

GENERAL GOVERNMENT

TOWN CLERK

Anita S. Tekle,
Town Clerk

Staff

During 2015 the Department was staffed by Assistant Town Clerk Patricia Clifford; Senior Department Clerk Arlene Fitzpatrick; and Office Assistant Jacquelyn Kilroy. The achievements of the Department were in large part due to the effort and commitment of these individuals, which is noted and appreciated.

Vitals

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of overall births remained fairly consistent for the past seven years, with 1,127 new births recorded in 2015. In addition, the staff processed 67 Affidavit and Correction of Vital Records, and issued 307 burial permits. Our online offering for the processing of birth, death and marriage certificates has proven to be very popular with customers, with more than one-third of our transactions being requested and completed online. This online offering allows us to provide expedited service for vital records (at an additional charge) and reduces the number of walk-in customers, allowing us to better manage the Division's workload.

RECORDED VITAL STATISTICS 2006-2015

NUMBERS INCLUDE BABIES BORN TO CONCORD PARENTS AT OTHER
MASSACHUSETTS HOSPITALS
(# OF CONCORD RESIDENTS IS IN PARENTHESIS)

Year	Births	Deaths	Marriages
2015	1,127 (98)	342 (156)	76 (35)
2014	1,226 (99)	348 (159)	77 (32)
2013	1,192 (125)	397 (174)	81 (35)
2012	1,171 (102)	367 (165)	67 (32)
2011	1,201 (96)	360 (156)	80 (33)
2010	1,183 (100)	384 (157)	84 (32)
2009	1,195 (122)	370 (134)	76 (25)
2008	1,199 (101)	402 (149)	58 (22)
2007	1,178 (87)	349 (133)	87 (21)
2006	1,244 (121)	423 (161)	74 (24)

Implementation of the long-awaited electronic recording of death certificates began in earnest in September 2014, and continued during 2015. This followed the implementation of a statewide electronic system for recording and issuance of birth certificates in February 2011. It is now mandatory for all deaths in Massachusetts to be accessed and recorded electronically. The process has required the cooperation and participation of a number of entities in order for this to work – funeral directors, medical professionals, the medical examiner's office, the State Office of Vital Records, the Social Security Office, and local city and Town Clerk offices. With Emerson Hospital choosing not to participate in the online death registration process (one of only a handful of non-participating hospitals in Massachusetts), area funeral directors and the Town Clerk have used "workarounds" to complete the registration process for our own and the other online users noted above. In June the Concord Town Clerk sponsored a training program for area funeral directors and staff, conducted by officials from the State Office of Vital Records & Statistics, which addressed these specific issues. By the end of the year, the system was operating consistently and smoothly.

Licenses

We had another good year for dog licenses, with 1,956 licenses issued during the year. Staff participated in the Rabies Vaccination Clinic sponsored by the Board of Health in March.

Town Meeting

The Town Clerk and staff attended and recorded the proceedings of the Annual Town Meeting and Special Town Meeting during the year. For all Town Meeting events, we offered a daily update of the previous evening's session on the Town website, which proved very popular with residents. An excerpted copy of the proceedings is included elsewhere in this report.

Recordings

The Department issued 96 Business Certificates during the year.



Residents Barry MacMaster and Deedo Painter in line at the Clerk's Office to obtain Dog Tags #1 and #2 for their favorite pooch!

Miscellaneous

During the year, the staff swore in new committee and board appointees and posted 916 public meetings and agendas. Meeting postings are available on the bulletin board in the Town House lobby and for view on the Town's web site at www.concordma.gov. During the course of the year, the Office provided information to staff, boards and committees, and citizens on the issues of the Open Meeting, Public Records, Conflict of Interest, and Campaign & Political Finance Laws, and maintained records of completion of the mandatory State ethics training by employees and board members. In conjunction with the Select Board and Town Moderator, the Town Clerk participated in a comprehensive training program for committee and board members in September that was attended by over 80 committee members. During the year, several inquiries were referred to the appropriate state authorities for formal determinations and rulings.

