



# Town Of Concord 2018 Annual Report

## CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2018 – 16,777
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.19 per \$1,000 of valuation
Form of Government:	Open Town Meeting / Select Board / Town Manager
Religious Institutions:	Catholic, Christian Science, United Church of Christ (2), Episcopal, Unitarian Universalist, Presbyterian, Society of Friends, Synagogue, Baha'i, Swedenborg, Non-denominational (3)
Hospital:	Emerson Hospital
Transportation:	MBTA Commuter Rail to Boston and Fitchburg; Commuter Bus to Boston; Council on Aging Van - weekday door-to-door transportation for seniors
Utilities:	Concord Municipal Light Plant; Concord Public Works provides water to most of the Town and a portion of the Town has sewer; National Grid supplies natural gas to the Town
Schools:	Preschools/Nursery Schools - several Public - 3 elementary; 2 middle; 1 regional high school, 1 regional career & technical high school Private - 2 elementary/middle; 2 high schools
Public Safety:	Full time Police and Fire Departments; Emergency service ambulance provided by Concord Fire Department
Recreation:	Municipal tennis courts, urethane track, fitness course and athletic fields; conservation land and trails for recreational use; municipal recreation center with year-round programs and outdoor teaching pool; municipal swim and fitness center, State swimming and picnicking facilities at Walden Pond; private health clubs, tennis, swimming and skating facilities.

To find out if a public meeting has been canceled, call the Cancellation Line (978) 318-3006. Visit the Town's website at [www.concordma.gov](http://www.concordma.gov) for a calendar of municipal events and meetings, and for general information about the Town.

# ANNUAL REPORT OF THE TOWN OF CONCORD, MASSACHUSETTS



FOR THE YEAR ENDING  
DECEMBER 2018

# TABLE OF CONTENTS

Town Officers .....	6
Elected Officials .....	6
Boards and Committees .....	6
Appointed Individuals .....	11
Select Board.....	12
Town Manager .....	16
Information Technology.....	17
Public Information.....	20
Sustainability.....	21
Facilities .....	23
2018 Annual Town Meeting.....	24
Town Budget Fiscal Year 2018-2019 .....	35
2018 Special Town Meeting .....	64
General Government .....	71
Town Clerk.....	71
Board of Registrars.....	72
Personnel Board.....	81
Human Resources Department .....	82
Town Counsel .....	85
Public Safety .....	86
Fire Department .....	86
Local Emergency Planning Committee.....	89
Concord Emergency Management Agency .....	89
Police Department.....	90
Animal Control Officer .....	93
Municipal Light Plant .....	94
Concord Municipal Light Plant.....	94
Comprehensive Sustainable Energy Committee.....	98
Concord Public Works.....	100
Public Works Commission.....	100
Cemetery Committee.....	101
Administration .....	104
Engineering Division .....	106
Highway, Grounds, and Cemetery Division .....	111
Recycling and Waste Management Program .....	115
Water and Sewer Division .....	118
Community Development .....	125
Department of Planning and Land Management .....	125
Building Inspections .....	126
Zoning Board of Appeals.....	127
Board of Health.....	128
Health Division.....	129
Emerson Hospital Home Care Services .....	134
Sealer of Weights and Measures .....	134
Natural Resources Commission .....	135
Natural Resources Division.....	136
Planning Board .....	140

Planning Division.....	143
Community Preservation Act Committee .....	145
Comprehensive Long Range Planning Committee .....	147
Historic Districts Commission.....	147
Historical Commission.....	148
Bruce Freeman Rail Trail Advisory Committee.....	149
White Pond Advisory Committee.....	150
Concord Land Conservation Trust.....	151
Agriculture Committee.....	152
Concord Dog Park Feasibility Committee.....	155
Concord Housing Authority.....	156
Concord Housing Foundation.....	157
Concord Housing Development Corporation.....	157
Minuteman Advisory Group on Interlocal Cooperation/Metropolitan Area Planning Council..	158
MBTA Advisory Committee.....	159
Sudbury, Assabet and Concord Wild and Scenic River Stewardship Council.....	159
West Concord Junction Cultural Arts Committee .....	160
Pollinator Health Advisory Committee.....	161
Schools.....	163
Concord School Committee .....	163
Concord-Carlisle Regional School Committee .....	166
Superintendent’s Report .....	168
Minuteman Vocational Technical School District.....	174
Concord-Carlisle Adult & Community Education.....	174
The Scholarship Fund of Concord and Carlisle .....	176
Human Services.....	180
Council on Aging - Senior Services .....	180
Commission on Disability.....	182
Community Services Coordinator.....	182
Hugh Cargill Trust Committee.....	183
Tax Relief Committee .....	184
Affordable Housing Funding Committee .....	185
Concord Free Public Library Committee.....	187
Concord Free Public Library Administration .....	188
Concord Free Public Library Corporation .....	194
Friends of the Concord Free Public Library .....	195
Recreation Commission .....	197
Recreation Department .....	198
Picnic-in-the-Park – July 4th.....	201
Public Ceremonies and Celebrations Committee.....	202
Concord Local Cultural Council.....	204
Concord-Carlisle Human Rights Council.....	205
Concord-Nanae Network.....	205
PEG Access Advisory Committee.....	207
Thoreau Farm Trust .....	209
Veterans’ Services .....	210
Registrar of Veterans’ Graves .....	212

Finance.....	213
Finance Committee.....	213
Tax Fairness Committee.....	214
Board of Assessors.....	215
Trustees of Town Donations.....	220
Contributory Retirement Board.....	233
Finance Department.....	236
Finance Administration.....	236
Treasurer Collector Division.....	238
Assessing Division.....	243
Accounting Division.....	247
Telephone Directory.....	273

## LIST OF TABLES AND CHARTS

2018 Annual Town Meeting.....	24
Town Budget Fiscal Year 2018-2019.....	35
Community Preservation Committee Recommendations.....	51
General Government.....	71
Recorded Vital Statistics 2008-2018.....	71
Town Election March 27, 2018.....	74
Special Town Election June 12, 2018.....	75
State Election Results 2018.....	76
Town Meeting Voter Participation 1997-2018.....	79
Concord Voter Registration History.....	80
Town Profile.....	80
Employees with 20 or More Years of Service to the Town.....	82
Workforce Analysis by Gender.....	83
Workforce Analysis by Ethnicity.....	83
Public Safety.....	86
2018 Fire Prevention Activity.....	87
2018 Local Emergency Responses.....	86
2018 Police Incidents.....	92
2018 Animal Activity by Month.....	93
Municipal Light Plant.....	94
2018 Power Supply.....	94
Concord Public Works.....	100
Road Condition Summary.....	108
Sidewalk Condition Summary.....	109
Curbside Collection Subscribers.....	115
Recycling Savings.....	115
DropOff SwapOff Participants.....	116
Visits to the Composting Site.....	117
Annual Water Report Summary.....	122
Annual Sewer Report Summary.....	124
Community Development.....	126

