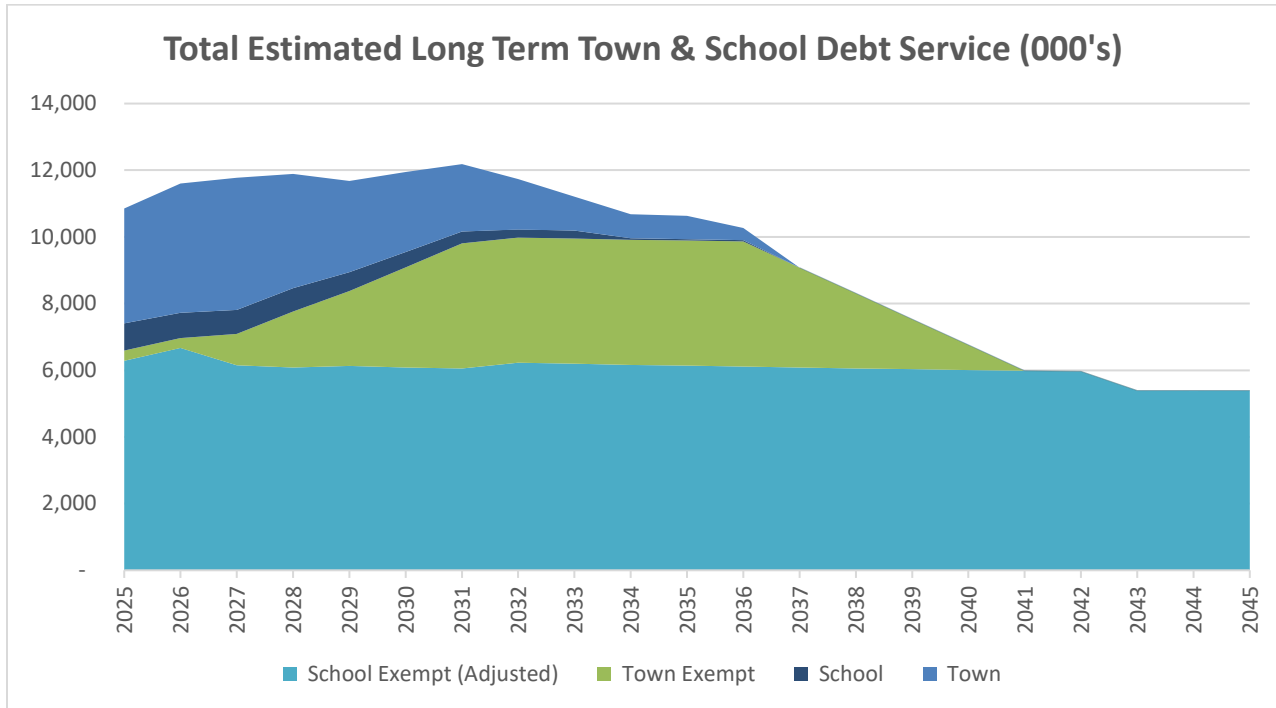
\*\*CCRSD has not estimated capital spending for FY32-36.

Per Town financial policy, total annual capital financing should be 7-8% of the total budget (less Regional School Assessments & Excluded Debt); of that amount, at least 2-3% should be funded by cash (Tier I) and no more than 5% should be funded by debt (Tier II).

For FY27, the proposed capital spending is \$5,917,739 (4% of the total FY27 budget, which was \$147,838,786). Of that amount, \$2,294,420 is Tier I capital (1.6%) and \$2,400,000 is Tier II capital (1.6%). The remainder (\$1,223,319) is funded through revolving funds, grant funding, and enterprise funds. There is no Tier III capital borrowing proposed for FY27.

## 5.2 Concord Taxpayer Debt Load and Projections

The total FY27 debt will be \$13,305,131, a 1.7% decrease from FY26. Of this amount, \$8.6 million is attributed as excluded debt (primarily from the Middle School borrowing), \$4.7 million is debt within the levy. Additional debt is funded by the Light Plant/Electric Fund, Water Fund, and Sewer Fund.



Graphic above includes current approved debt service only. Town exempt borrowing includes the \$27.5M Roads Program funding approved at 2025 Annual Town Meeting.

## 6.0 Reserve Policies – Financial Policy Working Group Report Summary

In response to concerns about the Town’s high level of debt, the Select Board established the Financial Policy Working Group. The Working Group was tasked with reviewing existing documentation on Town financial policies, reserve accounts, and stabilization funds, and identifying strategically important policies that may require revision or refinement.

The Working Group has developed and prepared recommendations for finance policy changes and provided a written report of its findings and recommendations. It is expected that the approved policy changes will also be incorporated as updates to the Finance Department’s Financial Policies document. The Working Group identified the need to create or enhance stabilization funds for 2026 Town Meeting. Two members of the Finance Committee, Lois Wasoff and Don Kupka, along with Chief Financial Officer Jennifer Barrett, Assistant Chief Financial Officer Ryan Ferrara, and Select Board member Wendy Rovelli, served as the Working Group.