Department staff prepared and recorded 43 new cemetery deeds during the year, and continued to maintain the cemetery deed, burial permit, and lot records. Nineteen raffle permits were issued to community non-profit organizations. The Town Clerk's Office offers Notary Public services for customers with proper identification. A nominal fee is charged, and appoint-

ments are recommended for complex documents. In addition, several staff members have been appointed by the Governor's Office to serve as "Commissioners to Qualify," which authorizes us to administer the Oath of Office to individuals appointed as a Notary Public or Justice of the Peace in Massachusetts. We continued to receive and process routine genealogical requests, referring the more complex ones to the Library Archivist.



Documents donated to the Town by a descendant of Rev. Benjamin Bulkeley, who was minister of the First Parish Church from 1882 to 1894. Rev. Bulkeley's ancestor was Rev. Peter Bulkeley, Concord's first minister. The documents were turned over to the Town Archives at the Library.

Feel free to call our office if you have any questions at 978-318-3080. Visit the Town's website www.concordma.gov, or contact us via e-mail at townclerk@concordma.gov.

BOARD OF REGISTRARS

Patricia E. Gerty, Chair
 Helen N.H. Brady
 Joanne E. Mente
 Anita S. Tekle, Town Clerk

The four-member Board of Registrars consists of two members from each of the major political parties - three members appointed by the Select Board, plus the Town Clerk. Detailed voter registration, election results, and a summary of Town Meeting action are reported elsewhere in this report.

Voter Registration

The Town Clerk's Office continued to utilize the State Voter Registration Information System for voter registration. This system connects Concord with Town Clerk offices across the State to avoid duplication of registrations, and allows residents to register to vote or change their address or party affiliation at the Registry of Motor Vehicles. The system also supports online voter registration, which began in the Fall of 2015.

During the year when we encountered petition signers who were not registered voters in Concord (and therefore could not be certified as signers), we mailed voter registration forms to them, resulting in an excellent return. We also continue to do this with younger residents when they reach voting age at 18, with good results. The Office registered 685 new voters during the year, ending the year with 12,581 voters. In addition, 637 voters were deleted, 156 switched parties, and 574 were placed on Inactive Voter status due to either not returning a census form, or information that we received that they no longer live in Concord.

Census

As has been done for the past several years, the Town Clerk's Office printed and prepared the census forms in-house, instead of using an outside vendor, resulting in a considerable cost savings. The forms were distributed to residents in late December. The 2015 population per the Town Census was 15,798. This represents approximately 96% of Concord's households (about 4% of the households had not responded to the Town Census by June 9, 2015, when we finalized the census count). Note that the Town Census does not include the prison population, while the federal decennial census counts the prisoners (approximately 1,500 additional residents).

Town Caucus – January 26, 2015

Turnout for the Town Caucus was moderate, with 60 in attendance. One individual was nominated for Town Moderator. Two each were nominated for two positions on the Board of Selectmen and School Committee. No one was nominated for the one vacancy on the Concord Housing Authority. All are to be commended for their willingness to run for office and serve the Town in these volunteer capacities.

Annual Town Election – March 31, 2015

Turnout was very low, with no contested races—only 3.8% of registered voters participated. Following the Caucus, Todd Benjamin filed nomination papers for the three-year vacancy on the Concord Housing Authority, so every position had one person running. At the Board of Registrars' urging, the Board of Selectmen had adopted a policy in 2012 to reduce the polling hours for local elections where there were no contested races and no ballot questions. This 2015 Annual Town Election was the first situation where the criteria were met for the reduced hours, and the polls were open from Noon to 8:00 pm. Only 31 absentee ballots were distributed for this Election. Prior to the election, the Town Clerk publicized the "Top 10 Reasons Why You Should Vote at the March 31 Annual Town Election," but even that failed to bring out the vote.

Annual Town Meeting – April 12-15, 2015

The Annual Town Meeting featured 58 Warrant Articles (including five submitted by petition) and was attended by 307 registered voters on the first session (Sunday), 614 on the second session, 840 on the third session, and 240 on the fourth and final session. During the course of the four sessions, 1,171 different voters were in attendance (9.4% of the registered voters in Concord).

Special Town Meeting – April 14, 2015

A Special Town Meeting was held within the Annual Town Meeting, with four Warrant Articles (including one submitted by petition). There were 842 in attendance (6.7% of the registered voters in Concord).