Building Permit Information .....	126
Zoning Board of Appeals Activities.....	127
Communicable Disease Table.....	131
2018 Food Service/Retail Permits.....	132
2009-2018 Animal Census Information.....	134
Historic Districts Commission Activities.....	148
Concord Land Conservation Trust Financial Statement.....	152
Schools.....	163
Concord Carlisle Scholarships Awarded in 2018 .....	177
Human Services .....	171
Veterans' Services Requests .....	211
2018 Veteran Internments .....	212
Finance .....	213
Taxable Assessed Valuation .....	217
New Growth by Property Class .....	217
Valuation, Tax Rates, and Tax Levy.....	218
Exemptions Granted .....	218
Forest, Agricultural and Recreational Land - Values and Discounts .....	219
Taxable Assessed Value.....	219
Portfolio Rate of Return .....	220
Alfred Sawyer Resource Conservation Fund .....	224
Trust Fund Treasurer's Report.....	225
Trust Fund Asset Allocation.....	226
Change in Asset Allocation.....	226
Assets at Fiscal Year End (10-year History) .....	226
Trustees of Town Donations - Book and Market Valuer of Assets .....	227
Trustees of Town Donations - Trust Fund Assets.....	228
Trustees of Town Donations - Ten-Year Analysis 2008-2018.....	221
PERAC Data for Concord.....	233
Retirement System - Funding Progress .....	235
Payroll - All Funds.....	236
Minuteman-Nashoba Health Group Summary Financial Statement.....	237
Interest Earned FY18 .....	238
Five-Year History Property Taxes Outstanding.....	227
Five-Year History Tax Title Account Balance .....	227
Bond Anticipation Note.....	239
Bond Issuance .....	239
Debt Service Summary.....	240
53G Fund Review .....	243
Assessments by Property Use .....	244
Levy Limit Calculation.....	245
Motor Vehicle Commitments.....	246
Financial Results from Operations of Municipal Enterprises .....	247
General Fund - Statement of Revenues, Expenditures, and Change in Fund Balance.....	248
Long-Term Debt Statistics.....	249
General Fund Budget - All Accounts FY15-FY18.....	250
Guideline Financing the Budget Plan Change from FY18 Budget .....	251
FY18 Transactions and Changes in Fund Balances .....	252
Analysis of General Fund Appropriations - June 30, 2018.....	262
Telephone Directory.....	273

# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)

Alice Kaufman (2019)  
Thomas McKean (2019)  
Michael Lawson (2020)  
Jane Hotchkiss (2021)  
Linda Escobedo (2021)

### MODERATOR

(Elected for one year)

Carmin Reiss (2019)

### SCHOOL COMMITTEE

(Elected for three years)

Johanna Boynton (2019)  
Robert Grom (2019)  
Wally Johnston (2020)  
Heather Bout (2021)  
Courtland Booth (2021)

### HOUSING AUTHORITY

(Elected for five years)

Richard W. Eifler-State Appointee (2019)  
Edward Tar Larner (2019)  
Hester Hill Schnipper (2021)  
Fatima Mezdad (2019)  
Todd L. Benjamin (2023)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)

Peter J. Fulton (10/31/16-10/30/19)

Elected by Plan Members

Arnold Roth (12/31/18-12/30/21)

Appointed by Retirement Board

Brian Whitney (5/30/17-5/29/20)

Elected by Plan Members

Kerry Lafleur (6/1/18-5/31/21)

Appointed by Select Board

Mary Barrett – Indefinite

Ex-Officio Member

### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)

Mary Hartman (2019)

John Hickling (2019)

Scott Randall (2019)

June Rzepczynski (2019)

Dean Banfield (2019)

Karle S. Packard (2020)

Thomas A. Tarpley (2020)

Brian Taylor (2020)

Peter Fischelis (2020)

Andrea Zall (2020)

Richard Jamison (2021)

Philip C. Swain, Jr. (2021)

Christine Reynolds (2021)

Mishthi Grace Hanson (2021)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)

Carolyn H. Flood (2019)

## APPOINTED BY THE SELECT BOARD

### **2229 MAIN STREET ADVISORY COMMITTEE**

Paul Boehm  
Leonard V. Rappoli  
Pamela Rockwell  
Frederick D. Seward  
Ray Bruttomesso  
Linda Escobedo -- Select Board Appointee  
Deborah Farnsworth – BOH Appointee

### **AGRICULTURAL COMMITTEE**

Brian Cramer (2020)  
Stephen Verrill (2020)  
Emily Wheeler (2020)  
Carolyn Goethert (2021)  
Lise Holdorf (2021)  
Associate Members  
Jo-Ann Lovejoy (2021)

### **AFFORDABLE HOUSING FUNDING COMMITTEE**

Todd Benjamin (2019)  
Sue Myers (2019)  
Holly Darzen (2019)  
Ray Andrews (2019)

### **BOARD OF APPEALS**

(Appointed for three years)  
John Brady (2019)  
Jim Smith (2020)  
Elizabeth Akhurst-Moore (2021)  
Associate Members:  
Theo Kindermans (2021)  
Stuart Freeland (2021)

### **BRUCE FREEMAN RAIL TRAIL COMMITTEE**

Gretchen Roorbach (2018)  
James Lyon (2020)  
John Soden (2020)  
Suzanne Knight (2020)  
Carol Steele (2021)

## **COMMUNITY PRESERVATION COMMITTEE**

(BOS Appointees – Appointed for 4 years)  
Barbara Pike (2018) BOS Appointee  
Dorothy Ortner (2019) BOS Appointee  
Terri Ackerman (2020) BOS Appointee  
John Cratsley (2021) BOS Appointee  
Thomas Kearns (2022) At Large  
(Standing Committee Appointees)  
Greg Higgins (2019) NRC  
Melissa Saalfield (2020) Historical Comm  
Diann Strausberg (2019) Historical Comm  
Peter Ward (2019) Recreation Comm.  
Hester Schnipper (2020) Housing Authority  
Burton Flint (2022) Planning Board

## **CONCORD CULTURAL COUNCIL**

(Appointed for three years)  
Kristin Nelson (2019)  
Tracy Winn (2019)  
Christina Kendrick (2020)  
Theresa Yanulavich (2020)  
Alicia Hesse-Cleary (2021)  
Thomas Martin (2021)  
Betsy Levinson (2021)

## **CONCORD HOUSING DEVELOPMENT CORP.**

(Appointed for three years)  
Jerry Evans (2018)  
Philip Posner (2018)  
Amir Viskin (2018)  
Lee Smith (2019)  
Barbara Morse (2019)  
James Burns (2020)

## **CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

John Ferguson (2019)  
Neil Ryder (2019)  
Maryann Lipper (2020)  
Jane Wells (2020)  
Arthur Schwope (2021)

## **DOG PARK FEASIBILITY COMMITTEE**

Anne Umphrey (2018)  
Deborah Richardson (2018)  
Donald Shobry (2018)  
Susanne Jarnryd (2018)  
Jeff Young (2018)  
Kate Stout (2018)  
Robert Schulman (2018)

**FINANCIAL AUDIT ADVISORY COMMITTEE**

Wally Johnston (2019) School Rep.  
 Michael Lawson (2019) SB Rep.  
 Carol F. Wilson (2019)  
 Arthur Fulman (2020)  
 Wendy Rovelli (2020) CMLP Rep.  
 Thomas Piper (2021)

**HANSCOM FIELD ADVISORY REP.**

(Appointed for one year)  
 Alice Kaufman (2018)

**HATS REPRESENTATIVES**

Michael Lawson  
 Robert Easton

**HISTORIC DISTRICTS COMMISSION**

(Appointed for five years term expires 1/1)  
 William Gregory (2019) Planning Board  
 Mark Giddings (2020) NRC  
 Justin King (2021) Selectmen  
 Nea Glenn (2022) Museum  
 Dennis Fiori (2018) Library  
 Associate Members:  
 Luis Berrizbeitia (2019) Planning Board  
 Paul Ware (2020) NRC  
 Melinda Shumway (2021) Selectmen  
 Kathleen Chartener (2022) Museum  
 Abigail Flanagan (2023) Library

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)  
 Susan Eckel (2019)  
 Lucy Rosborough (2019)  
 Judith A. Terry (2019)  
 Deena Whitfield (2019)  
 Sally Clutter (2020)  
 Richard Gauthier (2020)  
 Robert Abraham (2021)

**LIBRARY COMMITTEE**

(Appointed for three years)  
 Tara Edelman (2019)  
 Beverly Gauthier (2019)  
 Carl Vause (2019)  
 Lindsay Howard (2019)  
 Mav Pardee (2020)  
 Patricia Nelson (2021)

