



THE TOWN OF  
**CONCORD**  
MASSACHUSETTS

# Town of Concord Cemetery Master Plan

By: Concord Town Cemetery Committee,  
Master Plan Sub-Committee

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# Introduction

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## Vision Statement

*The goal of this master plan is to:*

- 1) enable the Cemetery Committee to better understand the needs and aspirational objectives of the town's cemeteries;*
- 2) aid the Cemetery Committee in the prioritization of those needs and objectives; and*
- 3) efficiently and effectively deploy Town Cemetery and Town of Concord resources to fulfill the needs and objectives identified as imperative by the Committee.*

## History of the Town of Concord Cemeteries

*The Town of Concord maintains three public cemeteries in which visitors can trace the town's literary and political history which influenced both local and national movements since before the Revolutionary War.*

*The oldest cemetery in Concord is the Old Hill Burying Ground located in Monument Square next to the Holy Family Parish Church. It is the original burying ground for Concord residents with the earliest stone dated 1677. It sits on a high glacial esker and was the first site to thaw in spring, allowing for early burial of residents who died during cold New England winters. This site contains almost 500 burial markers including one belonging to John Jack, a former slave, as well as 40 others belonging to Revolutionary War veterans.*

*The second oldest Concord cemetery is the South Burying Place which is just a couple of blocks down Main Street from Old Hill. This burying ground was established to accommodate townspeople from the south side of the mill pond dam which was where Main Street is now. The milldam was too narrow for a wagon and coffin to cross to get to Old Hill. The nearly 300 markers here had to be replaced after they were destroyed in the 1938 Hurricane - one of the deadliest in history to hit New England.*

*Sleepy Hollow cemetery is Concord's largest, containing over 10,000 gravesites and located one block east of Monument Square. The first plot of land for it was purchased in 1823 and it was first known as New Hill Burying Ground. In 1855 the town bought an additional 25 acres of farm land and held a dedication ceremony consecrating the land as Sleepy Hollow Cemetery. Ralph Waldo Emerson was on the cemetery committee and served as orator at the ceremony. Since then, more land was purchased through careful planning and design. The most recent section is called the Knoll at Sleepy Hollow which opened in 1998 and includes an area especially for Jewish burials.*

*Some of the popular sites within Sleepy Hollow are the graves on Author's Ridge which include Henry Thoreau (1862), Nathaniel Hawthorne (1864), and Ralph Waldo Emerson (1882). Louisa May Alcott, and her father Bronson are also buried there. They died within days of each other and both were buried on the same day, March 4, 1888.*

*The Melvin Memorial is located inside the central entrance to Sleepy Hollow. It is a sculpture commissioned by John Melvin to honor his three brothers who died during the Civil War. The sculpture, called "Mourning Victory," was created by Daniel Chester French, an old friend of John's. French also designed the Lincoln Memorial in Washington, D.C. as well as the Minuteman Statue at the North Bridge in Concord. He is also buried in Sleepy Hollow, on the ridge behind the monument.*

## Important Information

*Each plan aspect will contain an overview to define the purpose of each section, followed by points relating to the aspect. Each aspect item is detailed in its "status" and stated "goal."*

*Any Town of Concord Cemetery master plan documents preceding this document will be considered*

obsolete. This version of the plan will be valid until a new version of the plan is published. The Cemetery Committee urges strongly that the plan be updated annually by a subcommittee designated for that purpose.

## **Prioritization**

Priority measures range from 1 to 3 with 1 being the highest. Funding costs may be estimated or known, and will be provided if available. If an activity is expected to be worked on in a fiscal year, and no costs are known at this time, none will be indicated.

# Section 1: Supply

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## Overview

*The supply aspect of the plan relates to inventory of plots, especially as it pertains to certain areas of additional saleable lots and their usage.*

### 1.1 60+ Years Availability

**Current Status:** *The Knoll at Sleepy Hollow is expected to have a minimum 60-year life dating from analysis done in 2018. This projection should be examined each year in light of the actual lot sales and burial data.*

**Goal:** *Future needs (beyond 60 years) will require careful analysis of unused town lands, which may presently exist as forest or leased farmlands. Other land sources could be adjoining property, permissible use of current wetlands or sites exterior to Sleepy Hollow, etc.*

### 1.2 Additional Space at Vesper Circle, Sleepy Hollow

**Current Status:** *There is some space available (a previous assessment estimates 36 available lots), which will be reassessed in 2019.*