Nomination Papers/Initiative Petitions

During the year, the Town Clerk's Office certified 67 signatures on five Annual Town Meeting petitions; 180 signatures on one Special Town Meeting petition; 172 signatures on nomination papers for candidates for State Election ballots; and 2,145 signatures on various State Initiative Petitions. Voters are reminded to sign nomination papers and petitions using their legal voting name and address.

TOWN OF CONCORD
ANNUAL TOWN ELECTION – MARCH 31, 2015
OFFICIAL RESULTS – ALL BALLOTS COUNTED

PRECINCTS	1	2	3	4	5	TOTAL
VOTERS PARTICIPATING	78	146	102	108	43	477
REGISTERED VOTERS	2,448	2,802	2,697	2,743	1,776	12,466
% of Registered Voters Participating	3.19%	5.21%	3.78%	3.94%	2.42%	3.83%
MODERATOR for 1 Year	Vote for Not More Than One					
Blanks	9	12	7	9	3	40
Eric E. Van Loon	69	133	93	96	40	431
Write-Ins	0	1	2	3	0	6
TOTALS	78	146	102	108	43	477
SELECTMAN for 3 Years	Vote for Not More Than Two					
Blanks	24	50	36	24	10	144
Steven Ng	66	122	90	98	39	415
Jane Hotchkiss Gordy	64	118	76	93	36	387
Write-Ins	2	2	2	1	1	8
TOTALS	156	292	204	216	86	954
SCHOOL COMMITTEE for 3 Years	Vote for Not More Than Two					
Blanks	26	39	34	21	14	134
Heather Ann Bout	64	120	84	95	32	395
Daniel R. Conti	65	133	85	98	40	421
Write-Ins	1	0	1	2	0	4
TOTALS	156	292	204	216	86	954
CONCORD HOUSING AUTHORITY for 5 Years	Vote for Not More Than One					
Blanks	9	19	12	9	4	53
Todd L. Benjamin	69	125	88	99	39	420
Write-Ins	0	2	2	0	0	4
TOTALS	78	146	102	108	43	477

TOWN PROFILE

Population as of January 1, 2015 Census		Political Party Affiliation as of December 31, 2015	
Adults (age 17 or over)	12,467	Recognized Parties in MA	
Population by Age Group		Democrat	4,353
Under 20 years	4,066	Republican	1,668
20-29 years	1,399	Green-Rainbow	16
30-39 years	992	United Independent	38
40-49 years	2,026	Unenrolled	6,516
50-59 years	2,683	Political Designations	
60-69 years	2,232	Libertarian	25
70 years and over	2,400	Other	2
Total	15,798	Total	12,618

