

SELECT BOARD



Select Board Members from left to right: Terri Ackerman, Jane Hotchkiss, Chair Michael Lawson, Clerk Linda Escobedo, and Susan Bates.

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 schools, for which the elected School Committee has the responsibility and those issues mandated by State laws for various Commissions. The Board appoints the Town Manager and works closely with the incumbent to set annual goals and objectives. The Board implements the decisions 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 reviews 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

The Concord Select Board annually affirms its values and guiding principles to align its goals and objectives for improving government as it interacts with the Town Manager, committees, task forces, citizens and

other units of government. In so doing, the Board aims to lead and establish strategic priorities, to provide support, guidance and encouragement where appropriate and to be collaborative, open and inclusive at all times.

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 Interests

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. Board actions are informed by the Town's long-range plan, Envision Concord 2030, among other important sources of information.

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 Network records and broadcasts the Board meetings on Concord's local access cable channel 9 or online at minuteman.media. 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 Legislature, as well as with representatives of the MBTA as necessary. Representative Tami Gouveia and State Senator Mike Barrett serve as our current Legislative leadership.

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 approximately 60 other boards, committees, and commissions are all volunteers and demonstrate the extraordinary engagement town residents have with the democratic process of the Town. Volunteers indicate their interest in town committees by filling 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. Over 250 citizens serve and annually donate hundreds of hours of personal time to benefit Concord. The Board hosts a monthly Chairs' 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, this is an open and recorded meeting. 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 and celebrations 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 November, the Board hosted its annual Effective Governance Workshop for Concord's board and 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, Terri Ackerman and Susan Bates were elected to the Board for their first terms. Michael Lawson succeeded Thomas McKean as Chair and Linda Escobedo became Clerk. Jane Hotchkiss continued to serve her second term. At the end of Town Meeting, Alice Kaufman and Thomas McKean concluded their terms on the board with gratitude from Board members for their invaluable service to the Town. The 2019 Annual Town Meeting was held from April 8 to April 10 and there were 46 Articles on the Warrant.

Notable Issues

The Select Board took focused time early in the year to review the new Envision Concord 2030 long-range plan with the Town Manager and departments' input before defining its own priority goals for the year. Subsequent meeting agendas addressed these goals, and in some cases were either reflected in new committee charges initiated during the year or proposed warrant articles for the next Town Meeting. New committees were established to address a town-wide capital planning process, economic vitality, feasibility and design for a new middle school building at the Sanborn site, reuse planning for the 2229 Main Street Superfund Site, and definition of bylaws for the Municipal Affordable Housing Trust statute accepted at the 2019 Town Meeting. Additionally, a new committee charge to

address transportation issues is currently under discussion. Significant progress has and continues to be made by the many dedicated citizen volunteers and Town staff working on these issues among others.

A notable transition in the Town's history came about with the retirement of Christopher Whelan, Town Manager for 26 years, who retired mid-year after a long and successful career which was noted by both his professional colleagues and citizens alike. We are indebted to him for his many years of dedicated service and leadership in building a municipal government responsive to the growth and evolution of the Town and citizens' expectations of its local government.

After appointing a search committee for a new Town Manager, the Select Board interviewed three final candidates, appointing Stephen Crane, formerly Town Manager for Longmeadow, MA as the new Town Manager of Concord. He officially assumed his responsibilities in August, and the Town looks forward to working with him in this new role.

The Select Board met new and continuing challenges and opportunities for the Town throughout the year engaging a wide range of staff and citizen voices in the exploration of topics brought to its attention. The acquisition of the Gerow property and gift of the White Pond Associates, along with the official opening of the Bruce Freeman Rail Trail in Concord, created new opportunities for town recreation opportunities, open space and economic vitality.

Continuing land disputes over public access to the Estabrook Woods trail and challenged water rights for Nagog Pond are unfortunately still issues before the Town. A favorable ruling by the Massachusetts Land Court was issued in November upholding Concord's Registration to withdraw water from Nagog Pond; however, this decision is still under appeal. The Select Board continues to seek legal resolution to the issue of public access to the Estabrook Woods Trail. In addition, issues of fiscal sustainability, environmental resilience, affordable housing, transportation challenges, energy efficiency, equity, and historic preservation remain important considerations to all of the Board's deliberations.