**MAGIC/MAPC REPRESENTATIVE**

Jane Hotchkiss (2018)

**MBTA REPRESENTATIVE**

Wayne Miller (2018)

**PERSONNEL BOARD**

(Appointed for three years)  
 Claude Cicchetti (2018)  
 Susan Bates (2019)  
 Nancy Crowley (2019)  
 Ellen Quackenbush (2020)

**PLANNING BOARD**

(Appointed for five years)  
 Brook Whiting Cash (2018)  
 Robert Easton (2019)  
 Gary Kleiman (2019)  
 Matthew Johnson (2020)  
 Allen Sayegh (2021)  
 Burton Flint (2022)  
 Kristen Ferguson (2022)

**PEG ACCESS ADVISORY COMMITTEE**

(Appointed for three years)  
 Scott Hopkinson (2019)  
 Margaret Wargelin (2020)  
 Jill Colpack (2020)  
 Ruth Lauer (2021)  
 Karlen Reed (2021)

**PERSONNEL BOARD**

(Appointed for three years)  
 Susan Bates (2019)  
 Nancy Crowley (2019)  
 Ellen Quackenbush (2020)  
 William Mrachek (2021)  
 James Richardson (2021)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)  
 Edward Murray (2019)  
 Robert Norton (2019)  
 John Arena (2020)  
 Thomas Valle (2021)  
 Trish Ng (2021)  
 Erin Logan (2021)  
 Julissica Rona (2022)

**RECORDS & ARCHIVES COMMITTEE**

(Appointed for three years then indefinite appointment)

Ronald P. Bernard  
Donald Blackmer  
Sara W. Wilbur

**REGISTRARS, BOARD OF**

(Appointed for three years)

Joanne Mente, Chair (2019)  
Helen Brady (2020)  
Wendy A. McNally (2021)  
Kaari Mai Tari, Town Clerk

**SuAsCo RIVER STEWARDSHIP COUNCIL**

Elissa J. Brown (2021)

**TAX FAIRNESS COMMITTEE**

David Karr (2020)  
Reinier Beeuwkes (2020)  
Bill Kemeza (2020)  
Walter Birge (2020)  
Nancy Cronin (2020)  
Jonathan Keyes (2020)  
James Phelps (2020)

**TAX RELIEF COMMITTEE**

(Appointed for three years)  
Stanly Black (2019)  
Eric Van Loon (2020)  
Helena Long (2021)

**TRUSTEES OF TOWN DONATIONS**

(Appointed for three years)  
Robert Donelan (2019)  
Christine Ayotte-Brennan (2019)  
Janet Friedman (2020)  
James Dohoney (2021)  
Frederick Miller (2021)

**WHITE POND ADVISORY COMMITTEE**

(Appointed for three years)  
Joan Kennedy (2019)  
Cheryl Baggen (2019)  
Evan Ricker (2020)  
Nina Nickles First (2021)  
Carmen Jaquier (2021)

**YOUTH COORDINATOR ADVISORY BOARD**

Jeffrey Campbell (2019)  
Laurel Gerdine (2020)  
Tracey Marano (2020)  
Lora Venesy (2020)  
Dawn McCullough (2021)  
Jennifer Johnson (2021)

**APPOINTED BY TOWN MANAGER WITH APPROVAL OF THE SELECT BOARD****ASSESSORS, BOARD OF**

(Appointed for three years)  
Thomas Matthews (2019)  
Andrea Okie (2019)  
Christian Fisher (2020)  
Cynthia Rainey (2021)  
Susan Livingston (2021)  
Associate Member  
Bill Herring (2019)

**COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)  
(TM Appointee – with BOS Approval)  
Janet Miller (2019)  
Jerry Frenkil (2019)  
Julie Kleyn (2020)  
Sam Lines (2020)  
Douglas Sharpe (2020)  
Bradley Hubbard-Nelson (2021)  
Sharon Jones (2021)  
Bob Shatten (2021)  
Karen Gibson (2021)

**COMMISSION ON DISABILITY**

(Appointed for three years)  
Thomas McKean (2019)  
Marybeth Baker (2019)  
Meryl Schwartz (2019)  
Nora McShane (2019)  
Lloyd Price (2020)  
Jean Goldsberry (2020)  
Jennifer Brooke (2020)  
Ellen Hutt (2021)

**HISTORICAL COMMISSION**

(Appointed for three years)

Andrew Koh (2019)

Claire Gauthier (2019)

Nancy Nelson (2020)

Diann Ralph-Strausberg (2020)

Melissa Saalfield (2020)

Associate Member

(Appointed for one year)

Robert Gross

**NATURAL RESOURCES COMMISSION**

(Appointed for three years)

Gregory Higgins (2019)

Lynne Huggins (2020)

Judith Zaunbrecher (2021)

Edward Nardi (2020)

**APPOINTED BY TOWN MANAGER****CEMETERY COMMITTEE**

(Appointed for three years)

Carol Harney (2019)

Whitney Kocher (2019)

Kimberley Connors (2020)

Andrea Solomon (2020)

Paul Cooke (2021)

**CONCORD MUNICIPAL LIGHT BOARD**

(Appointed for three years)

Dan Gainsboro (2019)

Gordon Brockway (2019)

Margaret B. Briggs (2020)

Lynn Salinger (2020)

Wendy Rovelli (2020)

**COUNCIL ON AGING BOARD**

(Appointed for three years)

Patty Keane (2019)

Michael Rudd (2019)

Carole Cushing (2019)

Sharyn Lenhart (2019)

Pam Hanson (2020)

Arthur Alcares (2020)

Carol Ann Hannan (2020)

Milton Cohen (2020)

Ann Schummers (2021)

**HEALTH, BOARD OF**

Deborah Greene, MD (2019)

Ray Considine (2019)

Jill Block (2020)

Alma Healey (2020)

Mark Haddad (2021)

**PUBLIC WORKS COMMISSION**

(Appointed for three years)

K.C. Winslow (2019)

Steven Ng (2020)

Peter Wallis (2020)

Andrew Boardman (2021)

Jim Terry (2021)

**RECREATION COMMISSION**

(Appointed for three years)

Peter Ward (2019)

John Carlton, (2019)

Casey Atkins (2019)

Peter Hunter (2020)

Paul Grasso (2021)

# APPOINTED INDIVIDUALS

## GENERAL GOVERNMENT

Town Manager	Christopher Whelan
Deputy Town Manager	Kate Hodges
Inspector of Animals	Gabrielle P. White
Building Commissioner	Laurie Livoli
Inspector of Wires	Robert Prescott
Plumbing & Gas Inspector	Jim O'Reilly
Public Health Director	Susan Rask
Town Counsel	William L. Lahey
Workers' Compensation Agent	Amy Foley

## PUBLIC SAFETY

Emergency Management Director	Thomas Judge
Chief of Police/Constable	Joseph F. O'Connor
Constable	Joseph Topol
	Robert P. DiRenzo, Jr.
Animal Control Officer	Jennifer Condon
Assistant Animal Control Officer	Donna DeWallace
Fire Chief/Fire Warden	Thomas Judge
Municipal Right to Know Coordinator	Thomas Judge

## PUBLIC WORKS & LIGHT PLANT

Public Works Director	Richard Reine
Superintendent of Light Plant	David G. Wood
Town Engineer	William Renault
Water & Sewer Superintendent	Alan Cathcart
Highway & Grounds Superintendent	Daniel Rowley
Environmental Services Program Administrator	Rod Robison

## COMMUNITY DEVELOPMENT

Hanscom Field Advisory Committee Rep.	Carmin Reiss
MAPC Representative	Jane Hotchkiss
MBTA Advisory Board	Wayne Miller
Tree Warden	Richard Reine