**CONCORD VOTER TURNOUT HISTORY
SELECTED RACES 2000-2015**

<u>Election</u>	<u>Turnout</u>	<u>% of Voters</u>
March 7, 2000 - Presidential Primary	6,895	59%
March 7, 2000 - Town Election	6,994	60%
November 7, 2000 - General Election (Presidential)	9,742	83%
June 12, 2001 - Special Town Election (Town & School Overrides)	6,288	54%
May 14, 2002 - Special Town Election (Town & School Overrides)	3,875	33%
June 19, 2002 - Special Town Election (Alcott School Debt Exclusion)	3,699	32%
September 17, 2002 - State Primary (Gubernatorial)	4,449	39%
November 5, 2002 - State Election (Gubernatorial)	8,444	73%
May 13, 2003 - Special Town Election (Town & School Overrides)	4,359	39%
September 23, 2003 - Special Town Election (School Overrides)	4,112	37%
March 2, 2004 - Annual Town Election	5,361	47%
March 2, 2004 - Presidential Primary	5,123	45%
June 8, 2004 - Special Town Election (Town & School Overrides)	5,351	46%
November 2, 2004 - General Election (Presidential & CPA)	10,205	86%
June 7, 2005 - Special Town Election (Town & School Overrides & Debt Exclusions for Willard & CCHS)	3,359	29%
March 28, 2006 - Annual Town Election & Willard Design Override	3,907	34%
June 6, 2006 - Special Town Election (Town & School Overrides)	1,994	17%
September 19, 2006 - State Primary (Gubernatorial)	4,089	35%
November 7, 2006 - State Election (Gubernatorial)	8,473	72%
September 4, 2007 - Special State Primary (Congressional Vacancy)	2,945	25%
October 16, 2007 - Special State Election (Congressional Vacancy)	4,587	39%
November 14, 2007 - Special Town Election (Willard School)	3,362	29%
February 5, 2008 - Presidential Primary	7,598	63%
September 16, 2008 - State Primary	2,350	20%
November 4, 2008 - General Election (Presidential)	10,582	86%
March 31, 2009 - Annual Town Election (CCHS Debt Exclusion)	2,644	22%
December 8, 2009 - Special State Primary (U.S. Senator Vacancy)	4,401	37%
January 19, 2010 - Special State Election (U.S. Senator Vacancy)	8,783	73%
March 23, 2010 - Annual Town Election (Moderator contest)	2,112	17%
June 8, 2010 - Special Town Election (CCHS Feasibility Study)	2,259	19%
September 14, 2010 - State Primary	2,660	22%
November 2, 2010 - State Election (Gubernatorial)	8,765	72%
March 29, 2011 - Annual Town Election (Housing Authority contest)	742	6%
November 15, 2011 - Special Town Election (CCHS Design & Construction Debt Exclusion)	4,235	35%
March 6, 2012 - Annual Town Election (Board of Selectmen & Housing Authority contests)	2,931	24%
March 6, 2012 - Presidential Primary	2,973	24%
September 6, 2012 - State Primary	3,897	31%
November 6, 2012 - General Election (Presidential)	11,055	85%
March 19, 2013 - Annual Town Election (SC contest)	3,059	24%
April 30, 2013 - Special State Primary (U.S. Senator Vacancy)	3,237	26%
June 25, 2013 - Special State Election (U.S. Senator Vacancy)	5,326	42%
March 25, 2014 - Annual Town Election (School Committee race)	2,194	17%
September 6, 2014 - State Primary	3,119	25%
November 4, 2014 - State Election (Gubernatorial)	8,274	64%
March 31, 2015 - Annual Town Election (No contests)	477	4%

**TOWN MEETING VOTER PARTICIPATION
1997-2015**

(ATM = ANNUAL TOWN MEETING) (STM = SPECIAL TOWN MEETING)

Year	# of Nights	Highest One Night Attendance	Total Duplicated Attendance	Total Unduplicated Attendance	% Registered Voters in Attendance
1997 ATM	4	933	2,060	1,120	11.5%
1997 STM (Oct)	2	1,242	1,541	1,265	13.0%
1998 ATM	4	355	1,391	628	6.2%
1999 ATM	4	960	2,375	1,299	11.6%
2000 ATM	4	925	2,613	1,290	11.0%
2000 STM (May)	1	923	923	923	7.9%
2001 STM (Jan)	1	448	448	448	3.9%
2001 ATM	5	1,277	3,416	1,727	15.0%
2002 ATM	4	930	2,321	1,215	10.5%
2003 ATM	6	912	3,109	1,368	12.2%
2003 STM (Aug)	1	883	883	883	7.9%
2004 STM (Mar)	1	405	405	405	3.5%
2004 ATM	4	1,330	3,524	1,977	17.2%
2005 ATM	3	816	1,616	1,032	9.0%
2006 ATM	5	888	2,537	1,297	11.0%
2007 ATM	3	1,390	2,402	1,568	13.6%
2007 STM (Apr)	1	565	565	565	4.9%
2007 STM (June)	1	1,819	1,819	1,819	15.8%
2007 STM (Nov)	1	1,283	1,283	1,283	11.0%
2008 ATM	3	816	1,509	925	7.7%
2009 ATM	3	539	1,382	802	6.7%
2010 ATM	4	528	1,926	946	7.9%
2011 ATM	3	843	1,904	1,147	9.5%
2011 STM (Apr)	1	514	514	514	4.3%
2011 STM (Nov)	1	1,664	1,664	1,664	13.6%
2012 ATM	4	831	2,311	1,183	9.7%
2012 STM (Apr)	1	651	651	651	5.4%
2013 ATM	3	1,352	2,878	1,795	14.2%
2013 STM (Dec)	1	1,043	1,043	1,043	8.2%
2014 ATM	3	684	1,589	894	7.0%
2014 STM (May)	1	684	684	684	5.4%
2015 ATM	4	840	2,001	1,171	9.4%
2015 STM (Apr)	1	842	842	842	6.7%