Gifts and Acknowledgments

Concord citizens, visitors, and organizations continued

their history of remarkable generosity to the Town. Concord was very fortunately 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: Concord Lions Club gift of \$3,000 to the Fire Department Gift account, Bullock-Lawton's gift of \$2,000 to the Council on Aging Gift account, Concord-Carlisle Community Chest's gift of \$17,090.50 to the Council on Aging Gift account, Noon Year's Eve Silent Auction's gift of \$5,580.08 to the Carousel Preschool Scholarship Fund, Sony Pictures gift of \$10,000 to the Old Calf Pasture Restoration Project, an anonymous gift of \$27,721 to the Fire Department Gift account, the Boston Foundation's gift of \$2,500 to the Nanae Gift account, Nolan Roberts gift of \$3,000 to the Bicycle fix-it station for Bruce Freeman Rail Trail, Mariann Goslovich's gift of \$2,500 to the Council on Aging Gift account, Concord-Carlisle Community Chest gift of \$11,107 to the Community Services Coordinator Gift account, Concord-Carlisle Community Chest gift of \$5,750 to the School Resource Officer Gift account, Friends of Concord-Carlisle Fields gift of \$50,000 to the Concord-Carlisle High School Fields Account, the Boston Foundation's gift of \$1,500 to the Thomas G. Curtain – Bobby Kargula Nanae Gift account, the Lindsay Foundation's gift of \$3,050 to the Hugh Cargill Trust account, Thomas Evarts gift of \$4,200 to the Cemetery Trees account, Olive Avenue Productions LLC gift of \$7,500 to the Visitor Center Gift account, the Trustees of Town Donations gift of \$10,000 to the Silent Fund account, the Concord Free Public Library Corporation gift of \$2,500 to the Library Gift account, the Concord-Carlisle Community Chest gift of \$3,812.50 to the Volunteer Coordinator account, the Concord-Carlisle Community Chest gift of \$8,686.00 to the Outreach Worker account, the Concord-Carlisle Community Chest gift of \$5,115.50 to the Social Services Coordinator account, Bullock-Lawton, Inc gift of \$2,000 to the Council on Aging Gift account, His Presence Christian Fellowship gift of \$1,646.31 to the Council on Aging Gift account, MassTrails Conference Raffle gift of \$1,155 to the Trails Committee account, and the Alcott School Parent Teacher Group gift of \$1,117.55 to the Recreation Scholarship Fund.

The Select Board wishes to thank former Town Manager and now retired Christopher Whelan, Town Manager Stephen Crane, Deputy Town Manager Kate Hodges, former Administrative Manager Heather Butler, Administrative Manager Chris Carmody, former Senior Administrative Assistant Andrew Mara, Senior Administrative Assistant Jeremy Romanul, 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

Stephen Crane, Town Manager

If 2019 in the Town Manager's office could be summed up with one word, it would be "transitions." First and foremost, Town Manager Chris Whelan retired in May of 2019 after 26 years of distinguished service to the community. Chris was well known for his ability to work collaboratively with people and his deep commitment to ethical governance and maintaining the public's trust. Throughout this tenure, he oversaw many projects and initiatives that solidified Concord's reputation as a leader in financial management, sustainability, and citizen engagement. Chris was revered by Concord staff for his unwavering support, encouragement, guidance and friendship. The Town thanks Chris, his wife Jackie, and their two daughters for all they did for Concord over the past several decades and wishes them well in retirement.

In April, Stephen Crane was appointed as Town Manager to serve as the new Town Manager after Chris Whelan's retirement. Stephen had been the Town Manager of Longmeadow, MA for the past six years and worked in local government for nearly 20 years. He started work as Town Manager in August. The Town Manager's office also saw several other changes including Administrative Manager Heather Butler and Senior Administrative Assistant Andrew Mara moving on to new opportunities.

Notable Events

There was a Special Election in June to authorize debt excluded from the Prop 2 ½ levy limit to fund the Middle School Feasibility Study. The funding was approved by a margin of 87% to 13%. Subsequent to the election, a Middle School Building Committee began meeting and completed several important tasks in 2019 including the development of a project charter, the hiring of an owner's project manager, and the selection of a design firm.