Here are the Working Group’s recommendations on financial reserve policies:

<b>Fund Type</b>	<b>Minimum Funding Target*</b>	<b>When Available</b>	<b>How To Access</b>	<b>Examples of Appropriate Usage</b>	<b>Description</b>
<b>Annual Reserve Fund</b>	6/10 <sup>th</sup> of 1% of Town Op. Budget	July 1 <sup>st</sup> through June 30	Finance Committee Approval	Unforeseen operating budget expenditures	Amount set aside as part of the annual budget to provide for unforeseen or extraordinary costs
<b>Free Cash</b>	4%	From State certification through the end of the fiscal year	Majority vote at Town Meeting	Stabilization fund appropriation; capital projects: retirement & OPEB	Amount remaining from the prior fiscal year, as certified by the Commonwealth
<b>General Stabilization Fund</b>	4%	After creation by 2/3 vote at Town Meeting; additions to fund by majority vote	2/3 vote at Town Meeting	Emergency and unexpected events; non-recurring annual expenditures	Fund established by Town Meeting to accumulate funds for future appropriation; investment returns stay with and potentially increase the fund
<b>Overlay Surplus</b>	No target	When Declared by Board of Assessors	Majority vote at Town Meeting	May be appropriated for any legally permitted purpose, including stabilization funds	Excess amount of the Overlay Reserve certified by the Board of Assessors as available for appropriation
<b>Special Purpose Stabilization</b>	Target to be set for each fund	After creation by 2/3 vote at Town Meeting; additions to fund by majority vote	Majority vote at Town Meeting	Capital expenditures; funding debt service	Fund or Funds established by Town Meeting to accumulate funds for specified purposes; investment returns stay with and potentially increase the fund

\* As a percentage of the ensuing General Fund Budget

The full Report is available at: [Financial Policies | Concord, MA](#).

The Working Group has recommended establishing a Capital Stabilization Fund and transferring \$1.25 million from Free Cash to that fund, and adding \$750,000 funding from Free Cash to the General Stabilization Fund. See 2026 ATM Warrant Articles #20 and #21.

## **7.0 Fund Balances**

**Pension Reserve Fund Balance:** \$7,871,974 as of March 1, 2026

Note: This is not the Pension Fund. The Town maintains a separate pension reserve account.

The FY27 Town Budget expects to draw \$1,618,041 from this account as a funding component of its overall expenses. The final payment towards the Unfunded Actuarial Accrued Liability is projected to occur in Fiscal Year 2032.

**General Stabilization Fund Balance:** \$1,110,385 as of March 10, 2026

**Insurance Reserve Fund Balance:** \$2,339,616 as of March 10, 2026

**Salary Reserve Fund Balance:** \$187,915 as of March 20, 2026

Articles 7, 8, 10 and 21 add to and draw from these balances.

### **Assessor's Overlay Account Summary**

The Assessor's Overlay Account is used to cover pending abatements and exemptions in the property tax appeal process. The balance of the Assessor's Overlay Account as of June 30, 2025, was \$2,733,825. In FY26, the Town contributed another \$514,236, raising the balance to \$3,248,061. For FY27, the existing potential exposure for abatements and exemptions for 2024-2026 is estimated at \$1,001,965, leaving a net unobligated balance in the Overlay account of \$2,246,096. For FY27, the Town Budget allocates \$500,000 to this account, bringing the unobligated balance to \$2,746,096. Annual expenditures from the Overlay Account from FY21-26 were:

	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
Contributions raised via taxation	\$522,088	\$520,333	\$513,684	\$740,487	\$617,351
Abatements and exemptions granted	\$205,781	\$230,532	\$416,537	\$219,814	\$224,713

Note: On March 3, 2026, the Board of Assessors voted to release \$909,000 of the Overlay Account to Overlay Surplus. The Town intends to apply those funds to pay for a Tier II capital project involving the expansion of Sleepy Hollow Cemetery (\$850,000) and for the costs of the FY27-29 property revaluation contract (\$59,000). Source: Town of Concord Finance Department; March 5, 2026, Finance Committee public hearing.

### **OPEB (Other Post-Employment Benefits) Summary**

The balance of the Town's OPEB trust as of June 30, 2025, was \$44.2 million and its OPEB liability was \$59.1 million, reflecting a 74.9% funding level. The balance of CCRSD's OPEB account as of June 30, 2024, was \$10,382,872 and its OPEB liability was \$17,421,857, reflecting a 60% funding level. The Minuteman Vocational Technical High School OPEB trust as of January 31, 2026, was \$3,125,000 and its OPEB liability was \$17,112,000, reflecting an 18% funding level. Source: March 5, 2026, Finance Committee hearing presentations.

## Enterprise Funds Summary

The following chart shows the enterprise fund balances

Fund (as of March 3, 2026)	Fund Balance
Electric Fund	\$23,027,210
Stormwater Fund	\$ 63,407
Solid Waste Fund	\$ 502,250
Sewer System and Sewer Improvement Fund	\$ 3,445,126
Water System Fund	\$15,944,287
PEG Access / Minuteman Media Fund	\$ 2,035,364
Beede Fitness Center / Swim and Fitness Fund	\$ 5,933,359
Recreation Revolving Fund	\$ 1,406,133

Source: FY27 Town Budget Book; FY27 Enterprise Fund Budget Book

## 8.0 Finance Committee Recommendations on 2026 Warrant Articles

The Finance Committee conducted public hearings on March 5, 10, and 12, 2026, on Articles with a spending or borrowing component and subsequently voted to offer **Affirmative Action** recommendations as shown in the table presented below.