## SCHOOLS

Superintendent of Schools	Laurie Hunter
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## HUMAN SERVICES

Senior Services Director	Virginia Quarles
Library Director	Kerry Cronin
Recreation Director	Ryan Kane
Registrar of Veterans' Graves	Harold Nichols
Veterans' Agent/Director of Veterans' Services	Richard F. Krug
Burial Agents	Charles W. Dee & Richard F. Krug
ADA Coordinator	Kate Hodges
Community Services Coordinator	Bonnie Wilbur

## FINANCE

Town Appraiser	R. Lane Partridge
Town Accountant	Mary Barrett
Town Clerk	Kaari Mai Tari
Assistant Town Clerk	Patricia Clifford
Treasurer/Tax Collector/Finance Director	Kerry Lafleur
Deputy Treasurer/Collector	Cheryl Robertson

# SELECT BOARD



## *General Business*

The Select Board is the elected representative of Concord citizens. It is responsible for overseeing the development and implementation of Town policy for all Town matters other than the management of the school for which the elected School Committee has the responsibility and those issues mandated by State laws for various Commissions. The Board works closely with the Town Manager to set annual goals and objectives. The Board implements the decision of Town Meeting, sponsors Town Meeting Warrant articles, and makes recommendations on Town Meeting Warrants. The Board makes appointments to town boards, committees and task forces; acts as the authority for granting of numerous licenses, and oversees the development of the operating and capital budgets. It also represents the Town in a variety of roles with Federal, State, regional and other local government agencies, as well as being the official point of acknowledgment for the many gifts, grants, and recognitions Concord gratefully receives. The Town Manager reports to the Board.

## *Select Board Agenda and Goals*

It has been the practice of the Board to establish short and long-term goals and objectives to guide its deliberations and actions. These principles are:

*Governance:* Effective, Responsive and Transparent Governance

*Financial Stability:* Fiscal Responsibility and Financial Stability/Sustainability

*Infrastructure:* Sufficient, Well-maintained and

Reliable Infrastructure

*Natural Resources:* Protection and Enhancement of Natural Resources

*Sustainability and Resilience:* Sustainable Management of Energy and Resources and taking actions to regenerate our natural environment

*Quality of Life:* Maintaining a high level of Town services to Concord citizens

*Historic and Cultural Heritage:* Preservation and Promotion of Historic and Cultural Heritage

*Diversity:* Economic and Social Diversity

*Balance and Equity:* Balance and Equity among divergent individual, Neighborhood and Town-wide interest

*Regional and State Interests:* Advancement of Concord's Interest in the Region and the Commonwealth

The Board's goals and guiding principles help it maintain continuous and consistent progress while being mindful of the tax burden and expectations for Town services. Each member of the board takes this commitment to the Town to heart.

## *Communications*

The Board continued its practice of meeting every other week, generally at 7 p.m. on Monday evening, with additional meetings as required. To allow greater time for consideration of more substantive matters, the Board employs a consent agenda for routine and non-controversial matters such as gift acceptances and special licenses. The Board strives for greater transparency on all matters of Town Policy. Notices of Board meetings are posted with agenda items listed. Meetings are open to all interested Concord citizens and time is allotted for public comments. Copies of supporting materials for meetings of the Board are posted on the Town website. Minuteman Media Networks records and broadcasts the Board meetings on Concord's local access cable channel (concordma.gov/mmn). The Concord Journal (concord.wickedlocal.com) and Concord Patch (patch.com/Massachusetts/concord) both regularly report on the meetings of the Board. The Town's Public Information and Communications Manager Erin Stevens oversees regular postings on social media and the Town's website. When necessary, the Board meets in Executive

Session for the purposes of discussion issues such as Litigation, Land Acquisition, and labor negotiations.

Members of the Board also meet with neighboring officials and the Town's representatives in the Massachusetts House of Representatives, Cory Atkins and State Senator Mike Barrett, as well as representatives of the MBTA as necessary.



*Members of the Select Board and the Town Moderator meet with the Delegation from Concord's Sister City, Nanae, Japan*

### *Boards and Committees*

A hallmark of Concord since its founding has been citizen participation. The Town has three elected boards: the Select Board, the School Committee and the Housing Authority. Citizens also annually elect the Town Moderator. The Town's elected officials as well as citizen members of 65 other boards, committees, and commissions are all volunteers and demonstrate the extraordinary engagement town residents have with the democratic process of the Town. Volunteers are required to fill out a Green Card. Green Cards can be submitted either in person at the Town Manager's Office in the Town House or on the Town's website at [concordma.gov/greencard](http://concordma.gov/greencard). Over 250 citizens serve and annually donate hundreds of hours of service.

The Board hosts a monthly Chair Breakfast, which provides an overview of recent or planned activities from each of the Town boards, committees or commissions in an informal information-sharing format. To further engage the citizens and to help ensure transparency, boards, committees, and commissions hold public hearings and forums throughout the year on a variety of matters. In addition, the Town hosts a number of public events

each year such as the annual Patriots' Day Parade in April and Agricultural Day in September. In October, the Board welcomed Concord's Japanese sister city Nanae's visiting delegation during their annual visit to Concord.

In October, the Board hosted their annual Effective Governance Workshop for Concord's board/committee members and volunteers. Topics included highlights and updates on Open Meeting and Public Record Laws, Town Meeting preparation for committees, and effective meeting management.

### *Board Membership*

In March, Linda Escobedo was elected to the Board for her first term and Jane Hotchkiss was re-elected to the Board for her second term. Thomas McKean succeeded Ms. Hotchkiss as Chair and Michael Lawson became Clerk. Alice Kaufman continued to serve her second term on the Board. After serving two terms, Steven Ng left the Board. Board members are very grateful for Mr. Ng's service and wish him all the best in life's future endeavors.

### *Annual Town Meeting and Special Town Meeting*

Annual Town Meeting was held from April 8 to April 12 and there were 53 Articles on the Warrant. There were 13 Articles on the Warrant for the Special Town Meeting was held on October 1.

### **Notable Issues**

The Board tackled several notable and intricate issues in 2018. A brief highlight of a few of those issues are listed below.

#### *2018 Envision Concord: Bridge to 2030 Comprehensive Long Range Plan*

After much review and citizen input, the Comprehensive Long Range Planning Committee submitted the 2018 Envision Concord: Bridge to 2030 Comprehensive Long Range Plan. The Board received the final report in July and is in the process of determining the best approaches to implement the report's recommendations. The Board devoted a Saturday morning extended meeting to examining the report in more detail and to propose specific actions the Board will support and implement.

### *Dog Park Feasibility Study Committee*

In December, the Board received the final report from the Dog Park Feasibility Study Committee. The Committee concluded that the creation of a dog park was not in the best interest of the Town at the current time. However, if the Town does seek to pursue a dog park in the future, the Committee's report will serve as an excellent guiding document for the Town.

### *Affordable Housing*

#### a) Affordable Housing Funding Committee:

The Committee completed its work and submitted its report to the Board. The report was comprehensive and indicated a number of methods through which the Town could collect additional revenue devoted to accomplishing our affordable housing goals. Those methods included a building permit surcharge, a transfer tax, a free cash allocation and a PILOT associated with non-profits organizations in Town.

b) Warrant Articles for 2019 Annual Town Meeting: The Select Board worked to develop warrant article for the 2019 Annual Town Meeting in line with the recommendation of the Affordable Housing Funding Committee. Articles are proposed to create a building permit surcharge, a real estate transfer tax and a Free Cash allocation. In addition a fourth article proposed the creation of a Municipal Affordable Housing Trust Fund that would collect and distribute funds to support our affordable housing goals.