Concord has been in ongoing discussions regarding water rights to Nagog Pond with the Towns of Acton and Littleton. This year in October a decision was made which provided Concord with rights to the

water at Nagog Pond. This decision has been appealed by Acton and Littleton and is expected back in Land Court in 2020.

Throughout Massachusetts the Eastern Equine Encephalitis (EEE) made headlines this summer as a number of humans and animals caught the mosquito carried illness. While Concord was never raised above "moderate" risk, the neighboring Town of Sudbury had a human case which brought anxiety to surrounding communities. The Town worked closely with the Health Department and Board of Health to notify residents on how to protect themselves and help stop the spread of the illness. Precautions taken included spraying of fields and canceling of evening and night activities to keep the community safe. See the Health Department report for more information.

The Bruce Freeman Rail Trail (BFRT) Ribbon Cutting on September 17th was very well attended and celebrated the official opening of this long awaited project and community resource. The event was hosted by the Town of Concord, the Friends of the Bruce Freeman Rail Trail, MassDOT, and numerous other organizations. Please see the BFRT Advisory Committee report for more information on the ribbon cutting and the local and state officials who attended.

After participating in the state's Municipal Vulnerability Preparedness (MVP) Planning Grant program in late 2018, Concord was designated a MVP community in February 2019. This program provides resources for communities to identify climate hazards and actions to improve the community's resilience to climate change. Concord was awarded two MVP Action Grants in summer 2019. \$150,000 was received for a tree resilience and reforestation project that involves planting an additional 100 public shade trees and conducting a feasibility study for a tree nursery. Concord also received \$100,095 to develop a Climate Action and Resilience Plan. This plan is the next step in charting a course toward achieving Concord's climate goals.

Concord Fire EMS began 24 /7 ambulance service in West Concord after funding for a second constant operation ambulance was approved at Town Meeting. Funds were also approved during Town Meeting to fund 4 new Firefighter EMT's. These 4 new members will help staff the new ambulance hours. Prior to Town Meeting approval, the West Concord ambulance was running from 8AM to 8PM, 7 days a week. This additional coverage has improved EMS coverage as well as enhanced fire coverage

Algae Blooms Blue-Green Algae (Cyanobacteria) was in the news this past summer for the safety concerns it posed to humans as well as pets. The Town spent time encouraging people to be vigilant around the water for both general water safety as well as the algae. Blue-green algae blooms can produce toxins that can make pets and people sick. Algae blooms may last for weeks in the summer, or may disappear quite quickly. Town staff worked diligently to regularly observe White Pond to check for the presence of a visible algae bloom.

The Re-Dedication of the Melvin Memorial celebrated the recent completion of the restoration of The Melvin Memorial while honoring the distinguished legacies of the Melvin family, sculptor Daniel Chester French, and architect Henry Bacon. The re-dedication ceremony was held on Sunday, June 16, 2019 adjacent to The Melvin Memorial in Sleepy Hollow Cemetery, on the 110th anniversary of the original dedication.

INFORMATION TECHNOLOGY

The Information Technology department's mission is to provide secure, reliable information systems and technology to support all Town Departments and Enterprises. In 2019, the IT department focused on several capital project improvement plans for outdated equipment. These included windows computers upgrades, GIS upgrades, and completing wireless networking in all Town Offices and the Library. Overall, the increase in Town staff support, coupled with the need to participate in major technology initiatives continues to drive demand for IT services.

Concord GIS has successfully migrated all GIS data to the SQL-based ArcGIS Server environment, including our MasterGIS data library as well as more specialized databases for Concord Public Works (CPW), Electric and Fiber. This allows Concord to securely publish live data to the Web direct from Concord's in-house map server.

With web access to our live data, Concord GIS has developed and published dozens of web maps and apps for public use, including a Bruce Freeman Rail Trail Tour app, Sleepy Hollow Cemetery Tour app, and a queryable Voter Precinct map embedded on Town Clerk website.

Concord GIS is also supporting major business information infrastructure upgrades by integrating GIS data into the NISC (utility billing, accounting, engineering & operations) and PermitEyes (licensing and permitting) projects.

