



# Town Of Concord

## 2019 Annual Report

## CONCORD AT A GLANCE

Settled:	Incorporated 1635
Population:	Town Census as of January 2019 – 16,365
Miles of Road:	107
Area:	26 square miles
Elevation:	130 feet
Residential Tax Rate:	\$14.23 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 2019

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# TOWN OFFICERS

## ELECTED OFFICIALS

### SELECT BOARD

(Elected for three years)  
Michael Lawson (2020)  
Jane Hotchkiss (2021)  
Linda Escobedo (2021)  
Terri Ackerman (2022)  
Susan Bates (2022)

### MODERATOR

(Elected for one year)  
Carmin Reiss (2020)

### SCHOOL COMMITTEE

(Elected for three years)  
Wally Johnston (2020)  
Heather Bout (2021)  
Courtland Booth (2021)  
Yuval Erlich (2022)  
Cynthia Rainey (2022)

### HOUSING AUTHORITY

(Elected for five years)  
Hester Hill Schnipper (2021)  
Fatima Mezdad (2022)  
Todd L. Benjamin (2023)  
Edward Tar Larner (2024)  
Richard W. Eifler-State Appointee (2019)

## BOARDS AND COMMITTEES

### BOARDS ESTABLISHED BY STATE STATUTE

#### RETIREMENT BOARD

(Elected/Appointed for three years)  
Peter J. Fulton (10/31/19-10/29/2022)  
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 Board of Selectmen  
Mary Barrett – Indefinite  
Ex-Officio Member

### APPOINTED BY THE MODERATOR

#### FINANCE COMMITTEE

(Appointed for three years)  
Karle S. Packard (2020)  
Thomas A. Tarpey (2020)  
Brian Taylor (2020)  
Peter Fischelis (2020)  
Andrea Zall (2020)  
Richard Jamison (2021)  
Philip C. Swain, Jr. (2021)  
Christine Reynolds (2021)  
Dee Ortner (2022)  
Parashar Patel (2021)  
Greg Guarriello (2022)  
Wade Rubinstein (2022)  
Mary Hartman (2022)  
John Hickling (2022)  
Dean Banfield (2022)

#### MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT

(Appointed for three years)  
Steve Ledoux (2022)

**APPOINTED BY THE SELECT BOARD**

**2229 MAIN STREET ADVISORY COMMITTEE**

Leonard V. Rappoli (2021)  
Pamela Rockwell (2021)  
Frederick D. Seward (2021)  
Linda Escobedo -- Select Board Appointee  
Deborah Farnsworth – BOH Appointee (2022)

**AGRICULTURAL COMMITTEE**

Brian Cramer (2020)  
Stephen Verrill (2020)  
Emily Wheeler (2020)  
Carolyn Goethert (2021)  
Lise Holdorf (2021)  
Associate Members  
Melissa Maxwell (2021)

**AFFORDABLE HOUSING TRUST STUDY COMMITTEE**

Keith Bergman (2020)  
Linda Miller (2020)  
James Terry (2020)  
Lee Smith (2020)  
Holy Darzen (2020)

**BOARD OF APPEALS**

(Appointed for three years)  
Jim Smith (2020)  
Elizabeth Akhurst-Moore (2021)  
Theo Kindermans (2022)  
Associate Members:  
Stuart Freeland (2021)  
Ravi Faiia (2022)  
Eve Isenberg (2022)

**BRUCE FREEMAN RAIL TRAIL COMMITTEE**

Jim Lyon (2020)  
John Soden (2020)  
Suzanne Knight (2020)  
Kent Carlson (2021)  
Carol Steele (2021)

**CLIMATE ACTION ADVISORY BOARD**

Warren Leon (2020)  
John Bolduc (2020)  
Ruthy Bennett (2020)  
Peter Nichol (2021)  
Jake Swenson (2021)  
Brian Foulds (2021)  
Courtney Eaton (2021)  
Brian Crouse (2021)  
Pam Hill (2022)  
Michael McAteer (2022)

**COMMUNITY PRESERVATION COMMITTEE**

John Cratsley (2021) SB Appointee  
Thomas Kearns (2022) SB Appointee  
Peter Ward (2023) SB Appointee  
Diane Proctor (2023) SB Appointee  
(Standing Committee Appointees)  
Nancy Nelson (2020) Historical Comm  
Hester Schnipper (2020) Housing Authority  
Paul Grasso (2021) Recreation Comm  
Judy Zaunbrecher (2021) Natural Resources  
Burton Flint (2022) Planning Board

**CONCORD CENTER CULTURAL DISTRICT ADVISORY COMMITTEE**

Kimberly Burns (2020)  
Maria Madison (2020)  
Kate James (2021)  
Carole Wayland (2021)  
Jerry Wedge (2021)  
Diana Clymer (2022)  
Robert Munro (2022)

**CONCORD CULTURAL COUNCIL**

(Appointed for three years)  
Theresa Yanulavich (2020)  
Alicia Hesse-Cleary (2021)  
Thomas Martin (2021)  
Betsy Levinson (2021)  
Leli Sudler (2023)

**CONCORD HOUSING DEVELOPMENT CORP.**

(Appointed for three years)  
James Burns (2020)  
Jerry Evans (2021)  
Douglas Bacon (2021)  
Yannis Tsitsas (2021)  
Peter Lowitt (2022)  
Lee Smith (2022)

**CONSERVATION RESTRICTION STEWARDSHIP COMMITTEE**

Maryann Lippert (2020)  
Jane Wells (2020)  
Arthur Schwope (2021)  
Richard Higgins (2022)  
Michelle Wiggins (2022)  
Neil Ryder (2022)

**FINANCIAL AUDIT ADVISORY COMMITTEE**

Court Booth (2020) School Rep.  
Michael Lawson (2020) SB Rep.  
Carol Wilson (2020)  
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 (2020) SB Rep.  
Robert Easton (2020)

**HISTORIC DISTRICTS COMMISSION**

(Appointed for five years term expires 1/1)  
Nea Glenn (2022) Museum  
Peter Nobile (2023) Library  
Luis Berrizbeitia (2024) Planning Board  
Paul Ware (2024) NRC  
Melinda Shumway (2024) Selectmen  
Associate Members:  
Kathleen Chartener (2022) Museum  
Abigail Flanagan (2023) Library  
Katherine Mast (2024) Planning Board

**HUGH CARGILL TRUST COMMITTEE**

(Appointed for three years)  
Deena Whitfield (2020)  
Sally Clutter (2020)  
Robert Abraham (2021)  
Lucy Rosborough (2022)  
Judith A. Terry (2022)

**LIBRARY COMMITTEE**

(Appointed for three years)  
Mav Pardee (2020)  
Patricia Nelson (2021)  
Dennis Fiori (2021)  
Tara Edelman (2022)  
Susan Curtin (2022)  
Krysten Morganti (2022)

**MAGIC/MAPC REPRESENTATIVE**

Jane Hotchkiss (2021)

**MBTA REPRESENTATIVE**

Vacant

**PERSONNEL BOARD**

(Appointed for three years)  
Ellen Quackenbush (2020)  
William Mrachek (2021)  
James Richardson (2021)

**PLANNING BOARD**

(Appointed for five years))  
Matthew Johnson (2020)  
Allen Sayegh (2021)  
Burton Flint (2022)  
Kristen Ferguson (2022)  
Nathan Bosdet (2023)  
Kate McEneaney (2024)  
Haley Orvedal (2024)

**POLLINATOR HEALTH ADVISORY COMMITTEE**

Sarah Grimwood (2020)  
Christin Krueger (2020)  
Brain Cramer (2020)  
Mark Hanson (2020)  
Joseph Levine (2020)  
Stanley Lucks (2020)  
Sig Roos (2020)

**PEG ACCESS ADVISORY COMMITTEE**

(Appointed for three years)  
Margaret (Peggy) Wargelin (2020)  
Wally Johnston (2020) School Rep  
Eugene Cheng (2020)  
Ruth Lauer (2021)  
Karlen Reed (2021)  
Scott Hopkinson (2022)  
Vince Carlson (2022)

**PUBLIC CEREMONIES & CELEBRATIONS COMMITTEE**

(Appointed for five years)  
John Arena (2020)  
Thomas Valle (2021)  
Trish Ng (2021)  
Erin Logan (2021)  
Julissica Rona (2022)  
David Bell (2024)  
Sue McCrory (2024)

**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)

**TAX RELIEF COMMITTEE**

(Appointed for three years)  
Eric Van Loon (2020)  
Helena Long (2021)  
Virginia McIntyre (2022)

**TRUSTEES OF TOWN DONATIONS**

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

**WEST CONCORD JUNCTION CULTURAL DISTRICT COMMITTEE**

Margot Kimball (2020)  
Kate Yoder (2020)  
Karen Currie (2021)  
Carlene Hempel (2021)  
Ann Sussman (2021)  
Amy Kaiser (2021)  
Harry Bartlett (2022)  
Lisa Evans (2022)  
Susan Mlodozeniec (2022)  
Jennifer Montbach (2022)  
Geoffrey Walton (2022)