### *Senior Tax Exemption*

After approval at a Town Meeting, a successful ballot measure, passage of a bill in the State Legislation and final approval at a second town Meeting, we implemented the Senior Tax Exemption. 126 eligible senior had their property taxes reduced by this Town action.

### *Complete Streets Policy*

With the support of the Public Works Commission and Planning Board, the Board adopted a Complete Streets Policy in July. The intent of the Complete Streets program is to provide a financial incentive to communities which demonstrate a commitment to integrating Complete Streets elements into the design, construction and reconstruction of roadways, sidewalks, parking lots and other infrastructure and resources within the Public Right of Way.

### *Nagog Pond*

The towns of Concord and Littleton are in discussions about how the communities might address water resource interests in and around the Nagog Pond Watershed. To address an expected increase in demand, Littleton is looking to establish three new groundwater wells near Cobbs Hill and located within approximately 1,500 feet of Nagog Pond. Concord and Littleton have engaged in conversations to determine if the towns can agree on a plan to share waters from the Nagog Pond watershed to meet Littleton's expected new growth. During these discussions, Littleton indicated that in addition to its three proposed wells, it also has an interest in taking water directly from Nagog Pond potentially leaving Concord without an important water source. The discussions come at a critical time for Concord as it is set to begin construction on a federally required water treatment plant at Nagog Pond which will require significant investment. Given the importance of Nagog Pond to Concord's public drinking water infrastructure, Concord has asked Land Court to determine which of two laws, the 1985 Water Management Act or Chapter 201 of the Acts of 1884, is superior. The answer to this question is important to both communities as they contemplate significant financial investments to provide quality drinking water to their respective customers. The Court's decision may provide a basis for determining the type of agreement the towns may secure going forward.

### *Minuteman Media Network*

On October 1, the Town's newly created Minuteman Media Network assumed the duties to provide PEG services formerly provided under contract with the Town by CCTV, Inc. The Board created the PEG Access Advisory Committee to monitor the effectiveness of Concord's PEG Access services, and to help the Board ensure that the those services conform to the requirements of the Comcast franchise agreement while safeguarding the public's interest in community television through policies promoting fairness, equal access, and non-discrimination.

### *Gerow Land*

The passage of Article 35 at the 2018 Town Meeting authorized the Board to acquire the property at 369 Commonwealth Avenue and adjacent land, for municipal purposes, including active recreation and affordable housing. The acquisition has been

completed and preliminary plans have been developed for this Town resource.

#### *White Pond*

Passed at the 2018 Special Town Meeting, Article 4 authorized the Board to accept from White Pond Associates Inc. the generous gift of 18+ acres of land located off Plainfield Road, Power Mill Road and Seymour Street. The existing principal use of this property is community recreational swimming. The Board will work with the White Pond Associates Inc. to ensure that the White Pond Property will continue to be used for recreational swimming and other uses compatible with preserving White Pond. The Town is grateful to the WPA for this wonderful gift to the citizens of Concord.

#### *Town Manager Search Committee*

In May, Town Manager Chris Whelan announced his intention to retire in 2019 after serving as Concord's Town Manager for over 26 years. A committee was appointed to screen applicants and to recommend a finalist to the Select Board. The Committee began holding their regular meetings by the conclusion of 2018.

#### *Sustainability*

The Board continued to implement the Town's sustainability goals in 2018. The Board created the Climate Action Advisory Committee to advise the Director of Sustainability and the Town on strategic implementation of Article 51, which was passed at 2017 Town Meeting. The Committee will also consider climate resilience goals and initiatives in Concord based upon the recommendations of Article 23, which passed at 2018 Town Meeting.

#### *Gifts and Acknowledgements*

Concord citizens, visitors, and organizations continued their history of remarkable generosity to the Town. Concord was very fortunate to receive numerous gifts and the Select Board formally acknowledged all gifts in excess of \$500.

The Board accepted, among many others, the following generous and greatly appreciated gifts: Alcott School Parent Teacher Group gift of \$1,000 to the Recreation Scholarship Fund, Anonymous gift of \$1000 to the Middlesex Jazz Festival Gift account, The Boston Foundation gift of \$2,500 to the Thomas G.

Curtin – Bobby Kargula Nanae Gift account, Linear Retail gift of \$1030.50 to the Caffe Nero Bike Rack Gift account, Concord Carousel Scholarship Fund Committee gift of \$6,838.58 to the Carousel Preschool Scholarship Fund, Concord Carlisle Community Chest gift of \$34,098 to the Council on Aging Gift account, Concord Carlisle Community Chest gift of \$45,399 to the Community Services Coordinator Gift account, Concord Carlisle Community Chest gift of \$17,000 to the School Resource Officer account, Concord Carlisle Community Chest gift of \$8,750 to the Youth Coordinator Gift Account, Concord Carlisle Youth Baseball/Softball gift of \$7,700 to the Ripley Baseball Field Gift account, Concord Free Public Library Corporation gift of \$1,500 to the Library Gift account, CIPS Parent Group gift of \$1,800 to the Playground at Ripley Gift account, Deborah and Hilary Clark gift of \$800.00 to the Council on Aging Gift account, Friends of Concord Carlisle Fields gift of \$50,000 to the Friends of Concord Carlisle Fields/Fields Maintenance Gift account, Friends of the Concord Free Public Library gift of \$3,548.31 to the Library Staff Gift account, His Presence Christian Fellowship, Inc. gift of \$800 to the Council on Aging Gift account, James Hackett gift of three wheelchairs (estimated value \$1,375) to the Council on Aging, Middlesex Savings Bank gift of \$500 to the Harvey Wheeler Community Center Centennial Celebration Gift account, Sara A. Mueller gift of \$1,000 to be used for the restoration of the Melvin Memorial Monument, Sorrento's Pizzeria gift of \$500 to the Veterans Service Gift account, Stone Soup Dinner, Inc. gift of \$2,400 to the Agriculture Committee Gift account, and White Pond Associates, Inc. gift of \$2,000 to the White Pond Management Plan Gift account.

The Select Board wishes to thank Town Manager Chris Whelan, Deputy Town Manager Kate Hodges, Administrative Manager Heather Butler, Senior Administrative Assistant Andrew W. Mara, Finance Director Kerry Lafleur, and all of the employees of the Town of Concord for their professionalism and dedication in serving the residents of Concord. We also wish to acknowledge and thank the hundreds of citizen volunteers willing to devote their time and skill to Town affairs and without whom the Town could not function.

# TOWN MANAGER

Christopher Whelan, Town Manager

2018 was another eventful year in Concord's history. Town Meeting voted to authorize the purchase of the Gerow property on Commonwealth Avenue, and the purchase of the seven-acre parcel with frontage on Warner's Pond and the Bruce Freeman Rail Trail was completed in August. The land will be developed into a public park, with a half-acre near the street dedicated to use for affordable housing. During the summer, officials were excited to learn that the White Pond Associates were offering to gift to the Town 18 acres on White Pond to be used for swimming, recreation and open space. Acceptance of the gift was approved at the October 1 Special Town Meeting, and the White Pond Beach will open as public beach in the summer of 2019. This is an extraordinary act of generosity by a group committed to preserving the land from development and fostering community swimming.

The October Special Town Meeting also authorized the settlement of a potential dispute with W.R. Grace, Inc. concerning the eminent domain taking of 68 acres owned by the company in 2015. The settlement involved the payment of modest additional compensation and the granting of an easement to the company across the property to access land in Acton. As that legal dispute concluded, two other significant legal conflicts continued, including the conflict over public access to Estabrook Road and the use of water from Nagog Pond. The Town of Littleton, which has never used water from Nagog, has asserted that it has rights to the water that are superior to Concord's, which has relied on Nagog Pond for over 100 years. Concord is seeking a resolution of this matter in Land Court before deciding whether to move forward with construction of a \$16 million water treatment facility.