As Concord Light's Broadband service is increasingly adopted throughout Concord by residents and businesses, interest has also grown in adjacent towns. Concord GIS supported Bedford, Carlisle and Lincoln by setting up a broadband geodatabase for each town to assist their network design and development.

The Town's Information Technology infrastructure includes approximately 80 servers, 440 workstations and laptops, 70 printers, and over 500 telephones across 20 buildings. Data Center operations are centralized with redundant facilities for high availability. The Town owns and operates its own

fiber optic network through CMLP which is used for voice and data. In addition to the in-house IT staff, vendors provide support for many of the key systems. Some Town systems are hosted by service bureaus.

The Town maintains a virtual server environment, allowing all of the Town's major applications to be dynamically relocated between two locations without any disruption over the Town's fiber optic network. In FY19 the Town has added the Minuteman Media Network group and extended support to their studio at the high school. The FY19 & FY20 plans include upgrades to the Utility Billing systems, Light plant financials, GIS Data Management and Broadband Operations. Cyber Security, utility SCADA, security video monitoring improvements are also in progress. The need to improve reliability, security and functionality of many of our systems continues to be substantial. Beginning in FY19, major new systems, such as for Licensing and Permitting, will be deployed.

The systematic workstation refresh program, in place since 2011, has achieved a 6-year refresh cycle. A focus for FY19 and FY20 is Windows10 and mobile devices. Virtually all municipal buildings, including the Water, Sewer and School departments, which otherwise would require expensive, lower speed connections from other common carriers, are connected by town-owned fiber.

Growing use of video security, mobile computing platforms, automated energy management, web-based collaboration, and building control systems are driving up technical support needs, data traffic, storage consumption, and network end points.

Since 2011, with the implementation of the off-site help desk, the IT department has been able to track and report on problems and incidents. The help desk service includes a staffed call center with telephone, web and e-mail ticket submission for incident reporting. The system provides automated incident reporting and service templates which enable routine and repetitive requests to be consistently addressed. Remote support tools enable technicians to address most issues quickly and without an on-site visit.

Town IT Staff focuses on providing consistent, reliable, readily-available IT support to the Town's employees.

The Technical Services Manager and IS Technician review the status of the help desk daily and weekly with a focus on reducing recurring issues and improving service quality. IT support is being increased to departments that had previously used their own staff, resulting in better technology support.

Support ticket volume increased again. Over 4,000 tickets were generated in 2018 versus about 3600 in 2017, 3250 in 2016. Average open tickets remained steady, suggesting that higher volume is being handled.

PUBLIC INFORMATION

Erin Stevens, Public Information and Communications Manager (PICM)

The Public Information Office is tasked with communicating with the public and helping to make information both easier to find and communicated in more useful ways for changing lifestyles.

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 continually update our communication methods and try to find new and better ways to bring information to the community.

Online Engagement and Social Media

Social media has continued to be a tool used to provide outreach to the Town. All Town social media accounts, Facebook, Twitter, and Instagram all use the @townofconcordma handle to help provide an easier user experience. We hope that the community will continue to use social media as a resource for finding events, emergency information, day to day Concord related information.

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.

Several events of note that the PICM responded to this year included the Eastern Equine Encephalitis (EEE) response during the summer and a 4-alarm fire at Fairhaven Hill Road.

Promotion of Concord

Working closely with the newly created Visitor and Tourism Services Manager, the PICM has assisted with tourism, marketing materials, and helping to present Concord to both the local community as well as a broader audience.

This year in anticipation of the feature film *Little Women*, Erin Stevens the PICM and Beth Williams the Visitor and Tourism Manager created Little Women Week. This week long event was kicked off with a Select Board Proclamation declaring December 15th-22nd "Little Women Week." Bringing together local museums, businesses, and the Minuteman National Historical Park a week of events was planned in honor of Louisa May Alcott and her most famous work. The week was extremely well received by both the news media and people everywhere. Over 141 articles mentioned Little Women Week and over 121 million people viewed the Little Women Week associated press. After a successful pilot of the Little Women walking tour, the special tour has also been added to the rotation of normal walking tours due to its popularity.