**Goal:** *To provide premium lots for those desiring interment in Sleepy Hollow and maximized use of existing space.*

#### 1.3.1 Non-Traditional Graves – Scattering Gardens

**Current Status:** *There is interest in creating a scattering garden for cremains in a location to be determined. A plan for a space was drawn up.*

**Goal:** *To offer an additional service at Sleepy Hollow to allow families to place the ashes of a deceased family member in an appealing, peaceful designated location. The location would be created with a memorial plaque system.*

#### 1.3.2 Non-Traditional Graves – Niche Walls/Columbarium

**Current Status:** *This approach is in the concept stage.*

**Goal:** *It is proposed that small filing cremains vaults be placed within and/or behind a wall with a simplified plaque identification system.*

#### 1.3.3 Non-Traditional Graves – Mausoleums

**Current Status:** *There is interest in creating additional space for premium mausoleum lots. The proposed site of the additional mausoleums is on the hillside, in the vicinity of the existing Pope tomb.*

**Goal:** *Determine the feasibility of providing these lots in relation to drainage and erosion issues. Also determine the costs and responsibilities for building and maintaining the structures to be incurred by the purchasers of such lots.*

# Section 2: Operations

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## Overview

*The operations aspect of the plan relates to daily operations in regard to funding, collections, lot records, and promoting tourism.*

### 2.1 Funding Sources

**Current Status:** *The cemetery operations are currently funded by the town's General Fund (35%) and the Cemetery Revolving Fund (65%). The revenue for the Cemetery Fund comes from interment fees, interest on perpetual care and lot sales.*

**Goal:** *Cemetery operations should continue to receive support from the General Fund as well as the Cemetery Fund. Interest amounts from Perpetual Care should continue to increase as that fund grows and is re-invested. Interment fees and lot sales prices are reviewed annually by the Cemetery Committee. Dedicated fund-raising efforts should be included in the future to ensure adequate funding of capital projects beyond the ability of the General Fund and Cemetery Fund to support. Available grant money should be pursued to help fund future cemetery improvements.*

#### 2.1.1 Increase in service charges

**Current Status:** *Half of planned increase was approved in August 2017; the second planned increase was approved in 2018.*

**Goal:** *Bring lot prices and interment fees in line with current market rates.*

### 2.2 Deed/Record Maintenance

**Current Status:** *Lot record cards are kept on file at the Cemetery building. They are paper copies (with no back-ups). Additional burial information is sought from records maintained by local funeral directors. Deeds are maintained by the Town Clerk's office. These deeds have been digitally copied. The Town's Clerk's office has started to computerize lot record card information, and expects to continue to further digitalize records.*

**Goal:** *Develop complete computerized record base for all current information, including the other (South, Old Hill) cemeteries. This should contain lot record information as well as monument inventory (done for South and Old Hill Burying Ground). Data should be backed up and stored remotely. Seamless interface between cemetery staff, Concord Public Works, Town Clerk, and Treasurer's office should be provided.*

### 2.3 Communications

**Current Status:** *Communication with the public is through public meetings of the cemetery committee and direct inquiries to Public Works. Website developed through town's concordma.gov, as a portal for the interested parties to obtain needed information.*

**Goal:** *Develop a marketing plan to promote the cemeteries and their issues/concerns. Maintain a website for improved communications over the internet. Information regarding committee meetings and annual reports should be included online. Investigate use of local access cable TV and radio to inform residents.*

# Section 3: Infrastructure

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## Overview

*The infrastructure aspect of the plan relates to physical properties and structures owned by the Town cemeteries, including but not limited to signs, pathways, topographic features and terrain,*

### 3.1 Signage and Maps

**Current Status:** *There are too few signs indicating names of streets throughout Cemetery grounds for visitors. Likewise, there is not consistent signage for actual cemetery grounds. There are no signs indicating where handicap accessibility is a problem.*

**Goal:** *Due to grave sites and trees, there are few if any places where adequate signage could be constructed. However more maps could be made available to indicate handicap accessibility and area of non-accessibility i.e. at Old Hill, Authors' Ridge, Daniel Chester French gravesite, etc.*

### 3.2 Roads, Sidewalks

**Current Status:** *Two phases of roadway, drainage, and stone wall work has been completed between 2016 and 2018. This has been a significant improvement to the cemetery.*