**WHITE POND ADVISORY COMMITTEE**

**(Appointed for three years)**

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)  
Andrea Okie (2020)  
Christian Fisher (2020)  
Susan Livingston (2021)  
Bill Herring (2021)  
Thomas Matthews (2022)

**COMPREHENSIVE SUSTAINABLE ENERGY COMMITTEE**

(Appointed for three years)  
(TM Appointee – with BOS Approval)  
Julie Kleyn (2020)  
Sam Lines (2020)  
Douglas Sharpe (2020)  
Bradley Hubbard-Nelson (2021)

Sharon Jones (2021)  
Bob Shatten (2021)  
Karen Gibson (2021)  
Janet Miller (2022)  
Jerry Frenkil (2022)

**COMMISSION ON DISABILITY**  
**(Appointed for three years)**

Lloyd Price (2020)  
Jean Goldsberry (2020)  
Jennifer Brooke (2020)  
Ellen Hutt (2021)  
Marybeth Barker (2022)  
Meryl Schwartz (2022)  
Janet Beyer (2022)

**HISTORICAL COMMISSION**  
**(Appointed for three years)**

Nancy Nelson (2020)  
Melissa Saalfield (2020)  
Thomas Beardsley (2022)  
Michael Capizzi (2022)  
Robert Gross (2022)  
Associate Member  
(Appointed for one year)  
Alan Bogosian (2020)  
Rebecca Lemaitre (2021)

**NATURAL RESOURCES COMMISSION**  
**(Appointed for three years)**

Lynne Huggins (2020)  
Judith Zaunbrecher (2021)  
Edward Nardi (2021)  
Nick Pappas (2022)  
Gregory Higgins (2022)

**APPOINTED BY TOWN MANAGER**

**CEMETERY COMMITTEE**  
**(Appointed for three years)**

Andrea Solomon (2020)  
Paul Cooke (2021)  
Jerry Soucy (2022)  
Leo Carroll (2022)  
Brian Davidson (2022)

**CONCORD MUNICIPAL LIGHT BOARD**

(Appointed for three years)  
Margaret B. Briggs (2020)  
Lynn Salinger (2020)  
Wendy Rovelli (2020)  
Alice Kaufman (2022)  
Gordon Brockway (2022)

**COUNCIL ON AGING BOARD**

(Appointed for three years)  
Arthur Alcaez (2020)  
Carol Ann Hannan (2020)  
Milton Cohen (2020)  
Christina Kendrick (2020)  
Ann Schummers (2021)  
Patty Keane (2022)  
Michael Rudd (2022)  
Carole Cushing (2022)  
Kristin Nelson (2022)  
Teri Stokes (2022)

**HEALTH, BOARD OF**

Jill Block (2020)  
Alma Healey (2020)  
Mark Haddad (2021)  
Deborah Greene, MD (2022)  
Ray Considine (2022)

**PUBLIC WORKS COMMISSION**

(Appointed for three years)  
Steven Ng (2020)  
Peter Wallis (2020)  
Andrew Boardman (2021)  
Jim Terry (2021)  
K.C. Winslow (2022)

**RECREATION COMMISSION**

(Appointed for three years)  
Paul Boehm (2020)  
Peter Hunter (2020)  
Paul Grasso (2021)  
Casey Atkins (2022)  
Jennifer Lutz (2022)

# APPOINTED INDIVIDUALS

## GENERAL GOVERNMENT

Town Manager  
Deputy Town Manager  
Inspector of Animals  
Building Commissioner  
Inspector of Wires  
Plumbing & Gas Inspector  
Public Health Director  
Town Counsel  
Workers' Compensation Agent

Stephen Crane  
Kate Hodges  
Gabrielle P. White  
Raymond Matte  
Robert Prescott  
Ken McConnell  
Susan Rask  
William L. Lahey  
Amy Foley

## PUBLIC SAFETY

Emergency Management Director  
Chief of Police/Constable  
Constable  
  
Animal Control Officer  
Assistant Animal Control Officer  
Fire Chief/Fire Warden  
Municipal Right to Know Coordinator

Thomas Judge  
Joseph F. O'Connor  
Joseph Topol  
Robert P. DiRenzo, Jr.  
Jennifer Condon  
Donna DeWallace  
Thomas Judge  
Thomas Judge

## PUBLIC WORKS & LIGHT PLANT

Public Works Director  
Superintendent of Light Plant  
Town Engineer  
Water & Sewer Superintendent  
Highway & Grounds Superintendent  
Environmental Services Program Administrator

Alan Cathcart (Acting)  
David G. Wood  
Steve Dookran  
Alan Cathcart  
Aaron Miklosko  
Melissa Simoncini (Interim)

## COMMUNITY DEVELOPMENT

Hanscom Field Advisory Committee Rep.  
MAPC Representative  
MBTA Advisory Board  
Tree Warden

Carmin Reiss  
Jane Hotchkiss  
  
Aaron Miklosko (Acting)

## SCHOOLS

Superintendent of Schools

Laurie Hunter

## HUMAN SERVICES

Senior Services Director  
Library Director  
Recreation Director  
Registrar of Veterans' Graves  
Veterans' Agent/Director of Veterans' Services  
Burial Agents  
ADA Coordinator  
Community Services Coordinator

Virginia Quarles  
Kerry Cronin  
Ryan Kane  
Harold Nichols  
Richard F. Krug  
Charles W. Dee & Richard F. Krug  
Kate Hodges  
Bonnie Wilbur

## FINANCE

Town Appraiser  
Town Accountant  
Town Clerk  
Assistant Town Clerk  
Treasurer/Tax Collector/Finance Director  
Deputy Treasurer/Collector

R. Lane Partridge  
Mary Barrett  
Kaari Mai Tari  
Patricia Clifford  
Kerry Lafleur  
Cheryl Robertson

# 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](http://minuteman.media). The Concord Journal ([concord.wickedlocal.com](http://concord.wickedlocal.com)) and Concord Patch ([patch.com/Massachusetts/concord](http://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](http://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 15<sup>th</sup>-22<sup>nd</sup> "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.



*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.*

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

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](http://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](http://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.

# 2019 ANNUAL TOWN MEETING

APRIL 8, 9, and 10, 2019

The Annual Town Meeting of 2019 was held in the Concord Carlisle High School gymnasium from April 8-10, 2019 pursuant to a Warrant signed by the Select Board on January 14, 2019 with the signed return of service on January 17, 2019 as inspected by the Town Moderator.

There were approximately 927 voters in attendance at the first session on April 8th, 602 voters participated on April 9th, followed by 320 voters checking in on April 10th, that brought Town Meeting to a close in the early morning hours of April 11th. The Warrant was posted at the required locations at least seven days before the meeting and each session began not earlier than 7:00pm as required by Town Bylaws.

## APRIL 8, 2019

Town Moderator Carmin Reiss called the meeting to order at 7:02pm, having determined that the return of service on the Warrant was in order and a sufficient number of voters were present.

Ms. Reiss thanked Superintendent Hunter, Principal Mastrullo, the Regional School Committees, faculty, students, and staff of the High School for accommodating the meeting, assisting with preparation, and patience through the disruption that it causes. All voting took place in the gymnasium and the meeting was broadcast live on the High School's radio station WIQH and the Town's local PEG TV Station, Minuteman Media Network.

For the first time, questions and comments during the meeting were accepted by email from Concord voters, as time allowed. Questions and comments from voters in the gymnasium were given priority.

Fire Chief Tom Judge reviewed evacuation procedures. Ms. Reiss thanked him, the Fire Department as well as Police Chief Joseph O'Connor and the Police Department for their service at Town Meeting and to the Town every day.

Upon a motion made by Ms. McKean and duly

seconded, Ms. Flood was elected as Deputy Moderator who would carry out the duties of the Moderator if she was unable to serve. Mr. Ng was elected as Assistant Moderator.

Ms. Reiss thanked Kerry Lafleur, Finance Director, the Finance Committee, Town Manager Chris Whelan and his staff, the Select Board, and Dr. Hunter and the local and regional School Committees for their hard work on the budget.

Voters were directed to the "Town Meeting Traditions and Procedures" pamphlet as a helpful guide to the conduct of the meeting. She thanked Dr. Susan Curtin for being the Town Meeting procedure resource person, available to assist any voter with process questions for the meeting, including drafting and presenting motions and amendments.

Ms. Reiss appointed Mr. Fisher as Head Teller who indicated that the Tellers were prepared. Mr. Carr was appointed as Head Ballot Supervisor, and Ms. Rainey was appointed as Assistant Ballot Supervisor. Tellers and Ballot Counters were sworn in by the Moderator and thanked for their service.

Ms. Reiss also extended her gratitude to the team of individuals across many departments, including the High School, Facilities, Public Works, Police and Fire Departments, Child Care Coordinator and Sitters, Scouts, Town Clerk's Office staff, Town Manager's Office staff, IT Department, and Stefanie Farrell who provided closed captioning, for their varied roles in the successful administration of Town Meeting. Ms. Heather Butler from the Town Manager's Office was acknowledged for invaluable service as Town Meeting Coordinator.