Note: "Estimated tax impact" is a projection of the increase on property taxes for \$1 million in assessed value.

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<b>Article 3.</b> Meeting Procedure	Does not change property taxes.	The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This article is sponsored by the Finance Committee to ensure that all Articles and amendments moved by Town Meeting comply with the requirements of the Mass. Gen. Laws c. 59, § 21C.
<b>Article 6.</b> FY26 Budget Line-Item Adjustments	Does not change property taxes.	This Article will not be moved at Town Meeting because there are no unpaid bills for FY26.
<b>Article 7.</b> Restore Fund Balances Erroneously Returned to Free Cash \$978,791	\$103 if included in the tax rate; \$0 as proposed with Free Cash	The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This Article is a vote to transfer from Free Cash of \$948,791 to reserves. This amount consists of \$519,696 to be transferred to insurance reserves due to Health Insurance expenses less than budgeted in FY24; and \$429,095 to the Salary Reserve Fund, the amount of the earned FY25 payments that were paid in FY26 payroll.

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<p><b>Article 8.</b> Retroactive salary Dispatch Union Collective Bargaining Agreement \$58,710</p>	<p>\$1 if included in the tax rate; \$0 as proposed with FY26 funds</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This Article is a vote to appropriate \$58,710 from the Salary Reserve to fund the FY25 obligations under the Collective Bargaining Agreement for the Teamsters Local #25 Public Safety Dispatchers. The Collective Bargaining negotiations were completed in December 2025 and have an average increase of 9.43% which includes Market Rate Adjustment, Internal Equity Step Placement and COLA. The contract period is July 1, 2024 – June 30, 2027. This appropriation is required for FY2025 retroactive salary.</p>
<p><b>Article 9.</b> Grant Fund Balance Deficit – 2020-2022 Expenses \$676,242.77</p>	<p>\$49 if included in the tax rate; \$0 as proposed with Free Cash</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this article by a unanimous vote. This Article is a vote for the Town to transfer \$676,242.77 from Free Cash to the Special Revenue account, FEMA Corona Virus Relief. This transfer is due to un-reimbursed expenses spent by the town from FY2020-FY2022 due to the Corona Virus Pandemic. Sources of funding for vaccines and first responders were both state and federal and all reimbursements have either been granted or denied. The unreimbursed funds are \$676,242.77. The two options to close these expenses are to raise via taxes next year or appropriate from free cash. The Finance Committee recommends an affirmative vote to use Free Cash.</p>
<p><b>Article 10.</b> FY27 Town Budget \$65,331,467</p>	<p>\$113</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The town budget Article for \$65,331,467 includes the Town guideline spending of \$34,520,861 (which met the Finance Committee’s FY27 guideline for spending of a 2.50% increase over FY26).</p>
<p><b>Article 11.</b> FY27 Capital Improvement and Debt Plan \$4,628,420</p>	<p>\$4 for Tier I; \$0 for Tier II, using Overlay Surplus and Free Cash</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. It includes \$2,228,420 in Tier I capital projects and \$2,400,000 in Tier II capital projects, all which align with departments’ needs and with the Town’s bigger picture capital plan. Of note, the Town will apply \$909,000 of the Overlay Surplus towards one Tier I and one Tier II capital projects. The Finance Committee recommended that \$1,550,000 of Free Cash be used to pay the remainder of the Tier II capital projects, rather than borrowing.</p>

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<p><b>Article 12.</b> Municipal Facilities Planning \$600,000</p>	<p>\$39 if included in the tax rate; \$0 as proposed with Free Cash</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a vote of 13 Yes, 1 No, 0 Abstentions. These funds are necessary to further the work begun by the Land Use Working Group for feasibility studies and other consulting needs regarding the repurposing, renovation, construction or other actions needed for our various municipal facilities. Actions are needed as soon as possible for multiple municipal facilities, including MCI – Concord. This Article will be paid from Free Cash. Finance Committee questions focused on whether competitive bidding would be used on the projects, whether the funding will be fully spent, the level of detail for the expenses, seeking a mid-year update on the projects, and timing of use of the funds.</p>
<p><b>Article 13.</b> Concord Public Schools Operating Budget \$48,941,915 and \$183,680</p>	<p>\$85</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Concord Public School's FY27 operating budget, \$48,941,915, represents an increase of 2.75% over FY26, which meets the Finance Committee's guideline of 2.75%. This is a fiscally conservative, level-services budget that meets the school district's needs as student enrollment declines while also delivering value for the taxpayers of Concord. This Article also requests a transfer of \$183,680 from Free Cash to cover the homeless transportation program costs for 2025-26 school year, which are expected to be reimbursed to the Town by the State in June 2026.</p>
<p><b>Article 14.</b> Concord Public Schools Capital Budget \$501,430</p>	<p>\$1</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The projects included in the Concord Public School's FY27 capital budget are reasonable requests to refresh and/or maintain capital assets while aligning with capital spending policy and delivering value for the taxpayers of Concord.</p>