**Goal:** *Evaluate any other outstanding roadway/sidewalk conditions after completion of current project.*

### 3.3 Landscaping

**Current Status:** *Overall turf conditions in Sleepy Hollow need upgrading, including barren spots, excessive moss, sunken areas, wash-outs, and stump removal. Many trees are older and need pruning/replacement. Open end drain above Cats Pond needs extending. Woodland trail beyond Chestnut Hollow needs to be cut back and tied into the new section of the cemetery. There is no water source at the Old Hill and significant erosion problems need to be corrected. Attention needs to be paid to the turf and tree conditions at Old South.*

**Goal:** *Develop long-term turf improvement plan, including loam, fertilizer, lime, & reseeding. Likewise, develop prioritized plan for tree care in the 3 cemeteries. Extend current drain pipe at Chestnut Hollow to beyond viewing access to Cats Pond. Bring in water line at Old Hill for turf maintenance and carry out recommendations of Walker/Kluesing report for erosion control at Old Hill.*

### 3.4 Rock Walls – Sleepy Hollow

**Current Status:** *The rock walls along the area in front of the Melvin Memorial consist of a variety of styles and should be looked at when renovating the monument and repaving the surrounding roads. The rock wall behind Daniel Chester French's grave needs complete rebuilding. The rock wall along Bedford Street at Sleepy Hollow near the Assessor's Office is also in need of repair. The rock wall on Upland Ave was reconstructed during Phase One of the roadway infrastructure improvements.*

**Goal:** *Rebuild rock wall along Holy Family Parish in conjunction with landscaping improvements and erosion control. Investigate possibility of repairing rock walls at the Melvin Memorial and Daniel Chester French gravesite during monument restoration or as separate projects later. Evaluate work, estimate, and timeframe for the restoration wall along Bedford Street.*

### **3.5 Boundary Walls, Fences, Landscape Improvements – Old Hill**

**Current Status:** Rock wall along Holy Family Parish's side of Old Hill needs replacement while other walls in Old Hill require only continued observation at this point. Condition of walls at Old Hill is currently under assessment due to deterioration which has resulted in erosion, safety and aesthetic problems. The wall erosion is creating an issue for homeowners and the Church beside Old Hill.

**Goal:** Restoration of walls to stabilize soil and solve potential liability. Major work situations will be at Old Hill with some repairs at times needed at Sleepy Hollow and South.

### **3.6 Handicap Accessibility**

**Current Status:** Overall handicap accessibility at cemeteries is poor due to the natural hilly nature of grounds and minimal emphasis on these issues during their periods of construction.

**Goal:** Improving accessibility when possible and adding maps to indicate areas of accessibility and non-accessibility.

### **3.7 Water System**

**Current Status:** In 2018, during Phase Two of the cemetery roadway infrastructure improvement project, a water spigot was added to Prospect Ave so that families may water plants. As of 2018 – there have been requests to provide water spigots at the Knoll Gate, so that families may water plants.

**Goal:** Ability to provide water as needed without undue inconvenience to caretakers.

### **3.8 Drainage System**

**Current Status:** Significant improvements have been made to the drainage system during Phase One of the cemetery roadway infrastructure improvements; the open swale near Chestnut Hollow still needs improvement.

**Goal:** Lay down pipe to take storm water from the Bowl to the pond.

# Section 4: Monument Restoration

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## Overview

*The monument restoration aspect of the plan relates to repair and restoration of Town cemetery and lot owner artifacts and features, particularly at older sites.*

### 4.1 Conservation / Preservation

**Current Status:** *Project underway. A needs survey and methodology has been completed for Old Hill and South Burial Grounds. Bids for this project are being reviewed with bids from two companies as of February 2018. A continuing project is planned after initial repair work is completed. Sleepy Hollow will be addressed after this project is completed.*

**Goal:** *To maintain long term integrity of existing headstones and grave markers to prevent further deterioration: including repairs, cleaning, etc.*

### 4.2 Grave Lot Fences

**Current Status:** *Family plot cast iron fences at Sleepy Hollow maintained if possible, repaired at expense of lot owners or removed for public safety.*

**Goal:** *There are grave lot fences, which require painting maintenance. Current regulations prohibit grave lot fences, unless otherwise approved by the Cemetery Committee. Continue present policy.*