Film Industry in Concord

Concord continues to see a great deal of filming coming to Town. Some items which were filmed in Concord in 2019 including scenes from Hulu's *Castle Rock*, Season 2, a Bank of America commercial, and a music video.

Due to the new Little Women movie, filmed in Concord in 2018, Concord had a great deal of press including interviews of the cast of Little Women about the film and Louisa May Alcott while in Concord. This has also expanded to include to interviews which were done with Public Information and Communications Manager, Erin Stevens regarding the blossoming film industry in Town and Little Women's place in Concord. Stevens was also invited to speak on a panel at the State House on the importance of the film industry in Massachusetts due to the blossoming industry in Concord.

PEG Services

Community access television, also known as PEG which stands for Public, Education Government, has been provided through Minuteman Media Network (MMN) since October of 2018. Since it's inception, MMN has been working hard to provide coverage for what the community has asked to see.



In the past year, the number of regularly recorded government meetings has doubled to help get information to our community. In addition, online forms make it easy for community members to send us event details to request for filming or their ideas for a new special program.

After learning what the station and community needs were, 4 full-time permanent positions were created to staff the MMN studio. By the end of 2019, all of these positions were created and filled.

Staff have been hard at work systematically fixing issues with video equipment and systems to help them run smoothly and with fewer glitches helping playback and



A sold out Little Women Tea was held during Little Women Week at the Scout House, one of the movie filming locations, in celebration of the film.

audio quality. MMN has received positive feedback about the changes that have been made thus far.

A new website was created and can be found at minuteman.media. In addition, a new virtual bulletin board system which plays on the cable channels allows for community notices, PSAs, and other short clips to be played in between programs and scheduled for automatic distribution and can then be set to “expire.”

We continue to update these features to include graphics from around Concord and Carlisle to showcase our beautiful scenery and resources.

Pickard Innovation Award

The Town won the Massachusetts Municipal Association’s Pickard Innovation Award for the work done to promote participation in local government through social media. The Innovation Award recognizes municipalities for finding creative new ways to solve problems and deliver services. First piloted in 2018, in conjunction with the Gerow Park Master Plan, a public forum which was held on site was broadcast on both Facebook and Instagram live so people were able to watch, comment and participate as if they were in the audience.

Using Facebook, Twitter, Instagram, and YouTube, the Town has worked to provide the community with access to information in real time and with minimal effort. Concord’s efforts in these fields will continue to include the use of Facebook Live for events, but will also include upcoming forums and hearings related to Town Meeting and the budget process overall.



Deputy Town Manager Kate Hodges and Public Information and Communications Manager Erin Stevens stand with their Pickard Innovation Award

SUSTAINABILITY

Kate Hanley, Sustainability Director

The Town of Concord has a long history of sustainability. We have ambitious climate and sustainability goals, including reducing community-wide greenhouse gas (GHG) emissions 80% by 2050 in alignment with the Paris Climate Accord and the Massachusetts Global Warming Solutions Act. Working with town departments, committees, residents, partners and businesses, Concord’s Sustainability Division, led by Director of Sustainability Kate Hanley, is responsible for developing and implementing programs, policies and initiatives to achieve the Town’s climate and sustainability goals. The Sustainability Division focused its 2019 efforts on municipal energy use, residential home energy efficiency, sustainable landscaping, electric vehicles, and planning for climate action and resilience.

Concord received a 2019 Green Communities Grant of \$150,000 from the Massachusetts Department of Energy Resources. Concord has been a designated Green Community since 2013. The 2019 grant will fund a number of projects including LED streetlights, two new electric vehicle charging stations in West Concord, upgrading a town vehicle to a hybrid drive-train, LED lighting for the Police and Fire Station and

Beede Center, and energy efficiency improvements at Beede. The Town also received over \$95,000 through the Clean Vehicles program to upfit a number of town trucks to hybrids.

About 30% of Concord's GHG emissions come from residential buildings. Concord participated in National Grid's 2019 Community Initiative, a community engagement and marketing partnership with National Grid with goals to increase participation in home energy assessments, weatherization and other residential energy efficiency incentive programs. National Grid provided marketing support and the Town provided staff and volunteer resources including members of the Comprehensive Sustainability and Energy Committee (CSEC) tabling at over a dozen events. Concord surpassed its goals for home energy assessments and received over \$5,000 from National Grid toward promotion activities and community projects.