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<p><b>Article 15.</b> Concord-Carlisle Regional School District Budget \$26,995,441</p>	<p>\$47</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Concord-Carlisle Regional School District's FY27 budget represents a decrease of -0.79% over FY26, which meets the Finance Committee's guideline of -0.79%. This budget decrease - which appears to be a first for Concord's share of the CCRSD budget - is driven by simultaneous enrollment changes: a significant decrease in the Concord student population and a significant increase in the Carlisle student population. This is a fiscally conservative, level-services budget that meets the school district's needs in the midst of this dramatic enrollment shift while also delivering value for the taxpayers of Concord.</p>
<p><b>Article 16.</b> Establish Special Education Reserve Fund</p>	<p>Does not impact property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Finance Committee views the establishment of a stabilization mechanism such as a reserve fund for expenses that can swing unpredictably from one year to the next as prudent fiscal policy. If managed effectively, this fund will enable Concord Public Schools to meet future special education needs while mitigating budget risks and exposure for the taxpayers of Concord.</p>
<p><b>Article 17.</b> Minuteman Regional Technical School District Budget \$1,886,548</p>	<p>\$3</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. As a member of the Minuteman Regional Technical High School District, Concord agrees to pay an assessed share of the regional district's operating budget. The amount of the assessment paid by each town participating in the regional district is determined by a formula established in the regional agreement and relies in part on a four-year average of enrollment for member communities. This Article reflects and authorizes the payment of Concord's FY27 assessment.</p>

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<p><b>Article 18.</b> FY27 Middle School Stabilization Fund Transfer \$1,500,000</p>	<p>(\$241) net decrease</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Middle School Stabilization Fund was created by Annual Town Meeting (ATM) in 2020 to provide a source of revenue to reduce the tax impact during peak years of debt service payments for the Ellen Garrison Building at Concord Middle School. At ATM in 2020, 2022 and 2023, a total of \$4,500,000 was transferred, by vote of Town Meeting, into the stabilization fund from Free Cash and from Overlay Surplus. With accrued interest, and after the transfer out of the fund of \$1,000,000 authorized by 2025 ATM to offset the debt impact in FY2026, the current balance of the Middle School Stabilization Fund is \$4,210,010.70. This Article applies \$1,500,000 toward the cost of debt service in FY2027. The funding source of this Article will be the Middle School Stabilization Fund.</p>
<p><b>Article 19.</b> Establish a Capital Stabilization Fund</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The establishment of stabilization funds was a key recommendation of the Financial Policy Working Group (FPWG), which developed a Financial Reserves Policy that was adopted by the Select Board on December 11, 2025. Massachusetts General Laws Chapter 40, Section 5B authorizes the creation of reserve accounts by towns to provide financial stability and flexibility, and as a means of setting aside funds for future needs such as long-term capital improvements. Concord is anticipating the need to make substantial capital expenditures to address aging Town infrastructure and to accomplish efficiencies as a way of managing costs. Establishing this Capital Stabilization Fund is the first step in accomplishing those goals and minimizing the impact of those future capital expenditures on property taxes.</p>

Article	Estimated Tax Impact per \$1M Value	Finance Committee Recommendation
<p><b>Article 20.</b> Appropriation to Capital Stabilization Fund \$1,250,000</p>	<p>\$168 if included in the tax rate; \$0 as proposed with Free Cash</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Financial Reserves Policy adopted by the Select Board sets a minimum target for the amounts to be maintained as Free Cash as 4% of the ensuing General Fund Budget. When the total amount of Free Cash and General Stabilization Funds (discussed below) exceeds 10%, the Policy recommends that excess be used to fund Special Purpose Stabilization Funds, such as Capital Stabilization Funds. Given the amount of Free Cash available for appropriation this year, that metric has been met, and the amount to be appropriated under this Article is consistent with the Financial Reserves Policy. The Town’s anticipated capital needs will become clearer as the planning process for upcoming capital projects progresses, and additional appropriations to the fund will be requested at future town meetings when the requirements of the Financial Reserves Policy are met. The funding source of this Article will be Free Cash.</p>
<p><b>Article 21.</b> Appropriation to General Stabilization Fund Appropriation \$750,000</p>	<p>\$60 if included in the tax rate; \$0 as proposed with Free Cash</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. Funds can be appropriated from General Stabilization Funds by future Town Meetings for any legally permissible purpose but are usually appropriated to address situations such as natural disasters, an unanticipated decrease in revenue, damage to a capital asset or an uninsured loss. General Stabilization Funds are available for appropriation at all times (unlike Free Cash), retain their investment earnings as part of the Fund, and are a key consideration in maintaining the Town’s favorable bond rating. The current balance in the Town General Stabilization Fund is below the minimum target of 4% of the ensuing General Fund Budget. Although this appropriation will not bring the balance to that level, it is the second installment in a multiyear plan to increase the balance to that target level. The funding source of this Article will be Free Cash.</p>