### 4.3 Grave Marker Inventories

**Current Status:** *An organized inventory of grave markers is currently underway. Old Hill and South are complete.*

**Goal:** *Sleepy Hollow remains to be done. All inventories should be computerized. The Concord Public Library has a database of grave markers of Old Hill Burying Ground and South Burying Grounds in the Special Collections section of their website. The purpose of providing this information to the public is for genealogical research.*

# Section 5: Melvin Memorial Preservation

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## Overview

*The Melvin Memorial restoration aspect of the plan relates to repair and restoration of Melvin Memorial, a memorial sculpture located within Sleepy Hollow Cemetery*

### 5.1 Restoration

**Current Status:** *There is a separate budget from the Cemetery Budget, including private funds. An IFB (invitation for bid) was sent out at the end of 2017, which was won by Daedalus, Inc. to restore the Memorial, commencing in summer 2018. Daedalus, Inc. is currently completing this significant restoration and preservation project on the Melvin which is expected to be completed in the spring of 2019.*

**Goal:** *To restore and stabilize monument including stonework and landscaping. Replace slate markers and reset metal inserts in an aesthetically pleasing and historically accurate manner. Clean and restore the marble of the Mourning Victory sculpture. Implement the maintenance plan that will be created once the restoration and preservation project is complete. Seek additional funding and continue to monitor the Memorial. Install an informational sign.*

# Section 6: New Section at Sleepy Hollow (Knoll Gate)

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## Overview

*The New Section at Sleepy Hollow's Knoll Gate aspect of the plan relates to features, regulations, topography, and designated areas.*

### 6.1 Adjoining Special Areas – Spoils Storage

**Current Status:** *No area on cemetery property is designated for storage of soil (spoils) from grave digging. All must be transported off site.*

**Goal:** *Establish an area on high ground, properly secured with landscaping screening, north of the pond area for storage with access from Knoll to use for reusable gravel and fill.*

### 6.2 Ceremonial Center

**Current Status:** *This feature was essentially completed during construction, and lot sales have taken place. It has been planned and landscaped to provide vistas and beautification of the cemetery.*

**Goal:** *An additional decorative feature such as a fountain, gazebo, or plantings could be considered in the middle of the New Section.*

### 6.3 Designated Areas – Columbarium / Premium Lots / Cremation Lots

**Current Status:** *Presently the Jewish section has been designated at the Knoll for special recognition. In addition, sites for children and indigent lots, scattering gardens/columbarium, and premium lots are to be determined. There may be other designated areas in the future.*

**Goal:** *Determine if any requests for premium and/or economical lots can be accommodated in the New Section. Determine if the area near the stairs would be usable for a niche wall. Reestablish plant beds. Determine appropriate amount of cremation lot designation based on current demand.*

# Priority Summary

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## Overview

Priority measures range from 1 to 3, with 1 being the highest designation.

Per previous committees, each aspect of the plan was reviewed yearly, and the top 3 priority items were agreed upon yearly by the committee.

**Instructions:** Discuss and vote on top 3 priorities items for each plan aspect, to be prioritized for the coming year.

Aspect	Section #	Item Description	Estimated Cost (if known)	Priority
Supply	1.1	60+ Years Availability		
Supply	1.2	Additional Space at Vesper Circle		
Supply	1.3.1	Non-Traditional graves – Scattering Gardens		
Supply	1.3.2	Non-Traditional graves – Niche Walls/Columbarium		
Supply	1.3.3	Non-Traditional graves – Mausoleums		
Operations	2.1	Funding Sources		
Operations	2.1.1	Increase in service charges		
Operations	2.2	Deed/Record Maintenance		
Operations	2.3	Communications		
Infrastructure	3.1	Signage and Maps		
Infrastructure	3.2	Roads, Sidewalks		
Infrastructure	3.3	Landscaping		
Infrastructure	3.4	Rock Walls – Sleepy Hollow		
Infrastructure	3.5	Boundary Walls, Fences, Landscape Improvements – Old Hill		
Infrastructure	3.6	Handicap Access		
Infrastructure	3.7	Water System		
Infrastructure	3.8	Drainage System		
Monument Restoration	4.1	Conservation / Preservation		
Monument Restoration	4.2	Grave Lot Fences		
Monument Restoration	4.3	Grave Marker Inventories		
Melvin Memorial Preservation	5.1	Restoration		
The Knoll at Sleepy Hollow	6.1	Adjoining Special Areas – Spoils Storages		
The Knoll at Sleepy Hollow	6.2	Ceremonial Center		
The Knoll at Sleepy Hollow	6.3	Designated Areas – Columbarium / Premium Lots / Cremation Lots		

# Appendix A: Cemetery Committee Charge

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Approved: 4/25/83

## **ADMINISTRATIVE CODE Cemetery Committee**

### **Membership**

Five members appointed by the Town Manager with staggered three-year terms. The Committee elects a chairman and clerk.