Ms. Reiss marked the passing of Ms. Laurel Landry, who had served the Town of Concord brilliantly as Town Meeting Coordinator and Executive Assistant to the Town Manager. She noted that Ms. Landry's friends and admirers were too many to count. Ms. Reiss thanked her once more and noted that she would be very much missed.

The flags of the United States and the Commonwealth of Massachusetts were brought forward and placed on the stage by members of Concord Girl Scout and Boy Scout Troops.

As has long been the custom in Concord, prior to commencing with the business of Town Meeting, all present were invited to stand and observe a moment of silence. Ms. Reiss read a selection from Town Meeting Time (pp. 2 & 3):

“The Town-meeting conception of democracy is an idealized way of expressing the democratic hope that those who are governed will be able to reach those who govern them, that they will be able to make their voices heard where it counts .... It speaks for the belief that a society is safer and freer when the bulk of its citizens understand the programs and goals that their government has chosen and when they have achieved this understanding because these programs and goals have been honestly debated in public.... Not least, the town meeting ideal catches an important meaning of freedom and expresses a classic conviction of believers in democracy .... [that] Freedom in the concrete, freedom as it is experienced in daily life, is the experience of having a hand in the determining of issues that touch the individual closely and intimately....”

On a motion made by Mr. McKean and duly seconded, it was VOTED by a large majority to omit the reading of the warrant and return of service.

Articles 23-26 were pre-scheduled for Tuesday, April 9th to be the first business that the meeting takes up. A pilot demonstration of an electronic voting system was also scheduled for Tuesday.

Deputy Town Manager Kate Hodges and Select Board member Alice Kaufman paid tribute to Town Manager Christopher Whelan upon his retirement following 26 years of outstanding service to the Town and a total of three and a half decades in local government. A short video of Mr. Whelan at work, in the community and

with family was shown between the two speeches. He fostered an atmosphere of teamwork, accountability and pride. His collaborative leadership was evidenced in his creation of the Senior Management Team to work together on infrastructure and budget initiatives. During his remarkable tenure, Mr. Whelan was seen as approachable, responsive, and reasonable by the community. He embodied the idea of systems thinking and valued shared decision making. When he spoke of accomplishments, he always gave accolades to the team. Mr. Whelan’s dedication, guidance and leadership will surely be missed. His wife, Jackie was thanked for her support and presented with flowers by Select Board member, Ms. Hotchkiss. The tributes were received with several standing ovations.

On a motion made by Mr. McKean and duly seconded, it was VOTED by a large majority to take up no new business after 10:00 PM and to reconvene at 7:00pm on Tuesday, April 9, 2019 in this hall.

### **WARRANT ARTICLE 1: CHOOSE TOWN OFFICERS**

To choose all necessary Town Officers and Committees.

#### *Article 1 VOTE*

Upon a MOTION made by Ms. Hotchkiss and duly seconded, it was VOTED unanimously that Article 1 be left open for such other action thereunder as may be necessary and that the Meeting take up Article 2.

### **WARRANT ARTICLE 2: HEAR REPORTS**

To hear and act upon the reports of Town Officers and Committees.

#### *Article 2 VOTE*

Upon a MOTION made by Ms. Hotchkiss and duly seconded, it was VOTED by a very large majority that the Town receive the 2019 Annual Town Report.

### **Article 3 MEETING PROCEDURE**

**Affirmative Action Recommended by:** Select Board, Finance Committee

**Motion:** That the Town take affirmative action on Article 3 as printed in the handout applicable to the Article.

**Reason:** Routine and noncontroversial at hearing; the motion will be identical to a motion passed annually and unanimously for more than fifteen years.

- Article 4**     **RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**  
**Affirmative Action Recommended by:** Select Board, Finance Committee  
**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant including, under clause 14, changes to the Classification and Compensation Plan voted by the Personnel Board and effective on March 13, 2019 to add a Media Specialist grade and range, and to add the titles “Telecommunications Director,” “Education Coordinator,” “Lead Producer,” and “Media Technician” to the Plan.  
**Reason:** Routine and noncontroversial at hearing.
- 
- Article 5**     **CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**  
**Affirmative Action Recommended by:** Select Board, Finance Committee  
**Motion:** That the Town take affirmative action on Article 5 as printed in the Warrant.  
**Reason:** Routine and noncontroversial at hearing
- 
- Article 17**    **USE OF FREE CASH**  
**Affirmative Action Recommended by:** Select Board, Finance Committee  
**Motion:** That the Town take affirmative action on Article 17 to authorize and direct the Assessors to transfer \$1,000,000 from free cash to reduce the tax levy for the fiscal year ending June 30, 2020.  
**Reason:** Routine transfer of surplus funds to reduce the tax levy; noncontroversial at hearing. Surplus results from revenue collection exceeding estimates or actual expenditures being less than appropriations, as explained in FinCom Report page 50.
- 
- Article 21**    **ACCEPTANCE OF M.G.L. ch.54, §16A – ELECTION VACANCY APPOINTMENTS**  
**Affirmative Action Recommended by:** Select Board  
**Motion:** That the Town take affirmative action on Article 21 as printed in the Warrant.  
**Reason:** Administrative action to authorize Town Clerk to fill positions of unexpectedly absent election officials through adoption of state statute; noncontroversial at hearing.
- 
- Article 31**    **ZONING BYLAW AMENDMENT – HANDICAPPED PARKING**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 31 as printed in the Warrant.  
**Reason:** Housekeeping amendment to bring language of zoning bylaw into consistency with changes in language and terminology of state law; noncontroversial at hearing.
- 
- Article 32**    **ZONING BYLAW AMENDMENT – GROUNDWATER CONSERVANCY DISTRICT**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 32 as printed in the Warrant.  
**Reason:** Housekeeping amendment to make language used in zoning bylaw consistent with language in state law; noncontroversial at hearing.
- 
- Article 33**    **ZONING BYLAW AMENDMENT – MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 33 as printed in the Warrant.  
**Reason:** Housekeeping amendment to bring zoning bylaw into conformance with 2018 General Bylaw adopted by the Town prohibiting all non-medical marijuana establishments; noncontroversial at hearing.
- 
- Article 34**    **ZONING BYLAW AMENDMENT – NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 34 as printed in the Warrant.  
**Reason:** Housekeeping amendment to correct formatting error in zoning bylaw; noncontroversial at hearing.

- Article 36**     **ZONING BYLAW AMENDMENT – FLOOD PLAIN CONSERVANCY DISTRICT MAP**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 36 as printed in the Warrant.  
**Reason:** Routine acceptance of revisions by the Federal Emergency Management Agency to Flood Insurance Rate Map to keep the Town’s zoning bylaw in compliance with the National Flood Insurance Program; noncontroversial at hearing.
- 
- Article 37**     **ZONING BYLAW AMENDMENT – LARGE GROUND-MOUNTED SOLAR TABLE OF USES**  
**Affirmative Action Recommended by:** Select Board, Planning Board  
**Motion:** That the Town take affirmative action on Article 37 as printed in the Warrant.  
**Reason:** Housekeeping amendment to make definitions and table consistent with bylaw adopted by the Town in 2012, making no substantive change in the Zoning Bylaw; noncontroversial at hearing.
- 
- Article 38**     **LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES**  
**Affirmative Action Recommended by:** Select Board, Finance Committee  
**Motion:** That the Town take affirmative action on Article 38 as printed in the Warrant, including authorization of the transfer of \$452,000 from the Operating Fund of the Light Plant to be used by the Assessors to reduce the tax levy for the fiscal year ending June 30, 2020.  
**Reason:** Routine enterprise fund authorization and PILOT payment regularly included on consent calendar; noncontroversial at hearing.
- 
- Article 40**     **SEWER SYSTEM EXPENDITURES**  
**Affirmative Action Recommended by:**  
**Motion:** That the Town take affirmative action on Article 40 as printed in the Warrant.  
**Reason:** Routine annual enterprise fund authorization regularly included on consent calendar; noncontroversial at hearing.
- 
- Article 41**     **SEWER IMPROVEMENT FUND EXPENDITURES**  
**Affirmative Action Recommended by:**  
**Motion:** That the Town take affirmative action on Article 41 as printed in the Warrant.  
**Reason:** Routine annual action regularly included on consent calendar; noncontroversial at hearing. The Sewer Improvement Fund is a sub-fund of the Sewer Fund consisting of fees paid by certain properties connecting to the sewer system. The Article authorizes expenditure from the Fund for construction and expansion of sewer lines and treatment facility capacity.
- 
- Article 42**     **WATER SYSTEM EXPENDITURES**  
**Affirmative Action Recommended by:**  
**Motion:** That the Town take affirmative action on Article 42 as printed in the Warrant.  
**Reason:** Routine annual enterprise fund authorization regularly included on consent calendar; noncontroversial at hearing. The Water Fund consists of fees paid by water user fees. The Article authorizes expenditure from the Fund for operation, maintenance, capital replacement and renewal of the Town’s water system.
- 
- Article 45**     **BEEDE SWIM & FITNESS CENTER ENTERPRISE FUND EXPENDITURES**  
**Affirmative Action Recommended by:**  
**Motion:** That the Town appropriate from the Community Pool Enterprise Revenues the sum of ~~\$2,353,000~~ \$2,471,594 and appropriate from retained earnings the sum of ~~\$118,594~~ \$325,000, for a total appropriation of ~~\$2,471,594~~ \$2,796,594, the amount required for the total operating and capital expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2020, in accordance with Chapter 44, section 53F 1/2 of the Massachusetts General Laws, said funds to be expended under the direction of the Town Manager.  
**Reason:** Routine annual enterprise fund authorization often included on consent calendar; non-controversial at hearing.