<p><b>Article 22.</b> OPEB Trust Fund Appropriation \$1,467,851</p>	<p>\$3</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. Other Post Employment Benefits (OPEB) include retiree benefits other than pension (e.g., health insurance). Best practice is for the transfer of funds from the General Fund and enterprise funds. This year the proposed transfers are as follows: the General Fund (\$1,387,565), the Water Fund (\$21,431), the Sewer Fund (\$9,139), the Swim &amp; Fitness Fund (\$10,410), and the Broadband Fund (\$39,306).</p>
<p><b>Article 23.</b> OPEB Trust Fund Expense \$275,000</p>	<p>\$8 if included in the tax rate; \$0 as proposed with available funds.</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Town appropriates the expenses of the OPEB Trust Fund and pays them directly rather than deducting those expenses from investment earnings.</p>
<p><b>Article 24.</b> Appropriation of PFAS Settlement Funds Received from Multi-District Litigation \$657,526.79</p>	<p>\$46 if included in the tax rate; \$0 as proposed with litigation funds</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This fund is from settlements resulting from multi-district litigation against manufacturers of per- and polyfluoroalkyl substances (PFAS), including 3M, DuPont, BASF &amp; Tyco. The fund will be used under the direction of the Town Manager to offset the costs associated with PFAS contamination in the Concord water supply, including water quality testing, treatment system design and installation, ongoing remediation efforts, and other capital expenses related to ensuring compliance with current and future drinking water standards.</p>
<p><b>Article 26.</b> Community Preservation Appropriation Recommendations \$4,675,053</p>	<p>Article impact is reflected as a separate surcharge on property tax bills</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article (on all projects) by a unanimous vote. This Article also seeks to rescind \$482,978 in prior appropriations from the Community Preservation Fund and to appropriate those funds to the Open Space Reserve Fund. All projects were reviewed and approved by the Town Community Preservation Committee (CPC) and are funded by monies collected as a 1.5% surcharge on property tax bills supplemented by partial state matching funds.</p>
<p><b>Article 29.</b> Betterments for Temporary Improvements to a Private Way – Darton and Dover Streets \$195,000</p>	<p>\$0.02 (reflects impact due to the one Town-owned parcel)</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. The Town will serve as a funding mechanism for making roadway repairs on Darton and Dover Streets to correct flooding impacts. The abutting property owners will be assessed \$15,000 each, paid in installments, to reimburse the Town for these roadway improvements because the roads are private ways. The Town owns one of the impacted parcels.</p>

<p><b>Article 39.</b>          Authorize Expenditure of Revolving Funds under Mass. Gen. Laws 44 § 53 E1/2</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This is a routine authorization of annual spending limits from Revolving Funds, expenditures made pursuant to the Town’s Revolving Fund By-Law with the approval of the Town Manager.</p>
<p><b>Article 40.</b>          Light Fund Expenditures and PILOT Payment</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This annual action authorizes the Light Plant to expend its income from operations for the expenses of the Light Plant and further provides for the transfer of \$453,500 (PILOT) from the Operating Fund of the Light Plant to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2027. The Light Board conducts an annual rate hearing to support these expenditures.</p>
<p><b>Article 41.</b>          Stormwater Enterprise Fund Expenditures          \$ 991,421</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a vote of 8 yes, 1 no, 0 abstention. This Article authorizes the Town Manager to use cash on hand in the Stormwater Enterprise Fund and FY27 revenues for the operation, maintenance, and improvement of the Town’s stormwater system. The fund was established during 2024 Annual Town Meeting, the Public Works Commission approved the stormwater rate schedule after a rate hearing, and the 2025 Annual Town Meeting approved an annual Stormwater Enterprise Budget. This is the first annual action authorizing the use of the fund to operate the Stormwater Enterprise Fund, which projects \$1.09 million in revenues and \$991,421 expenditures for FY27. The Public Works Commission conducted a rate hearing on these expenditures. The Finance Committee questions focused on the rates, terms, and conditions of the stormwater fees; the procedures used to set the rates and appeal procedures; and the scope of the Article.</p>
<p><b>Article 43.</b>          Solid Waste Disposal Fund Expenditures</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This article authorizes the Town Manager to allocate funds in the Solid Waste Disposal Fund (which are generated from user fees charged for the Town’s curbside recycling program) without the need for further appropriation. The Public Works Commission conducts an annual rate hearing on these expenditures. This is a routine, non-controversial annual action authorizing the use of the fund to operate the solid waste and recycling collection and disposal program.</p>