Notes:

STM Oct 1997 – Mattison Land Acquisition
 STM May 2000 – Visitor Center
 STM Jan 2001 – Benson Land Acquisition
 STM Aug 2003 – Town & School Budgets
 STM Mar 2004 – Ammendolia Land Acquisition
 STM April 2007 – Emerson Annex Acquisition
 STM June 2007 – High School Playing Fields

STM Nov 2007 – Willard School & Rail Trail
 STM Nov 2011 – High School Design & Construction
 STM April 2012 – Land Acquisition & School Transport
 STM Dec 2013 – Land & Bottle Bylaw Repeal
 STM May 2014 – Knox Trail Land Acquisition
 STM April 2015 – WR Grace & 2229 Main St Land

PERSONNEL BOARD

Nancy Crowley, Chair
Susan Bates
Claude Cicchetti
Ellen Quackenbush

The Personnel Board has responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town and is supported by the staff of the Human Resources Department. The Town's Personnel Bylaw applies to approximately 180 regular-status employees and a few hundred temporary and limited-status employees. The Personnel Bylaw does not cover elected officers, employees with personal contracts, employees covered by collective bargaining agreements, and employees of the School Department.

Classification and Compensation

The Town maintains a formal Classification and Compensation Plan that provides a uniform system for grouping regular non-union positions based on job requirements and establishes salary ranges based on market conditions. The Personnel Board is responsible for recommending Plan amendments to Town Meeting. Structural adjustments and salary increases are intended to uphold Concord's tradition of maintaining total compensation rates (i.e., pay plus benefits) that are above average, but not top, among comparable municipal employers in order to keep the Town competitive in attracting and retaining competent employees.

FY16 Plan Structure Adjustments

The 2015 Town Meeting approved the following changes effective July 1, 2015 (FY16) to minimum and maximum rates listed in the Classification and Compensation Plan:

- a 1.5% increase in the EM-1 and EM-4 ranges and all AC, TCL, MP and HS ranges;
- a 4.0% increase in the EL-2, EL-3, EL-4, EL-5, EL-6, EM-2 and EM-3 ranges; and
- an increase in the minimum of the SF-1 range to \$9.00 (consistent with the State minimum wage).

The SF-1 maximum and HS ranges were not increased because they remained current within their labor markets.

FY16 Salary Increase Policies

Funding for all salary increases is contained in the "Salary Reserve" line item of the Town Manager's annual budget. This line funds structural and performance-based increases for non-union employees, and negotiated increases under collective bargaining contracts. Each fiscal year, the Town Manager and Personnel Board determine the actual salary increases to be received by non-union employees based upon the amount of money appropriated to the Salary Reserve.

Employees in the Trades-Crafts-Labor, Electrical Labor, Administrative-Clerical, and Swim & Fitness categories were eligible for two salary increases during the fiscal year. Each of these employees who achieved satisfactory performance received a 1.5% structural increase plus a 2.5% performance increase, up to the maximum of their assigned salary range. Employees in the Managerial-Professional and Electrical Management categories were eligible for one increase during the fiscal year. Each of these employees received a performance-based increase of 0% to 6.0%, up to the maximum of their assigned salary range. Wage increases for employees in the Human Services categories are influenced by limited external funding sources such as grant, gift, general and revolving funds. Accordingly, a separate system for individually considering salary increases for these employees was developed and the ability to give increases was limited; where funds were available, these individuals were eligible to receive an increase of up to 4%.

Acknowledgment of Town Employees

Concord is fortunate to have many employees who have worked for the Town for numerous years. Some employees work year-round, while others work on a sporadic, seasonal, or limited-hours basis. Regardless of their status, we benefit from the experience and dedication of long-term staff members. Accordingly, on behalf of all Concord citizens, the Personnel Board would like to express our sincere appreciation and gratitude to all such employees for their many contributions and efforts.