### **Duties and Responsibilities**

1. The Committee is responsible for the operation of all town cemeteries and burial grounds and establishing the policies and regulations for such.
2. Provide policy guidance to the Director in the care and management of all public burial grounds in the town, including the laying out of lots and subdivisions, providing proper paths and ways, plantings, embellishing, ornamenting, and fencing the grounds, erecting suitable edifices and conveniences, making convenient improvements, and making regulations subject to approval of the Town.
3. Convey cemetery lots by deed to residents of the Town, exercise repurchase options for such lots, prescribe and enforce conditions or covenants of sale, and accept on behalf of the Town any conveyance or devise of rights, title, or interest in or to any lot in a town cemetery.
4. Under direction of the Trustees of Town Donations, utilize the income from gifts or bequests to the town for the care and preservation of the benefited lots and structures thereon and secondly for the general purposes of the Town's cemeteries; also, transfer all proceeds from sales and lots or rights of burial to custody of the Trustees of Town Donations, and utilize the income and principal thereof for the general purposes of the Town's cemeteries; and render an annual account of all receipts and expenditures.
5. In case of the death of a proprietor of a cemetery lot and default of his heirs to designate one of their number to control the use of the lot, the committee shall hold a hearing of the parties entitled to control of such lot and shall designate which of such parties shall represent the lot.
6. Cooperate with the Board of Health in enforcement of board regulations concerning burial grounds and interments and in closing tombs, burial ground, or cemeteries for public health reasons; and cooperate with the Massachusetts Department of Public Health in receiving approval for erection of community mausoleums, in supervising such mausoleums, and in removing bodies for health reasons from such mausoleums.

7. Comply with all requirements of law concerning certificates for burial or removal of human bodies and cremated remains before permitting any such burial or removal in or from burial grounds of the town.
8. Make recommendations on the acquisition of property for department functions.
9. Provide policy guidance and make recommendations to the Director on improving the organization and operational effectiveness of the department.
10. Assist the Town Manager in the appointment of the Director.
11. Review the annual budget and capital improvement program for the cemetery as submitted by the Director and submit them to the Town Manager with its recommendations.
12. Recommend to the Director cooperative arrangements with other towns and with private persons or bodies for the provision and operation of the town facilities and programs, and serve as the town's liaison with other governmental units and private bodies in matters relating to the Committee's responsibilities.
13. Assist the Director in special studies relating to cemeteries.
14. Submit an Annual Report for incorporation in the Annual Town Report.
15. With approval of the Town Manager, appoint special advisory committees to the Committee.





# Appendix C: Envision Concord - Cemetery Committee Letter, dated September 2017

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A Brief Report on the Present Work and Future Concerns of the Concord Cemetery Committee,  
Submitted by Paul Cooke, Chair

September 29, 2017

To Gary Kleiman and Elise Woodward, Co-Chairs, CLRPC  
At [EnvisionConcord@concordma.gov](mailto:EnvisionConcord@concordma.gov)

## Principal vision for the Cemetery Committee

Concord's three cemeteries constitute a physical testimony of the history of the first English-speaking settlement above tidewater in New England, a place where a significant portion of America's great cultural, religious, political and literary heritage may be touched upon and remembered. Sleepy Hollow Cemetery, furthermore, was designed not only as a place to remember the past, but to be a setting for the refreshment and inspiration of the living. The Committee's task is to help protect and preserve all three of these sites which have been provided for the town—an inheritance of national importance—by those who came before us.

## Recent major accomplishments

1) Major roadway, stone wall and drainage improvement project. This year—and for the past two years—the Concord Cemetery Committee has undertaken, with the invaluable work of the town's Public Works Department, a major roadway, stone wall and drainage improvement project for Sleepy Hollow Cemetery. This fall Phase One of the project, concentrating on the east side of the cemetery, will be entirely completed. Earlier this year (2017), funds were secured for Phase Two of this project which will concentrate on the west side of the cemetery. Engineering survey work for Phase Two was completed this summer and design work will be completed during the winter at which time advertisement for bids will go out. The execution of the improvements called for by Phase Two is anticipated to begin next spring, with completion looked for by the fall. This much-needed two-phase project will protect and preserve the cemetery for years to come as it continues to serve as a principal tourist destination and a favorite place of refreshment for many citizens of Concord. The Committee is proud to have been involved in this significant accomplishment.