<p><b>Article 44.</b> Sewer System Expenditures</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by unanimous vote. This article authorizes the Town Manager to use cash on hand in the Sewer Fund and revenue generated within fiscal year 2027 for the operation, maintenance and improvement of the Town's sewer system. The entire cost of operations, maintenance, capital replacement and renewal are funded by user fees. Currently, about one third of Concord's residences and many businesses and institutions are connected to the Town's municipal sewer system. The Public Works Commission conducts an annual rate hearing on these expenditures. This has been a routine annual action.</p>
<p><b>Article 45.</b> Sewer Improvement Fund Expenditures</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by unanimous vote. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of improvement fees paid by certain properties for connecting to the sewer system. The Article authorizes expenditure from the Fund under the direction and control of the Town Manager for construction and expansion of sewer lines and treatment facility capacity. The Public Works Commission conducts an annual rate hearing on these expenditures.</p>
<p><b>Article 46.</b> Water System Expenditures</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by unanimous vote. This article represents a routine annual action related to the Water Fund which is an Enterprise Fund for which the entire cost of operations is borne by user fees. The annual action authorizes the Town Manager to use cash on hand in the Water Fund and fiscal year 2027 revenue for the operation and maintenance and improvement of the Town's water system. The Public Works Commission conducts an annual rate hearing on these expenditures.</p>
<p><b>Article 47.</b> PEG Access and Cable Related Funds \$592,499</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This Article represents a routine annual action related to the PEG Access Fund which is a Special Revenue Account for which the cost of public access via the Minuteman Media Network. This action authorizes the Town Manager to use the PEG fund for the operation and maintenance of the PEG Access facilities. The Town has completed its contract negotiations with Comcast for a new franchise agreement which will extend until July 31, 2035.</p>

<p><b>Article 48.</b> Beede Swim and Fitness Center Enterprise Fund Budget \$4,108,679</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This article represents an annual action related to the operating budget of the Beede Swim &amp; Fitness Center, which is an Enterprise Fund for which the entire cost of operations is borne by user fees. This action authorizes the Town Manager to use \$2,938,679 of the Beede Enterprise Fund revenues, and transfer \$1,170,000 from Certified Retained Earnings, for the operation of the Beede Swim &amp; Fitness Center.</p>
<p><b>Article 49.</b> Unpaid Bills</p>	<p>Does not change property taxes</p>	<p>This Article will not be moved at Town Meeting because there are no unpaid bills for FY26.</p>
<p><b>Article 50.</b> Rescind Debt Authorization</p>	<p>Does not change property taxes</p>	<p>The Finance Committee voted to recommend <b>Affirmative Action</b> on this Article by a unanimous vote. This fund will be used to rescind \$429,001 in excess borrowing authorizations that were previously approved at Annual Town Meetings. There are three (3) debt authorizations made in prior years that are no longer needed. Finance Committee questions focused on policies regarding what authorizations can be rescinded and when.</p>

### A Tribute to Mark Howell, Concord Select Board



Mark Howell has been an inclusive and principled leader for the Town. He actively encourages input, feedback, and collaboration — not just within the Select Board, but across the town's many departments and committees. He willingly shares his knowledge and experience, and consistently demonstrates genuine appreciation for the hard work of town staff, committee members, and volunteers at every level. He treats everyone with dignity and respect

He is, above all, an empathetic listener. Mark takes the time to understand the full range of perspectives a community as diverse and engaged as Concord brings forward. He meets people where they are, builds bridges between competing concerns, and works to find common ground without minimizing disagreement.

Mark made important contributions to the formation of the Warners Pond Task Force, ensuring that diverse community voices were meaningfully heard alongside consideration of both environmental and financial implications. His insistence that the process be genuinely inclusive, set a standard for how Concord should approach its more sensitive and significant decisions.

Mark has played an instrumental role in leading the Town's evaluation and planning for the future use of the MCI Concord site. It is precisely the kind of challenge where Mark's patience and strategic thinking has proven invaluable, bringing clarity and vision to a process with significant complexity and far-reaching implications. Serving as the town's primary point of contact with the Division of Capital Asset Management and Maintenance (DCAMM), he has kept the Select Board fully informed and engaged at every stage, conveying the town's priorities clearly and working to establish meaningful areas for collaboration with the state. Thanks to his sustained efforts, Concord is well on its way to developing a Master Plan and Zoning for the site — a foundation that will shape the community for decades to come.

Perhaps nowhere has Mark's leadership been more impactful — and more human — than in guiding Concord through a deeply painful period of antisemitic incidents and hate speech in the community. When residents were frightened and outraged, Mark was a steadying presence, and he did not minimize the harm. He opened the floor for real dialogue, engaging community leaders, eliciting concrete action, and ensuring that efforts toward awareness, education, and training were substantive. He also worked to broaden the DEI Commission's charge to encompass antisemitism and hate, building a foundation for sustained community action.

Mark leads by example. He demonstrates what it looks like to govern with humility, to listen before speaking, to collaborate across difference, and to hold firm to principle without dismissing those who disagree. He has made Concord a better-governed, more equitable, and more cohesive community.

## A Tribute to Carrie Rankin, Concord School Committee



# Carrie Rankin School Committee

Carrie Rankin’s service to the Concord community reflects a deep commitment to students and public education. During her year as Chair of the Concord School Committee, Carrie provided thoughtful leadership and steady guidance at an important time for the district. She consistently kept the focus where it belonged—on students, their learning, and their well-being—while fostering respectful dialogue and collaboration among committee members, staff, and the broader community.

In addition to her role as Chair, Carrie led the Policy Subcommittee, where her careful attention to detail and commitment to strong governance helped ensure that district policies remained clear, current, and aligned with the district’s values. She approached this work with diligence and professionalism, recognizing that strong policy provides the foundation for effective and equitable school operations.