We would like to make special mention of the following employees, all of whom had served the Town for 20 or more years in a regular-status position as of December 2015:

EMPLOYEES WITH 20 OR MORE YEARS OF SERVICE
NAMES NOTED WITH * ARE EMPLOYEES WHO RETIRED IN 2015

Town Manager's Office

Laurel Landry
 Christopher Whelan

Planning & Land Mgmt

Karen Byrne
 Tracy LaPierre
 John Minty
 Marcia Rasmussen
 Stanley Sosnicki

Finance

Linda Davis
 Carolyn Dee
 Anthony Logalbo
 Anita Tekle

Police

Robert Capone
 Scott Camilleri
 Joseph Connell
 Paul Flynn
 James Forten
 Brian Goldman
 Richard Hodgson
 Joseph Morahan
 Paul Morrison
 Roy Mulcahy
 Robert Shea*
 Jeffrey Shelley
 John Skinner*
 Sylvia Toumayan
 Walter Waite*
 Kevin Walsh

Public Works

Paul Cote
 Peter Flynn
 Thomas Ford
 Andrew Giles
 Peter Hardy
 Stephen Harrington
 Richard Hathaway
 Michael Haynes
 John Hesdorff
 Adrian Hone
 Patricia Hopkins
 Jeffrey Koranda
 Robert Landry
 Todd Manchuso
 Robert Trainor

Light Plant

Martin Boermeester
 Ann Breitenwischer
 Philip Connell
 Herbert Gent
 John McGarry
 David Ransom
 John Simeone

Recreation

Danner DeStephano*
 Pamela Higgins
 Janice MacCulloch
 Anita Stevanazzi-Hill
 Dale Zippin*

Fire

John Bendel
 Mark Cotreau
 David Curran
 Anthony Geanisis
 John Gower
 Marcus Jackson
 Thomas Judge
 Brian Lefebvre
 Francis Loynd, III*
 Eric Nelson
 Owen Neville
 William Noke
 James Redmond
 Arthur St. John
 Brain Whitney

Human Resources

Amy Foley

Library

Karen Ahearn
 Fayth Chamberland
 Milda Contoyannis*
 Robin Demas
 Cynthia DiRenzo
 Jane Misslin
 Patricia Pluskal
 Valerie Gay Weiss
 Leslie Wilson

HUMAN RESOURCES DEPARTMENT

Amy Foley,
 Human Resources Director

The Human Resources (HR) Department continued to provide services to approximately 600 regular, limited, and temporary employees on issues relating to: administering the Personnel Bylaw, policies, and procedures; maintaining employee classification and compensation plans; monitoring personnel actions of all Town departments to ensure legal and policy compliance; managing employee recruitment and selection; coordinating orientation, training, and

employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advised the Personnel Board and Town Manager on related issues; advised Department managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

In 2015, HR staff processed 1,206 applications for employment; managed 48 recruitments and new appointments; managed 29 leaves of absence in accordance with the Family and Medical Leave Act and/

or medical leave policies; managed 39 work-related injury cases; prepared defense of 3 unemployment appeals; attended a MCAD conference in defense of a discrimination claim; verified and processed more than 882 personnel action forms; prepared proposals and participated in union negotiations, mediations, and conferences related to 2 contracts; made arrangements for an employee appreciation picnic attended by 231 employees and for an ice cream truck visit enjoyed by approximately 295 employees; coordinated 53 random DOT required drug and alcohol tests; oversaw the restructuring and classification review of 17 positions; and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations.

As part of its benefits administration activities, HR staff developed and distributed communications to employees throughout the year, including notices regarding Affordable Care Act provisions, HIPAA requirements, health reimbursement account provisions, and annual enrollment opportunities for health plans, flexible spending accounts, and the pre-tax premium only plan. 15 coverage changes were processed during-open enrollment and 186 individual long-term disability rate adjustments were determined and communicated to each subscriber. 22 GEM (Go the Extra Mile) Certificates and 9 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others. Police/fire injured-on-duty insurance coverage and administration services were reevaluated, resulting in implementation of a more cost-effective plan with improved case management. Staff began the process of evaluating the Town's policies related to parental leave and comparing them to other municipal employers to determine whether practices should be updated.

An employee benefits and wellness fair was coordinated and attended by approximately 150 employees in March. In addition to arranging representation from 12 benefit providers, HR staff engaged representatives of the Police, Fire, Health, and Recreation Departments to provide attendees with personal wellness and safety information. In the summer, staff coordinated the formation of an employee wellness committee to work with the Minuteman Nashoba Health Group's

wellness coordinator in developing and implementing programs for employees and their family members.