The Comprehensive Long Range Plan, "Vision Concord – Bridge to 2030" was completed in June and is one of the first plans in the nation that uses a "systems" approach to community decision-making, encouraging collaboration across all departments and committees to sustain community values and achieve established goals. Sustainability, both financial and environmental, was stressed as a key value in the plan. Additionally, the new Sustainability Director has

followed up and secured grant funding and introduced a wide variety of initiatives to reduce the Town's impact on the environment. Similarly, the Light Plant exceeded State and Town clean energy goals by purchasing 54% of its power from renewable sources in 2018, with a plan to reach 100% in 2019.

Concord's broadband service has continued its steady growth, having reached 1,200 customers by year's end. This innovative service provides Concord's residents and businesses a competitive alternative for internet services. In October, the Town began providing in-house PEG Access television services, for Public, Educational, and Governmental programming, including coverage of select board and school committee meetings. The new operation, Minuteman Media Network (MMN) will use revenue paid by Comcast to hire staff to provide cable-cast and streaming videos. The select board-appointed PEG Access Advisory Committee will provide guidance on how to improve programming of government, school and public events and issues.

The Town continues to enjoy excellent financial health, with Free Cash certified in June at \$11.7 million or 10.7% of the annual operating budget. Unused levy capacity is projected to increase to \$3.2 million from \$2.5 million, making the need for an operating budget override of Proposition 2-1/2 unnecessary for at least the next few years. The Retirement System has a 90.5% funded ratio, making Concord one of the top funded retirement systems in Massachusetts and the nation.

This is my final annual report, with my retirement planned for May of 2019, following 26 years of service in Concord and 36 years total working in local government. It has been truly an honor to serve the residents of Concord as your Town Manager. I have learned much from the many competent and caring town citizens who volunteer for committee work and otherwise get involved in the business of the town. And I am fortunate to have worked with so many skilled and professional town staff who deliver exceptional service to the community. Finally, I am grateful to have worked with the extraordinary and dedicated people who have served on the Select Board during my

tenure. I wish the residents, employees, and business people of Concord the very best for a rewarding and prosperous future.

## **INFORMATION TECHNOLOGY**

Mark Howell, Chief Information Officer  
Leslie Koplow, Information  
Technology Services Manager  
Russ Gaulin, GIS and Application  
Integration Program Manager  
Jill Moonheron, GIS Analyst  
Howard Burket, Information  
Systems Technician

The Information Technology department is managed by the Chief Information Officer (CIO), Mark Howell, who reports to the Town Manager. The department's mission is to provide secure, reliable information systems and technology to support all Town Departments and Enterprises. In 2018, the IT department was able to focus attention on leveraging investments from prior years and building upon the improved operating environment. The department was fully staffed for most of the year which was helpful. However, we have also identified needs to increase technology support to other departments, primarily public safety and the library which have led to requests for additional personnel in the FY20 budget. Overall, the increase in day-to-day support, coupled with the need to participate in major technology initiatives continues to drive demand for IT services.

In addition to approving the regular budget for the IT department, in 2017, Article 3 of the April Special Town Meeting authorized \$1.5 million to be expended on technology improvement programs. The Town Manager and department heads established a technology improvement program team in 2018. The team identified the first project to be delivered under this program, Online Licensing and Permitting for Concord citizens. Planning for this program began in 2017 with a review of needs, priorities and available products. Implementation of the project began in late 2018. The technology improvement funding will be

used to acquire hardware and software, and to pay for professional services and project management to complete this and other designated projects over the next few years.

Another major program started in 2018 is the consolidation of the Town's utility billing software and replacement of the business systems used by the Light Plant. CMLP and the water department are consolidating the billing systems for Electric, Water, Sewer and Broadband into a single system. CMLP will also be replacing its general ledger, meter data management, and inventory management systems as a part of this effort, which will take most of 2019 to complete. The new system will include a customer web portal through which customers can access information about all the utility services they receive from the town. The new billing system is scheduled to go live in May 2019.

Cyber security continues to be a major focus for IT. It is through continuous focus on improving the security posture of every element of our systems that we address the many evolving challenges of security, and security is considered on every new IT project in which we engage. In 2018, we replaced the antivirus software used on all town workstations and servers. We replaced all town office Wi-Fi systems with an enterprise-managed solution that utilizes individual credentials to improve security for town operations, while also providing segregated guest Wi-Fi access for visitors to town facilities. And we deployed systems to detect issues with data, access controls, and to monitor storage for unusual activity.

Other IT department accomplishments in 2018 included: a major upgrade to the Public Safety dispatching system which involved new servers and improved network security, an upgrade of the Vision appraisal system used by the Town Assessors, and creating a new server to provide centralized HVAC systems controls for building energy management. In addition, a renovation at the Beede Center included telephone system upgrades and new Wi-Fi access points to provide better service to patrons, and the Geographic Information System (GIS) team deployed new Web-based maps that are published directly from our ArcGIS Server. This enables the public to get access to the latest information about parcels' services in the town. As always, these

projects required investments and improvements in servers, data storage, and workstation hardware. IT provided support for a number of facilities-oriented efforts in 2018. IT infrastructure was rebuilt as part of the office renovation at 141 Keyes Rd. for the Planning Department's Health and Inspection divisions. Space at the 37 Knox Trail building was used for the first time as a temporary relocation site while this project took place. New space was created in the Townhouse, with "Floor 2 ½" containing two new offices. Connections to support improved security systems and better network access at the Minuteman Media Network studio in the High School were also installed.

Data and voice communications are critical to municipal operations, and network requirements continue to grow. In 2018, the telecommunications staff under the CIO's direction supported Town operations by installing new fiber optic connections at the High School. The fiber allowed for the installation of a new Police Fire Radio transmitter at the high school improving the function of these critical radio systems. This ability had been designed into the new building but had not been installed previously. The fiber also enabled real-time audio and video connection between the gym, auditorium and CCTV for Town Meeting. The network team has also increased the use of uninterruptible power supplies at Town buildings in order to ensure continuous network availability during storms and power outages. This same staff continued to deploy internet service to residents and businesses as described in the CMLP Telecommunication Operations section of this Annual Report.

In 2018, the CIO implemented an agreement with the Town of Bedford to share a Network Engineer. This CMLP employee is part of the Telecommunication Division providing Broadband Services, and also provides support to Bedford's and Concord's IT departments. Through this inter-municipal agreement, all three teams benefit from having access to a highly-skilled network resource, while offsetting expense.

Below is an outline of responsibilities of the IT staff with more details of some 2018 accomplishments.

The CIO manages the IT department, consults with

the Town's Senior Managers, and directs all major IT initiatives. The CIO is responsible for making capital investments in information technology such as servers, workstations, telephone systems, data networks, and information storage. The CIO also guides all major application system investments made by departments. This strategic focus emphasizes collaboration and coordination to address common needs in applications systems and business processes across departments. The IT Services Manager manages all aspects of end-user computing for Town employees. She supervises the Information Systems (IS) Technician. Her responsibilities include management of the IT help desk (staffed by a vendor); planning, purchasing and overseeing replacement of all workstations, laptops, printers and other peripheral end user equipment by the IS Technician; writing and maintaining help desk procedures; coordinating support to individuals and departments; planning and managing internal IT projects, and helping departments with IT expenditures.