Carrie was also instrumental in the development of the district’s *Story of the Schools*, helping to bring together data, experiences, and perspectives that illustrate the impact of Concord’s public schools. Her efforts helped create a meaningful narrative about the district’s work and the opportunities it provides for students. The community is grateful for Carrie’s leadership, her dedication to students, and her many contributions to the Concord and Concord Carlisle Public Schools.

## A Tribute to Carmin Reiss, Town Moderator



Carmin, for your service and contributions to the Concord community, we thank you!

Carmin Reiss has been an exceptionally well-prepared and effective Town Moderator. She led the Town Meetings in Concord for a decade and is known for her thoughtfulness, fairness, and ability to encourage a wide range of viewpoints. Carmin will hear you out at length and will gently remind you that, “You might want to consider ...”

Carmin was elected to the position of Town Moderator in 2016, after serving two terms on the Select Board. She guided Town Meeting through complex issues and procedures while maintaining a lively sense of humor; always polite and respectful to speakers; and attentive to moving the discussion forward. As Town Moderator, Carmin faced unusual circumstances which she met with creativity and grace. During the COVID pandemic she advocated for holding Town Meeting outdoors. She guided us in the use of hand-held clickers for electronic voting to increase the precision of vote counts and to save time. She oversaw an in-depth review of Town Meeting procedures through the Town Meeting Study Committee.

Throughout her terms as Moderator, Carmin has maintained her active, sincere commitment to Concord and its citizens. She has been available to petitioners, citizens, and elected officials and town staff to discuss articles and appropriate procedures throughout her tenure. She is a trusted advisor and knowledgeable participant in the important deliberations of Concord’s Town Meeting. Carmin deeply understands not just how our local government works and how Town Meeting works, but also the democratic purposes and principles behind Town Meeting.

Carmin has had a statewide impact as President of the Massachusetts Moderators Association and continues to bring her expertise to moderators and municipalities across the Commonwealth as its immediate past president. Additionally, she co-authored “The 21st Century Legal and Normative Structure of Massachusetts Town Meeting” and was an editor of “Town Meeting Time: A Handbook of Parliamentary Law, 4th Edition.”

While on the Select Board, Carmin served as Chair and representative to the Minuteman Regional Vocational Technical High School’s School Building Committee and to the Hanscom Area Towns Committee. She previously served on Concord’s Zoning Board of Appeals. In her professional life, Carmin is a principal of Resolutions LLC, a dispute resolution firm that focuses on mediating large, complex, multi-party controversies. As an attorney she worked in the areas of product and professional liability, environmental, construction, and mass torts. Carmin recently retired as an Adjunct Professor at Suffolk University Law School.

She and her husband raised five children in Concord. Engaged as parents in Concord Schools for many years, Carmin was a weekly volunteer in the Alcott School library and served on the Friends of Concord Playgrounds.

## A Tribute to the 2026 Concord Honored Citizen, Elmer (“Pete”) Funkhouser



Longtime Concord resident **Elmer (“Pete”) Funkhouser** has been selected by the Concord Public Ceremonies and Celebrations Committee (CPCCC) as Concord’s 2026 Honored Citizen. Pete is recognized for his decades of dedicated, behind-the-scenes service to the town, including his pivotal leadership in bringing the Beede Community Swim and Fitness Center to fruition, as well as his sustained contributions to numerous town boards and community organizations.

Pete grew up in Concord. Following a career in international business that took him far and wide, he returned in 1997 to the town he had loved as a young person and dedicated himself to serving the community. Pete has served as a member of Concord’s Finance Committee, a board member for the Orchard House, a member of the Advisory Board for Minuteman ARC, and, most recently, as a member of the Concord250 Trees Project Board.

One of Pete’s most significant roles was as a co-founder of Communities for Restorative Justice, also known as C4RJ. Responding to concerns that the criminal justice system emphasized punishment over rehabilitation, Pete joined a group to approach then Police Chief Len Wetherbee to discuss creation of a restorative justice program for young offenders. Pete’s leadership and commitment were instrumental in establishing C4RJ as a successful program. Now celebrating its 25<sup>th</sup> anniversary, C4RJ has become a model for other restorative justice programs across the state.

Pete’s best known service to his community is his leadership of the effort to realize the vision for a Concord community pool, which we know today as the Beede Center. Pete served as president of the non-profit organization formed to support the project, Concord-Carlisle Pools, overseeing a volunteer board and committees dedicated to fundraising, finance, and planning. He was tireless in what proved to be a successful effort, ultimately gifting a fully constructed fitness center and community pool to the Town.

Beyond his contributions, Pete is a well-loved member of the community, always willing to introduce himself and extend a hand in warmth and friendship.