Sustainable landscaping is a win-win solution for Concord's community and natural resources. Thanks to a grant from MAPC and the Barr Foundation, The Town of Concord now features three sustainable landscaping demonstration gardens. These gardens are located at the Concord-Carlisle High School, Junction Park, and the Concord Free Public Library.



CCHS students work with Kate Hanley, Sustainability Director, and Melissa Simoncini, Senior Environmental and Regulatory Coordinator

Each location features three species of ground cover that require less maintenance and less water than standard turf lawn. They were planted in the spring of 2019 with the help of CCHS students, West

Concord Green Thumbs, and town and library staff. As part of this sustainable landscaping project, the Town also hosted a three-part speaker series and published a handbook on sustainable landscaping. This project was a collaboration between the Sustainability Division, Concord Public Works, and the Natural Resources Division. Details about the project are available at concordma.gov/greenscapes.

Transportation contributes almost 40% of community-wide emissions. In an effort to reduce emissions, the Sustainability Division continues to work in collaboration with the Concord Municipal Light Plant and volunteers in the EV Working Group to promote electric vehicles as an affordable and sustainable transportation choice. An Electric Vehicle ride and drive event was held at CCHS on November 2nd drawing hundreds of residents. Dealers brought electric vehicles for test drives and the test drive slots filled up early in the day. We also displayed electric vehicles from the town's fleet as well as the electric school bus. Kate Hanley has also worked with town departments and the school district to continue to electrify the town and school fleets. A grant was received in early 2019 to help fund the purchase of a new Nissan Leaf for the Natural Resources Division. Kate Hanley also collaborated with the school district administration to apply for funding through the state's VW settlement for a second electric school bus and charging station. We received notification in December that Concord received funding and looks forward to purchasing a second electric school bus in 2020.

In the summer of 2019, Concord hosted a Sustainability Fellow through the UNH Sustainability Institute. Kortni Wroten, a graduate student at Clark University, spent 10 weeks working with the Sustainability Division on a project to identify and recommend strategies for reducing GHG emissions from the commercial sector. With 30% of Concord's emissions coming from the commercial sector, we know there are opportunities to better engage commercial entities and identify opportunities and gaps in current programs, rebates, and strategies. Kortni delivered a final report and presentation to the Climate Action Advisory Board (CAAB) with her recommendations which will inform Concord's climate action planning going forward.



Kortni Wroten presents to CAAB

The Concord Select Board declared the week of Sept. 23-27th declared Climate Preparedness Week. The Sustainability Division collaborated with the Concord Free Public Library staff on three events, including a teen solar car activity, a showing of the film Paris to Pittsburgh, and a children's story time and activity about bees and sustainability. Additional community engagement in 2019 included ongoing additions to the Sustainability website and Facebook and Twitter. Sustainability Director, Kate Hanley, also frequently presents to community groups.

After participating in the state's Municipal Vulnerability Preparedness (MVP) Planning Grant program in late 2018, Concord was designated a MVP community in February 2019. This program provides resources for communities to identify climate hazards and potential actions to improve the community's resilience to climate change. Following designation, communities are eligible to apply for MVP Action Grants to implement projects. Concord was awarded two MVP Action Grants in summer 2019. \$150,000 was received for a tree resilience and reforestation project that involves planting an additional 100 public shade trees and conducting a feasibility study for a tree nursery. This project is in collaboration with Concord Public Works.

Concord also received \$100,095 to develop a Climate Action and Resilience Plan. This plan is the next step in charting a course toward achieving Concord's climate goals. It will build upon the vulnerability assessment completed during the MVP planning grant process, the community-wide GHG inventory, existing town plans and initiatives, and many other resources and research to outline key priority actions for climate action. The

Town contracted with Kim Lundgren Associates (KLA) to help to develop the plan which kicked off in September 2019. The Climate Action Advisory Board, a municipal staff advisory group, community members, and other partners will be involved in developing the plan which is scheduled to be completed in June 2020.