Upon a MOTION made by Mr. Tarpey and duly seconded, it was VOTED by a near unanimous and well over a two-thirds margin that the Town take affirmative action on the Articles listed on the Consent Calendar as printed in the Finance Committee Report, excepting that Articles 39 and 44 are removed from the Consent Calendar, and Article 45 is moved as printed in the Handout applicable to the Article, without debate on any of the Articles, provided that, upon the request of five voters present made before vote is taken on this motion, an Article requested to be omitted shall be removed from the Consent Calendar and shall be acted upon in the ordinary course of business at this Town Meeting.

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

Article 3 HANDOUT

Finance Committee

March 28, 2019

The purpose of this resolution is to maintain a balanced budget at the Levy Limit, as initially presented in accordance with the Finance Committee's recommendations and as may be subsequently modified by Town Meeting actions.

Resolved: That in order to assure compliance with the requirements of the Massachusetts General Laws Chapter 59, section 21C, this Meeting hereby adopts the following Rule of the Meeting:

RULE OF THE MEETING

1. Articles for appropriations supported from current taxation and/ or available funds. Any motion made under a warrant article or a motion to amend that would increase the appropriation amount over the amount recommended by the Finance Committee and designated by it as the "allocation at Levy Limit," or that would provide for an appropriation where the Finance Committee is recommending NO ACTION, must specify the following:
  - a. the original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and the source of funding- whether from available funds, taxation within the levy limit, or contingent upon approval of an override ballot vote following the conclusion of Town Meeting if such ballot is voted by the Board of Selectmen in accordance with state law;
  - b. if the proposed increased appropriation is proposed to be funded from taxation within the levy limit, the original motion or motion to amend shall specify the source of funding as:
    1. a reduction in the appropriation amount already voted under a previous article or within the article currently being considered; or
    2. a maximum amount that may be appropriated within the Levy Limit under a subsequent article in the warrant.
2. Articles for appropriations supported from borrowing. The Finance Committee shall report to the Meeting summarizing its recommendations for new tax-supported borrowing authority to be offered at this Meeting and for which the debt service is proposed to be funded within the Levy Limit.

Any motion made under a warrant article or a motion to amend that would increase the appropriation amount

to be met by a borrowing authorization over the amount recommended by the Finance Committee or that would provide for an appropriation to be met by a borrowing authorization where the Finance Committee is recommending NO ACTION, must specify the following:

- a. The original motion or a motion to amend shall specify the amount of increase over the appropriation recommended by the Finance Committee and shall make the increase contingent upon approval of a debt exclusion or capital outlay exclusion ballot vote following the conclusion of Town Meeting if such ballot is voted by the Select Board in accordance with state law;

OR

- b. The original motion or motion to amend shall include a corresponding and offsetting reduction in another borrowing authorization from among those listed by the Finance Committee, either by a reduction in the amount already voted under a previous article or by setting a maximum amount of debt that may be authorized within the Levy Limit under a subsequent article in the warrant.

3. Articles making appropriations to be kept open. Any Article making appropriations shall be kept open until the final adjournment of the Meeting.

### *Article 3 VOTE*

Article 3 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

### **WARRANT ARTICLE 4: RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

- 1. Add the title "Public Works & Engineering Director" to Grade MP-9 effective July 1, 2018
- 2. Remove the title "Civil Engineer" from Grade MP-3 effective December 19, 2018
- 3. Add the title "Associate Financial Manager" to Grade MP-3 effective December 19, 2018
- 4. Remove the title "Utility Software Coordinator" from Grade MP-2 and replace it by adding the title "Customer Service Supervisor" to Grade MP-3 effective December 19, 2018
- 5. Add the title "Municipal Archivist/Records Manager" to Grade MP-3 effective December 19, 2018
- 6. Remove the title "Facilities Manager" from

Grade MP-5 and replace it by adding the title "Facilities Director" to Grade MP-6 effective December 19, 2018

- 7. Add the title "HVAC Technician" to Grade TCL-7 effective December 19, 2018
- 8. Move the title "Senior Services Director" from Grade MP-4 to Grade MP-5 effective December 19, 2018
- 9. Remove the title "Senior Services Programs Supervisor" from Grade MP-2 and replace it by adding the title "Assistant Senior Services Director" to Grade MP-3 effective December 19, 2018
- 10. Add the title "Tourism & Visitor Services Manager" to Grade MP-1 effective December 19, 2018
- 11. Add the title "Station Manager" to Grade MP-1 effective December 19, 2018
- 12. Remove the title "Public Information Officer" from Grade MP-1 and replace it by adding the title "Public Information & Communications Manager" to MP-2 effective December 19, 2018
- 13. Add the title "Deputy Town Manager" to Grade MP-9 effective December 19, 2018
- 14. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board

between January 3, 2019, and April 8, 2019

*Article 4 VOTE*

Article 4 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 5: CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

To determine whether the Town will vote to amend the Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective July 1, 2019, or take any other action relative thereto:

**CLASSIFICATION AND COMPENSATION PLAN**

Effective July 1, 2019

**ADMINISTRATIVE-CLERICAL**

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<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
AC-1 Receptionist/Clerk Recreation Clerk	Hourly	17.38	20.91	24.43
AC-2 Account Clerk Department Clerk Senior Recreation Clerk Utility Account Clerk	Hourly	19.41	23.35	27.28
AC-3 Customer Services Representative Senior Account Clerk Senior Department Clerk	Hourly	22.02	26.48	26.48
AC-4 Administrative Assistant Collections Assistant Retirement Assistant Treasury Assistant	Hourly	23.79	28.61	33.42
AC-5 Human Resources Assistant Project & Procurement Coordinator Senior Administrative Assistant	Hourly	25.43	30.57	35.70
AC-6 Finance Assistant Senior Human Resources Assistant	Hourly	26.30	31.63	36.95

**TRADES-CRAFTS-LABOR**

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TCL-1 Building Custodian	Hourly	17.16	20.74	24.32
TCL-2 Building Maintenance Custodian	Hourly	19.38	23.43	27.47
TCL-3 Facilities Maintainer Maintenance & Inventory Coordinator Water/Sewer System Maintainer	Hourly	27.47	25.79	30.24
TCL-4 Custodial Maintenance Supervisor Equipment/Line Operator Master Craftsperson	Hourly	23.86	28.87	33.88
TCL-5 Assistant Public Works Supervisor Crew Leader Licensed Electrician/Skilled Carpenter Senior Master Mechanic Treatment Systems Operator	Hourly	26.42	31.95	37.47
TCL-6 Senior Treatment Systems Operator	Hourly	29.68	35.90	42.11
TCL-7 Public Works Supervisor HVAC Technician	Hourly	32.92	39.82	46.72

**MANAGERIAL-PROFESSIONAL**

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.*

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MP-1 Associate Engineer Engineering Technician Media Technician Recreation Supervisor Station Manager Tourism & Visitor Services Manager	Annual	47,238	59,248	71,257
MP-2 Administrative & Special Projects Coordinator Administrative Manager	Annual	53,309	66,860	80,410

	Minimum	Mid-Point	Maximum
Administrative Systems Analyst			
Assistant Local Inspector			
Assistant Natural Resources Director			
Budget Analyst			
Energy Specialist			
Environmental Health Inspector			
Environmental & Regulatory Coordinator			
Facilities Operations Coordinator			
Field Lister			
GIS Technician/Analyst			
Information Systems Technician			
Office Accountant			
Public Health Inspector			
Public Information & Communications Manager			
Water Conservation Coordinator			

MP-3	Annual	62,901	78,893	94,885
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Assistant Assessor				
Assistant Human Resources Director				
Assistant Public Health Director				
Assistant Public Works Engineer				
Assistant Senior Services Director				
Assistant Town Accountant				
Assistant Town Clerk				
Assistant Treasurer				
Associate Financial Manager				
Childcare Services Manager				
Customer Service Supervisor				
Energy Conservation Coordinator				
Local Inspector				
Management Analyst				
Municipal Archivist/Records Manager				
Operations Manager				
Recreation Programs & Events Manager				
Retirement System Administrator				
Senior Budget & Operations Analyst				
Senior Environmental & Regulatory Coordinator				
Senior Information Systems Technician				
Senior Planner				

MP-4	Annual	67,247	84,344	101,440
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Assistant Highway & Ground Superintendent				
Assistant Recreation Director				
Customer Service Administrator				
Environmental Services Program Administrator				
GIS & Application Integration Program Manager				
Operations Engineer				
Public Works Engineer				