## **Electronic Voting with Clickers at 2026 Annual Town Meeting**

### **Frequently Asked Questions about Electronic Voting**

**Why is Concord adopting electronic voting?** The Town Meeting Study Committee (“TMSC”), formed by vote of 2024 Concord Annual Town Meeting, recommended that Concord adopt the use of an electronic voting system (“clickers”) at town meetings to improve voter experience. TMSC’s recommendations were formed following a town-wide survey, input from the public at TMSC’s meetings and hearings, investigation of the experience of the (over 70) other Massachusetts towns using electronic voting, and discussion by TMSC members. The Select Board accepted TMSC’s recommendations and the Town Manager provided an electronic voting system for use at 2025 Annual Town Meeting. Although electronic voting was not universally embraced by voters, a sizeable majority were in favor and found use of the system to be a positive experience. Accordingly, electronic voting will be used for Town Meeting going forward.

**How will Town Meeting use electronic voting?** Consistent with the “rule of the meeting” adopted by 2025 Annual Town Meeting after robust discussion, the Moderator’s practice going forward will be generally to take votes on main motions and amendments under Warrant articles using clickers, unless the absence of discussion by the Meeting makes clear that voters are broadly in favor of a motion so that a faster vote by show of paper placards is appropriate. Votes on procedural motions (e.g., to take up no new business after a certain time or to “call the question”) will be taken by show of paper placards.

**What electronic voting system will Concord Town Meeting be using?** With input from the Moderator, Town Clerk, and Chief Technology Officer, Concord has selected the Meridia voting system through its procurement process. This system has been used with good results by over thirty other Massachusetts towns. Town IT Department staff will provide technical support during Town Meeting.

**How does the electronic voting system work?** At check-in, each voter will receive a pre-tested battery-powered handset (“clicker”) that resembles a TV remote controller. Each handset will have a unique number. When the Moderator announces that it is time to register a vote by clicker, voters will press one of **two** buttons on the clicker (YES or NO) to register a vote. The clicker display will allow the voter to confirm that their vote was transmitted. Each clicker vote will be transmitted by radio frequency to a receiver in the hall for tabulation. The receiver will accept votes only from the uniquely numbered clickers distributed at the meeting. When the Moderator announces that voting has closed, the results of the vote will be displayed on a screen in the hall.

**What if I accidentally press the wrong button when voting with my clicker?** If you accidentally press the wrong button, or change your mind about your vote, simply re-vote by pressing the correct button. Only the LAST vote transmitted on your clicker will be registered by the receiver and tabulated.

**What if my clicker malfunctions? And how will I know?** Every handset will be tested before each session of Town Meeting, so the probability of a handset failing is very low. In addition, we will have test votes at the start of the Meeting so that everyone may see that their clicker is

working. In the unlikely event that there is no display in the window of your clicker when you vote during the Voting Window, you may raise your paper voting placard and Town IT staff will come to assist you. We will either replace the batteries in your clicker or provide you with a substitute.

**May I leave my clicker with someone else to register my vote if I have to leave the hall?** **NO!** Only YOU may vote on the clicker given to you. You may not register a vote on anyone else's clicker.

**May I take my clicker with me if I need to leave the hall?** **NO!** Please deposit your clicker with one of the Clicker Clerks if you have to leave the hall. You may retrieve it upon your return.

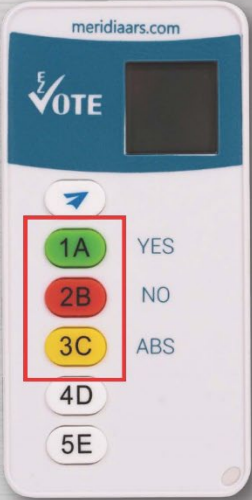
**What if the whole electronic voting system malfunctions?** All voters will be given both a clicker and a paper voting placard at check-in. If the electronic voting system malfunctions, voting by raised paper voting placards will be our back-up system.

**How are results displayed?** The breakdown of the YES and NO votes will not be shown until after the vote closes. After voting closes, the vote breakdown will be displayed as total numbers in each vote category. The Meridia system also permits voting results to be viewed by individual clicker number (a number known only to the individual voter in possession of that clicker), should there be any need to do so.

**Is the Meridia voting system secure?** In the 30+ Massachusetts towns using Meridia voting systems for town meeting, Meridia has had no reports of a vote compromised by the failure or breach of its equipment. Meridia has numerous built-in security features that help prevent various intrusion or interference efforts. Specifics on security measures can be viewed on Meridia website: <https://www.meridiaars.com/electronic-voting-security/>.

## HOW TO VOTE

- The Moderator will announce **Opening** and **Closing** of the Window for Voting (30 seconds)
- To **VOTE**, press the button on the keypad that corresponds to your desired vote:
  - 1A = YES**
  - 2B = NO**
  - 3C = ABSTAIN**
- Votes are submitted/sent automatically. No need to press "Send" (the blue paper plane).
- You can change your vote so long as the voting window is open. Only your last vote is counted.



The image shows a white handheld voting device with a screen at the top displaying 'meridiaars.com' and 'VOTE' with a checkmark icon. Below the screen is a keypad with five buttons: a blue paper plane icon, a green button labeled '1A', a red button labeled '2B', a yellow button labeled '3C', a white button labeled '4D', and a white button labeled '5E'. A red rectangular box highlights the '1A', '2B', and '3C' buttons. To the right of the device, the text 'MERIDIA INTERACTIVE SOLUTIONS' is visible in the top right corner.