2) Master Plan Update. The Committee, aware of the need to prioritize pressing issues before us, has undertaken this year to do a major review and update of the Cemetery's Master Plan. The existing plan had not been used for some time. A subcommittee constituted of Ms. Whitney Kocher and Ms. Andrea Solomon was commissioned to review the old Master Plan and present their findings to the full Committee, which has in turn begun a step-by step review of the subcommittee's findings in order to determine the top items in need of attention. They suggested, and the full committee agreed, that the Master Plan be reviewed yearly.

## Pressing Issues

1) Additional Burial Space for Cremations. Mr. Daniel Rowley, Cemetery Superintendent, and Cemetery Supervisor Ms. Patricia Hopkins have also brought to the Committee's attention the growing need for more spaces for cremation burial. Close to 65% of all the funerals in Sleepy Hollow Cemetery are now interments of cremated remains. While we presently have sufficient accommodations for these interments, we will need to explore the feasibility of, and invest in, land to be used for this function in the future. The town presently has property in and near Sleepy Hollow that may be employed for this purpose, but plans will need to be made to involve these options. Discussions have also involved considerations of a columbarium and a scattering garden for cremated remains.

2.) Stone Wall Renovation. As the Committee addressed the need for the major roadway, stone wall and drainage improvement project, we became aware, thanks to the attentions of Mr. Rowley, that in future years we will need to secure funding for extensive stone wall work in Sleepy Hollow and Old Hill Cemetery.

3.) Restoration of the Melvin Memorial. The historic monument located in the heart of Sleepy Hollow Cemetery and featuring the beautiful sculpture of Mourning Victory by Daniel Chester French, is overdue for significant preservation work. An Invitation for Bid document has been professionally created through the efforts of Mr. Rowley and advertisements for bids will go out this fall. Our hope is that a conservator will be selected in the Spring of 2018 and that the preservation project will be completed by the fall of next year.

4.) Ongoing restoration and preservation of gravestones in all three cemeteries, along with monitoring headstone standards. This past spring, Ms. Hopkins created a photographic record of 160 headstones in the cemeteries that are in need of repair and also created a priority list of 33 stones in greatest need of work. The current plan is to devote \$10,000 a year to the project of repairing headstones. The method of installing new monuments in the cemetery has also been reviewed to ensure use of a method that would allow stones to be moved later if needed.

5.) Considerations for providing additional mausoleums in Sleepy Hollow. There is presently only one mausoleum in the cemetery and there are little or no records detailing plans for additional mausoleums. However, a request two years ago to purchase a site adjacent the first mausoleum for a similar kind of burial arrangement has prompted a good deal of discussion among Committee members and prompted the Committee to revisit and begin to revise our Cemetery Master Plan—in part that we might evaluate this interesting request in the context of overall cemetery development.

### Special Strengths

The Concord Cemetery Committee has been blessed to have the private organization, The Friends of Sleepy Hollow, a group of local citizens concerned to preserve and protect the Cemetery, often come alongside us to share ideas, provide funds and lend encouragement to the work of preserving this important part of Concord's history. The Committee hopes that the ties between the Friends and the Cemetery Committee will continue to be strong—it's not every Committee in our town that has this additional element of support. Their extra eyes and ears and concerns provide the Committee with much appreciated assistance.

### Opportunities

Concord's cemeteries are recognized by a great many citizens as a precious heritage that should be cared for lovingly and consistently. When appealing to Town Meeting for the needs of the cemetery this recognition, and the goodwill that accompanies it, makes the Committee's work exceedingly pleasant and agreeable. That connection to the town should be treated with respect and gratitude. Realizing how easy it is to get a majority of the town to appreciate the needs of the cemetery should make those who serve on the Committee want to be especially respectful of that good will. It presents a great opportunity, for whenever there is a need, the town seems most willing to help meet it.