The IS Technician installs job-specific hardware, software, and applications and provides first-level technical support for the Town's phone system. In 2018, the IS Technician planned and oversaw the replacement of 53 workstations and laptops which were approaching obsolescence, required an upgrade, or failed, and deployed approximately 8 new laptops for new initiatives. Of the 70-plus printers that were in use, 11 failing or obsolete printers were replaced including 2 large multifunction copier/printers in key locations (Beede and Inspection Department). The Town now owns and uses 440 workstations and laptops, representing a 12.5% increase over the number of systems in use last year. This can be attributed to a few factors: overall growth of Town employees, the addition of IT support for the Library's computer equipment and the acquisition of CCTV (now Minuteman Media Network). This growth, which is expected to continue with the library's expansions and the need to manage more mobile devices, is the primary driver behind the need to add additional IS Technicians to the IT staff.

The IT department supports a variety of GIS systems used by employees and citizens. The GIS staff includes the GIS & Application Integration Program Manager, who focuses on the GIS server implementation, geo-database administration, and

sharing data between multiple systems; and the GIS Analyst who maintains the data, develops new map layers, and publishes traditional, static maps and (beginning in 2018), web-based dynamic maps and apps (a map that “does something”) that solve town departments’ geographic problems. The Town’s web site is increasingly used to promote these new maps and apps, and thus they are available to the public as well. In 2018, the team completed upgrading the GIS data repository to utilize a specialized GIS server. The GIS server now publishes consistent data across applications, on the web and to mobile applications. As some departments began to use new online specialized maps and apps, others began to see the potential and to look at ways to utilize the data more effectively for their own missions, so further growth is expected in the coming year in this area. For example, Concord Broadband requested an app for the web page which helps residents determine whether broadband service is available to their home or not; the new app provides this information quickly, without citizens’ having to make a phone call. Another example: in time for the election, the Town Clerk needed a simple way for any resident to identify their precinct, and where to go to vote; the app on the Clerk’s web site was rapidly deployed and does just that. The GIS team also conducted end-user GIS training for Town staff and published 4 quarterly newsletters, which helps to keep everyone up-to-date on this important set of information assets.

We have substantially completed replacing physical servers with virtual servers. The work of upgrading application servers to current operating systems is ongoing and nearly completed. In 2018 we did not need to add capacity to the virtual host servers; however, in early 2019 memory upgrades are planned for both the CMLP and Public Safety Building server clusters. The additional memory will enable the host to support more virtual machines for utility billing, cyber security and broadband network testing. The approach of running with three hosts per cluster has produced better load balancing and promises improved resilience in the event of a hardware issue as well as easier change planning when hardware upgrades are needed. Both of Concord’s server sites are always processing work and each site provides backup for the other.

Effective Information Technology depends on a mix of hardware and software, personnel and business

applications. Performing ongoing maintenance is critical to the stability, security and functionality of the applications used by employees, as is planning for future needs. In 2018, work has begun on updating the GIS strategy and on town-wide technology planning through the technology improvement team. Multiple major projects for utility billing, license and permitting and cyber security are underway. IT support for departments such as public safety and the library is expanding and becoming more consistent across the board, with common wireless, workstations management, and telephone solutions deployed.

In summary, the rate of technology change and the need for information continues to increase. Keeping our information secure and our systems available requires effort by IT, well-trained employees, and constant maintenance. Fortunately the Town has also been able to increase the resources expended on Information Technology over the past few years. Recent investments have resulted in more stable, secure, and functional platforms for Town operations. The new resources available from the technology improvement fund will enable IT to work with staff to bring more functionality to citizens through the Town’s web site and mobile devices.

## PUBLIC INFORMATION

Erin Stevens, Public Information and Communications Manager

The Public Information Office has seen a great deal of change in 2018. The office expanded to include PEG services in October of 2018 which has increased duties of the office significantly, but also created an added benefit for both Town communications and the community's access to this resource. The Public Information and Communications Manager (PICM) continues to work in an interdisciplinary setting working with many different departments, community groups, and Town Officials to make sure that the community receives the information that is important to them in ways that work with their lifestyle.

### *Online Engagement and Social Media*

Social media has continued to be a tool used to provide outreach to the Town. With a new streamlined marketing strategy, all Town social media accounts now use the @townofconcordma handle to help provide a easier user experience. Find events, emergency information, day to day Concord related information, and Feel Good Friday moments to update you about what is happening in your community.

While the Town's website, concordma.gov is constantly being updated, a redesign and reorganization of the website is underway to ensure it continues to be an effective community tool.

### *Outreach and Communication*

The PICM continues to look for new ways to reach the Concord community in order to keep our residents well informed and to create the best communications experience possible. This includes extensive work the PICM has done with community groups, Town departments, boards, and committees to put together flyers, newspaper articles, postcards, social media, surveys, and more to ensure the community can have effective two-way communication with the Town government.

Working in conjunction with Recreation, the Public Information Office created free tourism pocket maps to help visitors explore and appreciate Concord. These

maps featured Concord's many historic sites and the local businesses who sponsored the maps creation.

### *Public Information and Press Relations*

The PICM has been on-scene for several events in Town to help address the news crews, newspapers, radio programs, and the public. When there is an emergency scene or media attention for an event, the PICM helps to provide ongoing updates and information to the reporters and communicates to the Town as information becomes available. The PICM was called on for several occasions, most notably the incident at Emerson Umbrella on October 3rd where an underground liquefied petroleum gas tank was hit by a construction vehicle causing the area to be evacuated before being able to off-gas the leak and being declared safe.



*PICM Erin Stevens speaking on camera to provide an update to the developing situation at the Emerson Umbrella on October 3rd 2018.*

### *PEG Services*

In October when the Town of Concord decided to not renew its contract with CCTV Inc., the Town decided to take the PEG services in house as a division under Public Information. A new name was given to the formerly CCTV Inc. PEG station, now called Minuteman Media Network. This addition to the Public Information Office has been a welcome challenge as we learn the best ways to utilize the skills of our newest division to provide for the Concord community.

With a studio redesign, the space will be better suited to collaborative work for both the community and students. We are excited to see what comes of our new design and layout. Included in this redesign is a small collaborative work space for students or groups to meet and work on production projects in a "round table" setting.

## SUSTAINABILITY

Kate Hanley, Sustainability Director

Classes in film, use of the adobe product suite for film production, digital storytelling and more will be offered through Concord Recreation for adults and young adults to learn practical production and editing skills needed to unleash their creativity.

We welcome your ideas, content, and feedback, please visit [concordma.gov/mmn](http://concordma.gov/mmn) or email [mmnetwork@concordma.gov](mailto:mmnetwork@concordma.gov) for more information. Information regarding PEG is also available through the PEG Access Advisory Committee who helps to provide insight into community desires for the station and identifies program ideas, among other things.



### *Film Industry in Concord*

Concord became very popular destination for film making with both the Columbia Pictures production of *Little Women* and Netflix's original series *The Society* filmed in Town.

The Public Information Office was involved in assisting with location scouting, permitting with each production, and ensuring a smooth production process. Greta Gerwig's *Little Women* filmed late summer into the fall and wrapped production in December. Netflix followed a similar schedule filming the majority of their work in Town in October and early November. The Netflix series *The Society* is expected out summer of 2019 and *Little Women* is expected December 2019.



The "Town Hall" sign from Columbia Pictures' *Little Women* (2018), directed by Greta Gerwig, now hangs in the Concord Town House Hearing Room.

The Town of Concord has a long history of sustainability. We have ambitious climate and sustainability goals, including a long-term goal of reducing community-wide greenhouse gas (GHG) emissions 80% by 2050 in alignment with the Paris Climate Accord and the Massachusetts Global Warming Solutions Act. The Town hired its first Director of Sustainability, Kate Hanley, in November 2017 and established the Sustainability Division under the Town Manager's Office. In 2018, Kate Hanley launched several new sustainability efforts and focused on building partnerships with residents, community groups, local businesses, Town departments, and regional partners to advance sustainability efforts.