		Minimum	Mid-Point	Maximum
MP-5	Annual	72,334	90,722	109,110
Assistant Library Director				
Assistant Town Engineer				
Budget & Purchasing Director				
Deputy Treasurer/Collector				
Director of Sustainability				
IT Services Manager				
Financial Manager/Accountant				
Natural Resources Director				
Police Lieutenant				
Public Health Director				
Senior Services Director				
Town Clerk				
Town Planner				
MP-6	Annual	83,992	105,343	126,694
Assistant Fire Chief				
Building Commissioner				
Facilities Director				
Highway & Grounds Superintendent				
Police Captain				
Recreation Director				
Town Accountant				
Town Assessor				
Town Engineer				
Water/Sewer Superintendent				
MP-7	Annual	91,277	114,481	137,685
Director of Planning & Land Management				
Human Resources Director				
Library Director				
MP-8	Annual	101,692	127,544	153,396
Assistant Town Manager				
Chief Information Officer				
Fire Chief				
Police Chief				
Public Works Director				
MP-9	Annual	111,449	139,784	168,118
Deputy Town Manager				
Finance Director				
Public Works & Engineering Director				

## ELECTRICAL LABOR

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
EL-1 (Reserved for future use)	Hourly	18.91	22.87	26.83
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	24.59	29.74	34.88
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	31.20	35.27	39.33
EL-4 Lineworker, Grade 1	Hourly	38.73	43.80	48.87
EL-5 Lead Lineworker	Hourly	40.56	45.86	51.16
EL-6 Line Supervisor	Hourly	43.68	49.39	55.09

## ELECTRICAL MANAGEMENT

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;  
compensation will be prorated for part-time schedules.*

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
EM-1 Meter Supervisor Senior Engineering Technician	Annual	64,575	77,504	90,432
EM-2 Electrical Engineer	Annual	82,530	99,015	115,500
EM-3 Lead Electrical Engineer	Annual	88,668	106,434	124,200
EM-4 Assistant CMLP Director Power Supply & Rates Administrator	Annual	103,600	124,300	145,000
EM-5 Assistant CMLP Director	Annual	108,780	130,515	152,250
EM-6 CMLP Director	Annual	125,457	150,591	175,725

### MEDIA SPECIALISTS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
MS-1 Education Coordinator Lead Producer	Annual	18.00	24.00	30.00

### SWIM & FITNESS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
SF-1 Swim/Fitness Specialist	Hourly	12.00	36.00	60.00

### HUMAN SERVICES

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
HS-A Human Services Assistant	Hourly	12.00	21.00	30.00
HS-1 Human Services Specialist	Hourly	15.25	30.13	45.00
HS-2 Child Care/Education Specialist	Hourly	15.25	28.63	42.00

### TELECOMMUNICATIONS TECHNICIANS

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TT-1 Telecommunications Technician	Hourly	29.37	34.50	39.63
TT-2 Senior Telecommunications Technician	Hourly	33.56	39.45	45.34
TT-3 Lead Telecommunications Technician	Hourly	35.24	41.43	47.61

## TELECOMMUNICATIONS MANAGEMENT

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;  
compensation will be prorated for part-time schedules.*

<b>Grade Number &amp; Class Title</b>		<b>Minimum</b>	<b>Mid-Point</b>	<b>Maximum</b>
TM-1 Network Administrator	Annual	73,698	86,562	99,425
TM-2 Network Engineer Telecommunications Coordinator	Annual	83,948	98,657	113,365
TM-3 Telecommunications Director	Annual	97,014	114,000	130,986
TM-4 Chief Information & Technology Officer	Annual	148,113	174,046	199,978

### *Article 5 VOTE*

Article 5 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

### **WARRANT ARTICLE 6: TOWN BUDGET**

To determine whether the Town will vote to raise and appropriate or transfer from available funds, the sum of \$49,052,504, or any other sum, for the following necessary and expedient purposes of the Town for the fiscal year ending June 30, 2020, or take any other action relative thereto:

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>General Government</b> <b>\$4,446,474 is 9.1% of Total</b>				
1	Town Manager's Office			
	A. Town Manager	\$ 644,865	\$ 680,357	\$ 702,371
	B. Human Resources	407,929	449,579	473,700
	C. Facilities Management	287,227	320,205	434,773
	D. Resource Sustainability Fund	152,467	198,025	229,388
	E. Visitor's Center and Restrooms	43,881	19,292	105,760
	F. 37 Knox Trail	43,168	29,430	29,192
	G. 55 Church Street	-	106,031	116,714
	H. Parks & Playgrounds	-	-	124,334
2	<b>Subtotal</b>	<b>1,579,538</b>	<b>1,802,918</b>	<b>2,216,233</b>
3	Legal Services	458,002	250,000	250,000
	Elections and Registrars			
	A. Elections	24,809	52,997	42,653
	B. Registrars	8,677	11,421	7,374
4	<b>Subtotal</b>	<b>33,486</b>	<b>64,418</b>	<b>50,027</b>
5	Town Meeting and Reports	44,787	<b>100,250</b>	100,250
	Planning			
	A. Planning Administration	458,426	<b>492,601</b>	518,336
	B. Natural Resources	284,744	<b>288,657</b>	296,000
	C. Inspections	484,642	<b>483,683</b>	487,309
	D. Health	406,111	<b>431,577</b>	453,886
6	<b>Subtotal</b>	<b>1,633,923</b>	<b>1,696,517</b>	<b>1,755,531</b>
	141 Keyes Road	70,373	72,994	74,433
<b>Total General Government</b>		<b>\$ 3,820,109</b>	<b>\$ 3,987,097</b>	<b>\$ 4,446,474</b>
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Finance and Administration</b> <b>\$3,577,897 is 7.3% of Total</b>				
7	Finance Committee	3,306	3,410	3,410
8	Finance			
	A. Finance Administration	\$ 547,770	\$ 580,307	\$ 696,555
	B. Treasurer-Collector	518,976	519,609	510,733
	C. Town Accountant	333,805	469,009	321,271
	D. Assessors	434,827	431,786	438,001
	E. Town Clerk	242,881	256,004	266,738
	<b>Subtotal</b>	<b>2,081,566</b>	<b>2,256,716</b>	<b>2,233,298</b>
9	Information Systems	936,762	1,133,259	1,189,082
10	Town House	139,927	144,973	152,107
<b>Total Finance and Administration</b>		<b>\$ 3,161,562</b>	<b>\$ 3,538,357</b>	<b>\$ 3,577,897</b>

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Public Safety</b> <b>\$10,452,959 is 21.3% of Total</b>				
11	Police Department	4,500,980	4,887,870	4,906,210
12	Fire Department	4,653,745	4,879,241	5,206,056
13	West Concord Fire Station	39,268	36,323	35,769
14	Police-Fire Station	284,656	284,816	261,627
15	Emergency Management	16,637	16,937	16,060
16	Animal Control Officer	24,730	26,000	27,236
<b>Total Public Safety</b>		<b>\$ 9,520,017</b>	<b>\$ 10,131,187</b>	<b>\$10,452,959</b>
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Public Works and Facilities</b> <b>\$4,249,152 is 9.8% of Total</b>				
17	Public Works			
	A. CPW Administration	410,943	423,957	424,718
	B. Engineering	697,924	739,561	726,156
	C. Highway Maintenance	1,437,428	1,438,381	1,479,266
	D. Parks and Trees	731,588	806,781	826,590
	E. Cemetery	187,959	241,010	241,533
	<b>Subtotal</b>	<b>3,465,842</b>	<b>3,649,690</b>	<b>3,698,264</b>
18	Snow and Ice Removal	918,375	610,001	625,000
19	Street Lighting	54,569	57,400	57,400
20	CPW Equipment	325,000	325,000	325,000
21	Drainage Program	205,000	205,000	205,000
22	Sidewalk Management	110,000	115,000	125,000
23	Road Improvements	100,000	100,000	100,000
24	133/135 Keys Road	152,806	153,753	148,660
<b>Total Public Works and Facilities</b>		<b>\$ 5,331,592</b>	<b>\$ 5,215,844</b>	<b>\$ 5,284,323</b>
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Human Services</b> <b>\$3,441,007 is 7.0% of Total</b>				
25	Library	2,021,801	2,286,820	2,351,798
26	A. Human Services	38,191	96,045	68,335
	B. Senior Services	394,226	583,425	577,880
	C. Recreation Services	101,761	108,376	108,376
27	Harvey Wheeler Community Ctr.	126,491	125,905	115,133
28	Hunt Recreation Ctr.	132,901	122,633	113,759
29	Veterans	97,629	107,970	86,696
30	Ceremonies and Celebrations	19,012	22,624	19,030
<b>Total Human Services</b>		<b>\$ 2,932,011</b>	<b>\$ 3,453,798</b>	<b>\$ 3,441,007</b>

Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Unclassified</b> <b>\$1,503,988 is 3.0% of Total</b>				
31	Town Employee Benefits			
	A. Unused Sick Leave	92,000	90,000	90,000
	B. Public Safety Disability	122	2,500	2,500
	C. Employee Assistance Program	7,177	7,500	7,500
	<b>Total</b>	<b>99,299</b>	<b>100,000</b>	<b>100,000</b>
32	Reserve Fund*	-	225,000	225,000
	*Transfers totaling \$225,000.00 were made to other accounts in FY18.			
33	Salary Reserve**	-	618,954	1,407,895
	**Transfers totaling \$792,923 in FY 2018 and \$1,361,974 in FY 2019 were made to other accounts.			
34	Land Fund	15,000	10,000	10,000
	<b>Total Unclassified</b>	<b>\$ 908,222</b>	<b>\$ 600,909</b>	<b>\$ 1,503,988</b>
Item No.	Department	Fiscal 2018 Expenses	Fiscal 2019 Appropriation	Fiscal 2020 Proposal
<b>Joint (Town - CPS)</b> <b>\$20,345,856 is 41.5% of Total</b>				
35	Insurance			
	A. Group Insurance	4,800,000	5,526,100	5,966,069
	B. OPEB	1,470,000	1,617,000	1,697,850
	C. Property/Liability	250,000	275,000	288,750
	<b>Subtotal</b>	<b>6,520,000</b>	<b>7,418,100</b>	<b>7,952,669</b>
36	Unemployment/Workers' Comp.			
	A. Unemployment Comp.	56,946	110,000	110,000
	B. Workers' Comp.	143,054	100,000	100,000
	<b>Subtotal</b>	<b>200,000</b>	<b>210,000</b>	<b>210,000</b>
37	Retirement	3,667,000	3,777,010	3,965,861
38	Social Security and Medicare	810,000	814,713	800,000
39	Debt Service			
	A. Long-Term Debt			
	Town Principal and Interest	3,015,800	3,277,862	3,450,625
	CPS Principal and Interest	700,350	679,283	715,520
	<b>Subtotal</b>	<b>3,716,150</b>	<b>3,957,145</b>	<b>4,166,145</b>
	Interest on Notes	135,000	30,000	25,000
	Other Debt Expense	8,850	7,500	5,000
	<b>Subtotal Within Levy Limit</b>	<b>3,860,000</b>	<b>3,994,645</b>	<b>4,196,145</b>
	B. Excluded Debt			
	Town Principal and Interest	99,794	392,294	350,794
	CPS Principal and Interest	3,507,713	2,992,575	2,870,387
	Less: Use of Stabilization Funds	(785,000)	(275,000)	-
	<b>Subtotal Excluded Debt</b>	<b>2,822,507</b>	<b>3,109,869</b>	<b>3,221,181</b>
	<b>Total Debt Service</b>	<b>6,682,507</b>	<b>7,104,514</b>	<b>7,417,326</b>
	<b>Total Joint (Town - CPS)</b>	<b>\$17,879,507</b>	<b>\$ 19,324,337</b>	<b>\$20,345,856</b>
	<b>Total Appropriation</b>	<b>\$43,553,020</b>	<b>\$ 46,251,528</b>	<b>\$49,052,504</b>

That the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment;

That the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic;

That the appropriation for Salary Reserve under Line Item 33 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2019 and thereafter

pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements. Any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year;

That the Town authorize the funds to be expended from the Title 5 Septic Loan Betterment Reserve Account to meet the loan payments to the Massachusetts Clean Water Trust due and payable during FY2020:

<u>Amount</u>	<u>Loan Number</u>	<u>Original Loan</u>	<u>Date of Issue</u>	<u>Final Maturity</u>	<u>Town Authorization</u>
\$10,828.73	T5-97-1070	\$200,000	12/22/99	FY21	Art. 46 (1997)
\$29,705.00	T5-05-1243-A	\$296,830	06/13/12	FY23	Art. 50 (2004)
\$32,471.00	T5-05-1243-B	\$324,715	05/22/13	FY23	Art. 42 (2009)
\$19,745.70	T5-05-1243-C	\$197,457	01/07/15	FY15	Art. 42 (2009)

**ARTICLE 6. TOWN BUDGET**

Town Manager

April 2, 2019

<b>Amount</b>	<b>From</b>
\$ 142,846	Parking Meter Fund
\$ 173,998	Cemetery Fund
\$ 239,034	Recreation Fund
\$ 250,911	Sewer Fund
\$ 692,072	Water Fund
\$ 976,077	Light Fund
\$ 148,657	Solid Waste Fund
\$ 98,350	Swim & Fitness Fund
\$ 32,931	Telecom Fund
\$ 295,240	Emergency Services Stabilization Fund
\$ 3,500	Transportation Network Fees
\$ 92,750	Septic Loan Betterment Reserve
\$ 787,520	Various Accounts requiring no further appropriation

That the Town raise and appropriate the sum of \$45,118,618, and transfer: for a total appropriation under Article 6 of \$49,052,504, as printed in the warrant, as Fiscal 2020 Proposal, Items 1 – 39, for the necessary and expedient purposes of the Town for the Fiscal Year ending June 30, 2020, and that the same be expended only for such purposes under the direction of the Town Manager; and that the Town Manager is authorized to turn in or sell at public auction surplus equipment, the amount allowed or received therefore to be applied against the purchase of new equipment; and that the appropriation for Salary Reserve under Line Item 33 shall be transferred by the Town Manager to the various salary line items in accordance with salary levels established at July 1, 2019 and thereafter pursuant to the salary schedules adopted under Article 5, the implementation of the merit pay plan in accordance with Section 10.2 (2) of the Personnel Bylaws, and collective bargaining agreements, any such transfer shall be reported periodically by the Town Manager to the Select Board and the Finance Committee, and a final report shall be issued when all such transfers have been completed for the fiscal year; and further that the Town appropriate and transfer the sum of \$1,000 from the Dog Inoculation Fees Reserve Account for the cost of the Board of Health's Rabies Clinic.

Note: This motion requires a 2/3rds majority as one of the sources of revenue supporting the appropriation is a stabilization fund.

#### *Article 6 VOTE*

Upon a MOTION made by Mr. McKean and duly seconded, it was VOTED by a near unanimous and wide majority over two-thirds margin that the Town take affirmative action on Article 6 as printed in the handout applicable to this Article.

#### **WARRANT ARTICLE 7: APPROPRIATE FUNDS – MUNICIPAL CAPITAL PROJECTS**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Massachusetts General Laws c. 44, § 7, the sums of money specified below in the FY20 Debt Plan, or any other sum, said funds to be expended under the direction of the Town Manager, and further

that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or take any other action relative thereto.

#### *Article 7 VOTE*

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED by well more than a two-thirds majority that the Town take affirmative action on Article 7 to appropriate the sums of money specified in the Article for the respective projects set forth in the FY20 Debt Plan, as printed in the Warrant and set forth in the chart below, said funds to be expended under the direction of the Town Manager; and to meet this appropriation, the Town Treasurer with the approval of the Select Board is authorized to borrow \$3,950,000 under the provisions of M.G.L. chapter 44, § 7 of the Massachusetts General Laws, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. chapter 44, § 20 of the Massachusetts General Law, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Item No.	Department	Project	Amount	Authorization Clause
1	Town Manager	Renovation/ Construction/ Acquisition of Town Buildings	\$500,000	1 1
2	Town Manager	Park Improvements	\$1,400,000	1
3	Planning	Land Acquisition for Open Space	\$100,000	
Item No.	Department	Project	Amount	Authorization Clause
4	Public Works	Road and Parking Lot Reconstruction	\$800,000	1
5	Public Works	Cambridge Turnpike Reconstruction	\$600,000	1
6	Human Services	Library, Furniture, Fixtures and Equipment	\$550,000	1
		<b>Total:</b>	<b>\$3,950,000</b>	

**Amendments proposed for Article 7:**

1. A motion was made by Ms. Kehoe and seconded to amend Article 7, by reducing the amount appropriated for Item Number 2, “Park Improvements” from \$1,400,000 to Zero. The motion failed by a substantial margin.
2. A motion was made by Mr. Perry and seconded to amend Article 7, by reducing the among appropriated for Item Number 6, “Library, Furniture & Equipment” from \$550,000 to Zero. The motion failed for lack of majority.

**WARRANT ARTICLE 8: AUTHORIZE EXPENDITURE OF REVOLVING FUNDS UNDER M.G.L. c. 44, §53E½**

To determine whether the Town will vote to authorize the total expenditures for the following revolving funds pursuant to Massachusetts General Laws c. 44, § 53E½ for the fiscal year ending June 30, 2020, to be expended in accordance with the bylaw previously approved; or take any other action relative thereto.

Revolving Fund	Annual Spending Limit
Regional Housing Services	\$265,000
Road Repair	\$120,000
Senior Services	\$45,000
Tree Preservation	\$100,000

*Article 8 VOTE:*

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED nearly unanimously that the Town take affirmative action on Article 8 as printed in the Warrant.