## Appendix D: Lot supply as of August 1, 2018 & development space map

Lot Information as of 8/1/2018 - Since the Knoll was opened in 1998							
SECTION	PHASE 1	REMAINING PHASE 1	PHASE 2	REMAINING PHASE 2	TOTAL LOTS	TOTAL REMAINING	TOTAL REMAINING (%)
ACACIA PATH	103	14	262	197	365	211	58%
BUTTERNUT PATH	134	8	0	0	134	8	6%
BUTTERNUT PATH CREMATION LOTS	19	1	0	0	19	1	5%
CATALPA PATH	139	3	0	0	139	3	2%
CATALPA PATH CREMATION LOTS	4	1	0	0	4	1	25%
DOGWOOD PATH	0	0	302	242	302	242	80%
DOGWOOD PATH CREMATION LOTS	0	0	16	0	16	0	0%
ELM PATH	0	0	482	384	482	384	80%
ELM PATH CREMATION LOTS	0	0	47	3	47	3	6%
FIR PATH	6	0	306	164	312	164	53%
FIR PATH CREMATION LOTS	3	0	0	0	3	0	0%
GOLDENRAIN PATH	148	2	0	0	148	2	1%
GOLDENRAIN PATH CREMATION LOTS	6	0	0	0	6	0	0%
HICKORY PATH	112	4	0	0	112	4	4%
HICKORY PATH CREMATION LOTS	19	0	0	0	19	0	0%
INDIGENT LOT	10	5	0	0	10	5	50%
TOTALS	703	38	1415	990	2118	1028	49%

**Full graves are 3.5'x10', graves in the Jewish area are 4'x10', and cremation graves are 4'x5'**

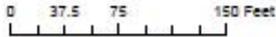
Approximate total square feet of the areas noted above: 117,344.3

Since 1998, there have been 1,090 lots sold with 48% of the original total 2118 graves remaining. We currently need additional cremation lots, but if burial lot sale rates remain consistent there is just under a 19-year supply remaining of graves.

Including paths and planting areas, each grave averages 55.4 sq feet and 60,393 sq feet has been used with 56,951 sq feet remaining.

On average, 3,020 square feet is used per year for burial space. In addition, there is approximately 132,352 square feet of open developed area available or around an additional 44 years. There is 3173.7 sq feet designated for cremation lots and depending on design, that should provide around 10 years. Over the past 6 years, the average for lot sales is 48 full and 9 cremation.

# Sleepy Hollow Cemetery Available Burial Space Analysis Map



# Appendix E: Dept. of Public Works Suggested Priorities

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## 2018-2019 Suggested Cemetery Committee Priorities for Review

September 5, 2018

1. Complete the Melvin Memorial Restoration project, implement the maintenance plan, and plan the rededication ceremony – *funded through the gift account and grant*
2. Layout and develop the new cremation area – *funded through the operating budget and the Cemetery Fund*
3. Landscape in front of the Melvin Memorial – remove grass and install pavers to keep mowing equipment away from the memorial - *funded through the operating budget and the Cemetery Fund*
4. Hold the public meeting in November for other burial options and move forward with funding and planning to implement the findings – *funding TBD*
5. Complete a major headstone restoration project – *funded through the operating budget and the Cemetery Fund*
6. Complete the cemetery record scanning and database development project – *funding through the Cemetery Fund*
7. Improvements to Chestnut Hollow so vehicles do not drive on graves – *funding TBD*
8. Landscape the slope on both sides of Upland Ave – *funded through the operating budget and Cemetery Fund*
9. Consider installing trees, shrubs, or guardrail along the slopes on Prospect Avenue – *funding TBD*
10. Determine which species of trees need to be planted in the cemetery so every species indigenous to Massachusetts is growing within, place identification tags on each species of tree and develop a map, GIS layer, or identification in TreeKeeper – *funded through donations, potentially the Friends, and the operating budget and Cemetery Fund*

11. Secure funding for reconstruction of stone walls such as Bedford Street and/or Keyes Road – *submit an application for Community Preservation Act funding in FY2021?*
  12. Review past evaluations of the stone walls along Old Hill Burying Ground and explore funding sources for engineering and reconstruction
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Additional priorities for consideration which were discussed at the September 5, 2018, Cemetery Committee Meeting:

- Develop an erosion control plan – the area near the forth gate was highlighted as having erosion issues. The landscaping in that area could be improved to control erosion. Ideas included removing the stumps and planting ground cover.
- Install crowd control in the Authors' Ridge area to limit people from walking on graves which will help the grass to establish.
- Develop a parking plan – there is limited parking in the cemetery and the roads are narrow.