Sustainability is a team effort and Sustainability Director Kate Hanley collaborates and engages with many town departments. Kate is the staff liaison to two committees, the Comprehensive Sustainability and Energy Committee and the Climate Action Advisory Board. In 2019, Kate was appointed as a member of the Concord Middle School Building Committee. The Sustainability Division looks forward to continued collaboration in 2020 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 eight full-time people skilled in construction, electrical, plumbing and HVAC services, building maintenance, landscaping and custodial services.

In February 2019, the Facilities Department began renovations to the Natural Resources office space at 141 Keyes Road. The existing space was slightly expanded using space from the oversized hallway. The newly renovated space now houses two private offices, a reception/waiting area and an open work space for seasonal help. This project was completed in mid-May.

In March, we were fortunate to hire a full time HVAC/Plumbing technician. He spent most of the spring and summer catching up on the periodic maintenance to all of the Town's HVAC equipment. In addition to that

extremely time consuming task, he was able to complete repairs to plumbing leaks, and install a number of new HVAC units and plumbing equipment throughout town. Some equipment includes the installation of two new domestic hot water storage tanks at the Beede Swim and Fitness Center during their annual shut down in August, and two new roof top air handlers in October. We are proud that there have been no Town wide heat failures this winter in our public spaces.

Our first Landscape Maintainer was hired in June. He began by inspecting the curb appeal of our facilities and came up with plans to improve the aesthetics of our planting areas. In August, we hired our second Landscape Maintainer. The improvements to these areas have not gone unnoticed, as we have received many compliments from staff and residents. This new crew not only maintains the gardens and mulch around some of the Town Buildings, but also maintains the White Pond Beach and the new Gerow Park. The Landscape Maintainers also conduct playground safety inspections. During the winter months the crew has turn their efforts towards interior painting and snow removal.

During our busy spring, we managed to assist with a complete HVAC replacement at the Harvey Wheeler Community Center. Our electrician ran the new wiring resulting in a cost savings for the project. He continued to work hard on wiring newly renovated spaces such as the Station 2 addition, and responding to electrical issues around Town. Our electrician also installed electric car charging stations at the Police Department and Public Works Building, assisted with HVAC start-ups, and ran underground wiring at both White Pond and Rideout Park with assistance of our Landscape Maintainers.

Prior to the arrival of our new Town Manager, the Facilities team made some minor renovations to the Town Manager's office suite. These renovations included relocating and replacing the Town Manager and Deputy Town Managers doors, replacing the flooring, and repainting all the walls. At the same time, we removed the old carpet and padding in the Hearing room. The original yellow birch floor was sanded and refinished bringing out the beautiful and historical feel of what it once was.

At the close of summer, Facilities renovated a small attic space at the 209 Walden Street Fire Station creating office space to accommodate a full-time IT technician. Immediately after completing this project, the Facilities team relocated across Town to the 1201 Main Street Fire Station to begin building an addition for a new gear room.

Throughout the year the Facilities team was able to make many changes at the Concord Municipal Light Plant. We began with converting a large storage closet to usable office space, relocating the laundry, relocating and installing a new reception desk, and remodeling the kitchen. We also found time to assist with the oversight of the installation for new roof top heat pumps.

With the help of Kate Hanley, the Sustainability Director, Energy Management staff from the Concord Municipal Light Plant and Green Communities the Department was able to assist with a complete LED lighting upgrade to the Police/Fire Station at 219 Walden Street as well as the Beede Swim and Fitness Center.

Going forward, the Facilities Department is looking forward to establishing a single facilities budget to ensure that funds are spent as efficiently and effectively as possible and actively seek cost savings. Enhance technical skills of staff by coordinating and scheduling appropriate training courses, and begin monthly OSHA training for staff. The department will continue to assist the Building and Fire Departments with fire and life safety inspections. There are also plans to complete the Fire Station 2 addition. In addition, install a new shower in the Police Department locker room. Build out the Visitor Center attic space to create two private offices, conference area, and employee restroom. With guidance from the Town-Wide Facilities study, develop plans to improve the first floor Town Clerk and Finance Department space, and begin Phase 2 of the Town House floor 2.5 B.