As part of management's efforts to increase communications and provide employees with necessary training, the HR Director assisted the Town Manager and Senior Management Team in planning the fourth annual forum for employees that took place in March; these meetings provide an opportunity to share information regarding goals, initiatives and programs and to address employee questions. In May, two trainings for supervisors were arranged, with 12 employees attending a session regarding performance appraisals and 22 attending one on delivering difficult messages and coping with workplace conflict. Provisions were made for 20 new employees to attend harassment prevention training in December. HR staff also ensured that summaries of the Massachusetts Conflict of Interest Law were distributed to all employees and that they were reminded of their biennial obligation to complete training on the law.

HR staff continued to work with IT and Finance staff on a multi-year project to implement ADP's Workforce Now software, which is replacing an outdated human resources information system and will automate collection and calculation of payroll data, time and attendance/leave recordkeeping, performance evaluations, and applicant tracking. In 2015, the human resources and benefits module of the software was set up. Data from the prior system was transferred to the ADP software and merged with payroll data that was previously maintained separately. Staff also began the process of identifying pay rules to be set-up in the time and attendance module.

Year	Male	Female
2015	64.60%	35.40%
2014	61.50%	38.50%
2013	62.40%	37.60%
2012	62.50%	37.50%
2011	62.30%	37.70%
2010	62.10%	37.90%
2009	62.90%	37.10%
2008	63.60%	36.40%
2007	63.10%	36.90%
2006	63.10%	36.90%

WORKFORCE ANALYSIS BY ETHNICITY

DATA FROM DECEMBER 31 OF EACH YEAR & REPRESENT REGULAR-STATUS EMPLOYEES ONLY.

Year	White		Black		Hispanic		Asian		Native American		Total
	#	%	#	%	#	%	#	%	#	%	
2015	258	95.2%	2	0.7%	3	1.1%	5	1.8%	3	1.1%	271
2014	263	95.6%	2	0.7%	3	1.2%	5	1.8%	2	0.7%	275
2013	247	95.7%	2	0.8%	3	1.2%	4	1.6%	2	0.8%	258
2012	250	95.8%	3	1.1%	2	0.8%	4	1.5%	2	0.8%	261
2011	244	94.9%	4	1.6%	2	0.8%	5	2.0%	2	0.8%	257
2010	247	96.5%	3	1.2%	0	0.0%	4	1.7%	2	0.8%	256
2009	251	96.9%	2	0.8%	0	0.0%	4	1.5%	2	0.8%	259
2008	255	96.6%	3	1.1%	0	0.0%	4	1.5%	2	0.8%	264
2007	242	96.8%	2	0.8%	0	0.0%	4	1.6%	2	0.8%	250
2006	236	96.7%	2	0.8%	0	0.0%	4	1.6%	2	0.8%	244

TOWN COUNSEL

William L. Lahey,
Anderson & Kreiger LLP

What follows is a description of the lawsuits by or against the Town filed or pending during 2015 handled by Town Counsel:

Archstone Builders, LLC v. Town of Concord Historic Districts Commission

Appeal from a cease and desist order and denials from the Concord Historic District Commission concerning residential development at 427 Lowell Road. Case has since been dismissed.

Gleeson v. Town of Concord

Small claims action against Town alleging damages to vehicle. Assigned to insurance counsel in April 2015. Judgment of Dismissal entered in favor of Town, May 2015.

Guarino v. O'Connor, as Chief of Police for the Concord Police Department

Appeal from suspension of firearms license. No damages claims against the Chief or the Town. Case settled and stipulation of dismissal filed November 2015.

Miller v. O'Connor, as Chief of Police for the Concord Police Department

Appeal from denial of firearms license application. No damages claims against the Chief or the Town. Concord District Court affirmed the Chief's denial in October 2015. To our knowledge, the applicant has not appealed the decision.

Symes Development & Permitting, LLC v. Concord Zoning Board of Appeals

Appeal from non-approval of planned residential development. Case remanded to Zoning Board of Appeals by agreement and Stipulation of Dismissal filed December 2015.