In an effort to engage community members and provide actionable information on sustainability in Concord, a Sustainability landing page on the Town website was established ([concordma.gov/sustainability](http://concordma.gov/sustainability)) with an array of up-to-date information and resources on sustainability in Concord for residents and businesses. New sustainability-specific Twitter and Facebook accounts (@concordclimate) were also launched in the fall of 2018 to engage the community on sustainability programs, initiatives, and tips.

Kate Hanley is the staff liaison to two committees, the Comprehensive Sustainability and Energy Committee as well as the newly-formed Climate Action Advisory Board. The Climate Action Advisory Board was formed in fall of 2018 and met for the first time in October. The group consists of 11 Concord residents with a diverse array of expertise and experience in climate action. The charge of the board is to advise the Director of Sustainability and the Town on strategic implementation of town-wide climate goals. In 2019, the board will focus its efforts on advising the town and Director of Sustainability on developing a Climate Action Plan. Now that the town has committed to GHG reduction goals and completed a GHG inventory to identify the major sources of emissions community-wide, a Climate Action Plan will chart a course to achieving GHG reductions and improving resilience to climate change. The Comprehensive Sustainability and Energy Com-

mittee (CSEC) is made up of 8 members with a charge to encourage adoption of sustainability policies and practices in the Concord community. CSEC focused their efforts in 2018 on the HeatSmart program which promoted the adoption of air-source and ground-source heat pumps and provided rebates and valuable coaching to residents. CSEC was also integral to the marketing and coordination of an electric vehicle ride-and-drive event held at Walden Pond in September.



*Kate Hanley speaking to Concord residents about climate change in Concord during the MVP listening session, October 30, 2018.*

As Sustainability Director, Kate has secured grant funding from several sources to invest in sustainability projects, implement new technologies, and engage the community around sustainability and climate resilience. One particularly impactful grant in 2018 was a \$33,000 Planning Grant from the state's Municipal Vulnerability Preparedness (MVP) program. The MVP program provides support for cities and towns in Massachusetts to begin the process of planning for climate change resiliency and implementing priority projects. This program was particularly relevant to Concord after a citizen petition approved at 2018 Annual Town Meeting urged the town to make climate resilience a priority. The grant allowed Concord to host a Community Resilience Building Workshop in September 2018, bringing together around 40 representatives from town departments, committees, community groups, local businesses, regional partners, and advocacy groups. As a result of the workshop, the group identified four priority climate hazards for Concord - Increased Flooding, Extreme Heat, Increased Drought, and Extreme Storms. We have already experienced climate shifts here in Concord in the form of more frequent and intense extreme storms, heavy rainfall, and increased periods of drought. Through the grant funding, we were also able to host and participate in a

number of events, produce 3 videos, conduct an interactive online survey, and amplify social media posts to spread the word about climate change in Concord and how we can work together to be more resilient. Now that we have completed the MVP Planning Grant, Concord will be eligible for additional grant programs to implement resilience projects.

In summer of 2018, Concord received a Green Communities Grant of \$116,000. The Green Communities grant program is administered by the Massachusetts Department of Energy Resources. Concord has been a designated Green Community since 2013 and since that time has received over \$600,000 in grant funds. The grant funding received in 2018 was used to convert 5 town buildings to 100% energy-efficient LED lighting, install an energy management system at 55 Church Street, purchase a fully-electric Nissan Leaf, convert a Council on Aging van to a hybrid vehicle, and install two new publicly available electric vehicle charging stations. The Green Communities program is a great resource that allows Concord to implement energy-saving measures and lead by example in improving the sustainability of government operations. In partnership with Concord Municipal Light Plant, the Sustainability Division was awarded another grant from DOER through the Municipal Energy Technical Assistance Grant Program. This funding will be used in 2019 to hire a consultant to study the opportunity for a distributed battery storage system at critical municipal facilities, which could provide load management benefits as well as increased community resilience to extreme weather.

While currently a division of one, the Sustainability Division is committed to working in collaboration with town departments, local businesses, schools, community groups, regional partners and residents to reduce Concord's greenhouse emissions and improve our community's resilience to the impacts of climate change. In 2018, Kate Hanley participated in collaborations with town departments such as an electric vehicle working group at CMLP, working with CCHS students to conduct energy assessments of small businesses through the Green Impact Campaign, and applying for a sustainable landscaping grant with the Water & Sewer division. In an effort to learn from other communities and bring best practices back to Concord, Kate also participates in networking through membership in the Urban Sustainability Director's Network and the New England Municipal Sustain-

ability Network, and attends regional events hosted by groups such as Green Communities, MAPC, Massachusetts Climate Action Network, Massachusetts DOER, and more. Kate also regularly speaks to groups in and out of Concord such as Concord Business Partnership, ConcordCAN!, League of Women Voters, Massachusetts Climate Action Network, Rotary Club, Newbury Court Climate Initiative Group, and CCHS Green Team and Environmental Movie Night. Sustainability is a team effort and the Sustainability Division looks forward to continued collaboration in 2019 to create a more sustainable and resilient Concord.

## FACILITIES DEPARTMENT

Ryan Orr, Director

The Facilities Department provides service and maintenance to approximately 41 public buildings. The Facilities Department also provides management of major capital improvements to town-owned facilities. The goal of the department is to maintain healthy, comfortable buildings and productive environments for all who work in and use our facilities. Tasks are accomplished by a team of seven full-time people skilled in construction, electrical services, building maintenance and custodial services.

In September 2017, the Facilities Department began renovations to the newly acquired 55 Church Street building. Office space was renovated for Community Services, Retirement Board and Veterans Services. Two offices were converted to a Yoga and Pilates studio, and a gym was created from the unfinished attic. These spaces are now home to Recreation Department Group Exercise classes. Work was completed in March 2018.

Shortly after completing the 55 Church project, work began at the Town House to create 3 offices on what we now call floor 2 ½. The Team also assisted with the audio-visual upgrade in the Hearing Room and Select Board Room. With the guidance of the Town-Wide Facilities study, we are currently making plans to improve the first floor Town Clerk and Finance space in 2019.

The Harvey Wheeler Community Center roof replacement began January 2018 and was completed in April. The Facilities Department worked with the Historic Districts Commission to find a roofing

material that maintained the original architectural character of the building.

Working day and night, the team took on the challenge of renovating space at the Beede Swim and Fitness Center during its annual shutdown in August. Ninety percent of the work was completed before the building was reopened. The new fitness room was completed a few weeks later.

In September, the team prepared a temporary work space at 37 Knox Trail for the Building Department and Board of Health staff. By December, Phase 1 renovations to the second floor of 141 Keyes Road began for additional office space, new lighting and flooring. The attic was sealed and insulated with foam and a new HVAC system was also installed.

Also, in December, the Facilities team orchestrated the replacement of 19 windows at the Police Department, and a heating upgrade to the Barrett's Mill Farm House. Additionally, the team found time to relocate the main entrance to the Town Manager's Office and re-organized the existing space to accommodate another work station.

With the help of Kate Hanley, the Sustainability Director, Energy Management staff from The Concord Municipal Light Plant and Green Communities we were able to assist with a complete LED lighting upgrade to the Hunt Recreation Center, Town House, Public Works and the Harvey Wheeler Community Center.

In April of 2018, the Facilities Department added an electrician to the staff who has accomplished great things in a short amount of time. Completed projects include, installing two electric vehicle chargers, installing new LED lighting in the Town House Hearing room and Building Department, as well as making numerous necessary repairs around town.

### *Our 2019 goals:*

The Facilities Department will begin the new year with a small alteration to a storage room at CMLP creating another private office. Shortly after that, the team will begin Phase 2 of the 141 Keyes Road renovations to the Natural Resources Department. Facilities is also looking forward to managing a number of HVAC upgrades, as well as implementing the Dude Solutions work order and maintenance schedule system.