**WARRANT ARTICLE 9: AUTHORIZATION TO ACCEPT M.G.L. c. 32B, §20 – OTHER POST-EMPLOYMENT BENEFITS (OPEB) LIABILITY TRUST FUND**

To determine whether the Town will vote to adopt Massachusetts General Laws c. 32B, § 20, Other Post-Employment Benefits Liability Trust Fund, for the purpose of establishing on its books and accounts the Other Post-Employment Benefits Liability Trust Fund, the assets of which shall be held solely to meet the current and future liabilities of the governmental unit for group health insurance benefits for retirees and their dependents, and to establish the Town Treasurer as the sole Trustee, or take any other action relative thereto.

*Article 9 VOTE*

Upon a MOTION made by Mr. Whelan and duly seconded, the following was VOTED by overwhelming majority that the Town take affirmative action on Article 9 as printed in the Warrant.

**WARRANT ARTICLE 10: MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$1,066,841, or any other sum, for the following necessary and expedient purposes of the Minuteman Regional Technical High School District for the fiscal year ending June 30, 2020, or take any other action relative thereto.

**MINUTEMAN REGIONAL TECHNICAL HIGH SCHOOL DISTRICT BUDGET**

Department/Description	Fiscal 2018 Adopted	Fiscal 2019 Adopted	Superintendent's Proposed Budget & Fiscal 2019 Assessment
Minuteman Regional High School Budget	\$19,449,466	\$21,331,204	\$22,768,830
Concord's Assessment	\$599,313	\$752,938	\$1,073,368*

*\*includes \$778,353 for operations & \$295,015 for shared debt and capital*

*Article 10 VOTE*

Upon a MOTION made by Ms. Flood and duly seconded, the following was VOTED by well more than a majority that the Town raise and appropriate Concord's apportioned share of \$1,073,368 for the Minuteman Career and Technical School District assessment for the Fiscal Year ending June 30, 2020.

It was then VOTED to take Article 14 out of order ahead of Article 11.

**WARRANT ARTICLE 14: CONCORD MIDDLE SCHOOL FEASIBILITY STUDY**

To determine if the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of bonds or notes under the provisions of Massachusetts General Laws c. 44, the sum of \$1,500,000, or any other sum, to be expended under the direction of the School Committee for a feasibility study to consider the construction of a new middle school, which may be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School), provided, however, that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum under Massachusetts General Laws c. 59, § 21C(k), and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

*Article 14 VOTE*

Upon a MOTION made by Ms. Bout and duly seconded, it was VOTED by an overwhelming margin over two-thirds that the Town appropriate the amount of One Million Five Hundred Thousand Dollars (\$1,500,000) to be expended under the direction of the Town Manager, in consultation with a Concord Middle School Building Committee to be appointed by the Select Board in compliance with M.G.L. c. 71 § 68, to study the feasibility of constructing a new middle school, which may be located at 835 Old Marlboro Road, Concord, Massachusetts (the present site of the Sanborn Middle School), including the schematic design of one or more options and the payment of all costs incidental or related to the feasibility study; and further, that to meet this appropriation the Treasurer, with the approval of the Select Board, is authorized to borrow the appropriated amount pursuant to M.G.L. c. 44, § 7(1), or any other enabling authority; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under M.G.L. c. 59 § 21C(k), and that any premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount and further, that the feasibility and resulting design specification should be consistent with Concord's sustainability goals and principles and further, that the feasibility and resulting design specification should be consistent with Concord's sustainability principles and with Concord's goals for reducing greenhouse gas emissions, requiring both an all electric design and Zero Net Energy-ready building and site capabilities; and while the Town urges the School Building Committee to conduct its

feasibility study with all-electric/ZNE-ready as the preferred design, other alternatives may be considered; and further that the third-party hired to perform this feasibility study and school design should have demonstrated competencies and experience in all-electric/ZNE building design.

### **Amendments proposed for Article 14:**

1. A motion was made by Mr. Swain and duly seconded to change the amount to be appropriated from \$1,500,000 to \$750,000. The motion failed for lack of majority.
2. A motion was made by Mr. Hubbard-Nelson and duly seconded to add the following words to the end of the original **motion**: “and further, that the feasibility and resulting design specification should be consistent with Concord’s sustainability goals and principles. “and further, that the feasibility and resulting design specification should be consistent with Concord’s sustainability principles and with Concord’s goals for reducing greenhouse gas emissions, requiring both an all electric design and Zero Net Energy-ready building and site capabilities; and while the Town urges the School Building Committee to conduct its feasibility study with all-electric/ZNE-ready as the preferred design, other alternatives may be considered; and further that the third-party hired to perform this feasibility study and school design should have demonstrated competencies and experience in all-electric/ZNE building design.” The motion passed by an overwhelming majority.

At 10:48 pm, it was VOTED to adjourn the meeting until Tuesday, April 9, 2019 at 7:00pm.

## **2019 Annual Town Meeting Session 2 April 9, 2019**

The Moderator resumed Town Meeting at 7:00pm, there being a sufficient number of voters in attendance. Ms. Reiss announced that Articles 23-26 were taken up as the first order of business.

Following, preliminary announcements Ms. Reiss announced Finance Committee appointments. The terms of five committee members were ending at the conclusion of Town Meeting. Three of those members were reappointed for a second term. They included Dean Banfield, Mary Hartman, and John Hinkling.

Three new appointments included Wade Rubenstein (completing an unexpired term), Dee Ortner, and Greg Guarriello. All were thanked for their willingness to serve the community with this significant commitment.

Three members of the Finance Committee were completing their second term. Jean Repsinski and Scott Randall each served two terms over six years. Grace Hanson served for one year. Ms. Reiss thanked them on behalf of the Town of Concord for their energy, commitment, and good sense that they have brought to understanding and advising on financial issues impacting the town.

Tellers and ballot counters were sworn in.

It was VOTED by a majority that no new business would be taken up after 10:00pm.

Mr. McKean thanked Alice Kaufman for 6 years of service to the Town as a member of the Select Board. He remarked on her many areas of contribution as a leader and mentor. She served as liaison to several boards and committees, among them, the White Pond Advisory Committee, the Minuteman High School Building Committee, the Planning Board, Public Works Commission, Board of Health and Historical Commission. He acknowledged her commitment to the environment, sustainability, and affordable housing as liaison to the Comprehensive Energy Sustainability Committee.

Ms. Hotchkiss thanked Tom McKean for his three years of service on the Select Board. He distinguished himself in the eyes of many for his opinions and respect for public engagement. A few of the many boards he served as liaison to include: Disability Commission, ushering its transformation from Committee to Commission, the Private Public Partnership Committee; and the Dog Park Feasibility Committee, among others. Thoughtful legal analysis always informed his opinions. He showed strong leadership as Chair of the Select Board. He initiated the practice of providing a Chair’s Report at the start of each meeting, which the Board plans to continue.

Ms. Bout paid tribute Robert Grom for his strong yet humble commitment and dedication to his work on

the Concord and Concord-Carlisle School Committees over the last three years. He showed commitment and dedication to thoroughly addressing any topic at hand, to selfless giving of his time, perspective and insight, to maintaining professionalism and respect in any situation, to advocacy on behalf of residents, and most importantly, to integrity.

Mr. Johnston thanked Johanna Boynton for her six years of commitment as a member of the Concord and Concord-Carlisle School Committees. He paid tribute to her long list of accomplishments in support of students and families. Her service included Chair of the Regional School Committee and Concord School Committee, she chaired the CCHS later start time and Electric Bus Advisory Committees, served on the CCHS Building Committee, and also helped identify a suitable location for the bus depot. She most recently served on the Teacher Negotiating Committee and Superintendent Search Committee. The progress made on these committees during her tenure was nothing short of extraordinary.

Ms. Reiss congratulated Team Concord, the winners of the Civics Bee, an event sponsored by the League of Women Voters. Team Concord, which included 11 CCHS students, three Concord Middle School students, and four adults, participated for the first time in a Civics Bee and took first place. They scored higher than the teams from Sudbury, Wayland, and Weston.

#### **ELECTRONIC VOTING PILOT TEST**

Ms. Reiss explained that in effort to spend less time on counted votes, she wanted to offer Town Meeting the opportunity to test electronic voting using clickers. Electronic voting vendor Turning Technologies provided clickers at no cost for this purpose. Voters learned how to use electronic clickers and tested their use by means of voting on a few fictitious questions.

#### **FIX THE MANNER OF VOTING**

Upon a motion made by Mr. McKean and duly seconded, it was VOTED nearly unanimously that all votes at the Annual Town Meeting session on Tuesday, April 9, 2019, be taken, first, by raised paper voting slip and, if the vote is too close for the Moderator to call, by standing counted vote of raised paper voting slips; and, second, by electronic clicker vote, provided that those

voters who have chosen not to accept an electronic clicker will not be required to vote by clicker, and further that any electronic clicker vote tally is a test only and shall not be recorded as the vote of the Meeting.

#### **WARRANT ARTICLE 23: APPROPRIATE FUNDS FOR AFFORDABLE HOUSING DEVELOPMENT**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds the sum of \$500,000, or any other sum, for the purpose of developing affordable housing within the Town, said funds to be expended under the direction of the Town Manager on such terms and conditions as the Select Board may determine, or take any other action relative thereto.

#### *Article 23 VOTE*

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED by a wide majority that the Town appropriate and transfer from the Certified Free Cash Balance of June 30, 2018 the sum of \$500,000, for the purpose of developing affordable housing within the Town, said funds to be expended under the direction of the Town Manager on such terms and conditions as the Select Board may determine.

#### **WARRANT ARTICLE 24: AUTHORIZATION TO ACCEPT M.G.L. c. 44, § 55C – MUNICIPAL AFFORDABLE HOUSING TRUST FUND**

To determine whether the Town will vote to accept Massachusetts General Laws c. 44 § 55C, to authorize the creation of a Municipal Affordable Housing Trust Fund, or take any other action relative thereto.

#### *Article 24 VOTE*

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED that the Town accept Massachusetts General Laws c. 44, §55C, to authorize the creation of a Municipal Affordable Housing Trust Fund to support the development of affordable housing in Concord.

### Authorized Revolving Funds Chart

<b>A Revolving Fund</b>	<b>B Department, Board, Committee, Agency or Officer Authorized to Spend from Fund</b>	<b>C Fees, Charges or Other Receipts Credited to Fund*</b>	<b>D Program or Activity Expenses Payable from Fund</b>	<b>E Restrictions / Conditions on Expenses Payable from Fund</b>	<b>F Other Require- ments/ Reports</b>	<b>G Fiscal Years</b>
Tree Preservation	Department of Planning & Land Management, under the direction of the Town Manager	Fees, charges and money received under the Tree Preservation Bylaw	Buying, planting and maintaining trees within residential neighborhoods in the Town			FY19 and subsequent years
Regional Housing Services	Regional Housing Services Office, through the Depart- ment of Planning & Land Management, under the direction of the Town Manager	Fees paid by member towns	Expenses associated with continuing the operation of a multi- town consortium set up to assist member communities in managing affordable housing resources			FY19 and subsequent years
Road Repair	Department of Public Works, under the direction of the Town Manager	Fees paid by applicants for permits to dig up, alter, or disturb the public way in accordance with the Motion passed under Article 47 of the 1992 Annual Town Meeting	Repairing, restoring, maintaining and in- specting public ways			FY19 and subsequent years
Senior Services	Division of Human Services, under the direction of the Town Manager	Fees, charges or monies received for programs, events and trips	Expenses associated with Senior Services/ COA trips, events and programs			FY19 and subsequent years

## Amendment proposed for Article 24:

A MOTION was made by Mr. Botfield and seconded that no funds shall be disbursed from the Concord Affordable Housing Trust prior to approval by majority vote at Town Meeting of the guidelines governing (a) the acceptable use of funds and (b) the reporting of transactions and costs. The motion FAILED for lack of majority.

## WARRANT ARTICLE 25: AUTHORIZE SPECIAL LEGISLATION – REAL ESTATE TRANSFER TAX FOR AFFORDABLE HOUSING

To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below that that would impose a real estate transfer fee to be used by the Town for the purposes of acquiring, creating, preserving, rehabilitating, restoring and supporting affordable housing in the Town, or take any other action relative thereto:

“An act establishing a real estate transfer fee upon the transfer of property in the Town of Concord.”

SECTION 1. There is hereby imposed a real estate transfer fee, hereafter “the fee,” equal to 1 per cent of the purchase price upon the transfer of (i) any real property interest in any residential property situated in the Town of Concord, or (ii) a controlling interest in a trust, limited liability company, or other entity that directly or indirectly holds an interest in any class residential real property situated in the Town of Concord. The fee shall be the liability of the purchaser of such property interest, and any agreement between the purchaser and the seller or any other person with reference to the allocation of the liability for the fee shall not affect such liability of the purchaser to the Town. The Town may define by bylaw what constitutes a controlling interest and the calculation of the fee.

SECTION 2. The following transfers of real property interests shall be exempt from the fee established in Section 1:

(i) purchases by first time buyers that reside in the residential property for at least 5 years, provided that a lien shall accompany the deed equal to 1 per cent of the purchase price, plus accumulated interest and penalties, and provided further that the lien shall run with the land until such time as all conditions of this

subsection are met;

- (ii) transfers to the federal government, the commonwealth, the Town, and any of their instrumentalities, agencies or subdivisions, including the Concord Housing Authority;
- (iii) transfers to the Concord Housing Development Corporation;
- (iv) transfers made without additional consideration to confirm, correct, modify or supplement a transfer previously made;
- (v) transfers with consideration under \$100.00;
- (vi) transfers to a charitable organization, as defined in clause Third of section 5 of chapter 59 of the General Laws, or a religious organization, provided, however, that the real property interests so transferred will be held solely for public charitable or religious purposes; and
- (vii) transfers between family members, including spouses, parents and children, grandparents and grandchildren, step-parents and step-children, siblings or step-siblings.

SECTION 3. The fee shall be paid to the Town. The Town shall have such remedies to collect the fee as provided by law with respect to the collection of real property taxes. The Town may, by bylaw, adopt additional requirements, exemptions, and regulations to implement or enforce said fee, consistent with this act. The Town may not, by bylaw or otherwise, eliminate or reduce any exemption set forth in this act.

SECTION 4. All fees received pursuant to this act shall be dedicated to the Concord Housing Development Corporation established by the Town or deposited in the Concord Affordable Housing Trust Fund established pursuant to section 55C of chapter 44 of the General Laws.

SECTION 5. A copy of the deed or other instrument evidencing such transfer shall be provided to the Town and shall be accompanied by (i) an affidavit signed under oath or under the pains and penalties of perjury by the purchaser and seller attesting to the purchase price; (ii) the applicable fee owed or, if applicable, an affidavit of intent to seek one of the permissible exemptions, as described in Section 2, for that property by the purchaser; and (iii) the basis, if any, upon which the transfer is claimed to be exempt in whole or in part from said fee. Upon receipt of the transfer fee or satisfactory evidence of exemption, the Town or its designee shall promptly thereafter issue a certificate indicating that the fee has been paid or that the transfer is exempt from the fee. The Middlesex South Registrar of Deeds shall not record or register a

deed unless the deed is accompanied by such certificate.

SECTION 6. The Town Manager or designee shall prepare and issue an annual report that (i) identifies fee receipts; (ii) quantifies affordable housing programs funded, including type and purpose; and (iii) evaluates the impact of said affordable housing programs, including but not limited to, to the extent

reasonably possible and permitted by applicable law, the number and demographics of individuals and families served as well as measures of housing stability and wealth generation in the community.

SECTION 7. This act shall take effect upon its passage.

**ARTICLE 25**

Article 25 HANDOUT:

**AUTHORIZE SPECIAL LEGISLATION – REAL ESTATE TRANSFER TAX FOR AFFORDABLE HOUSING**

Mr. Lawson moves: that the Town authorize the Select Board to petition the General Court for special legislation substantially in the form below that that would impose a real estate transfer fee to be used by the Town for the purposes of acquiring, creating, preserving, rehabilitating, restoring and supporting affordable housing in the Town:

“An act establishing a real estate transfer fee upon the transfer of property in the Town of Concord.”

SECTION 1. There is hereby imposed a real estate transfer fee, hereafter “the fee,” equal to 1 per cent of the portion of the purchase price exceeding \$600,000 upon the transfer of (i) any real property interest in any residential property situated in the Town of Concord, or (ii) a controlling interest in a trust, limited liability company, or other entity that directly or indirectly holds an interest in any class of residential real property situated in the Town of Concord. The fee shall be the liability of the purchaser of such property interest, and any agreement between the purchaser and the seller or any other person with reference to the allocation of the liability for the fee shall not affect such liability of the purchaser to the Town. The Town may define by bylaw what constitutes a controlling interest and the calculation of the fee.

SECTION 2. The following transfers of real property interests shall be exempt from the fee established in Section 1:

- (viii) transfers to the federal government, the Commonwealth, the Town, and any of their instrumentalities, agencies or subdivisions, including the Concord Housing Authority;
- (ix) transfers to the Concord Housing Development Corporation;
- (x) transfers of real property subject to an affordable housing restriction;
- (xi) transfers made without additional consideration to confirm, correct, modify or supplement a transfer previously made;
- (xii) transfers with consideration under \$100.00;
- (xiii) transfers to a charitable organization, as defined in clause Third of section 5 of chapter 59 of the General Laws, or a religious organization, provided, however, that the real property interests so transferred will be held solely for public charitable or religious purposes; and
- (xiv) transfers between family members, including spouses, parents and children, grandparents and grandchildren, step-parents and step-children, siblings or step-siblings.

SECTION 3. The fee shall be paid to the Town. The Town shall have such remedies to collect the fee as provided by law with respect to the collection of real property taxes. The Town may, by bylaw, adopt additional requirements, exemptions, and regulations to implement or enforce said fee, consistent with this act. The Town may not, by bylaw or otherwise, eliminate or reduce any exemption set forth in this act.

SECTION 4. All fees received pursuant to this act shall be deposited in the Concord Affordable Housing Trust Fund established pursuant to section 55C of chapter 44 of the General Laws.

SECTION 5. A copy of the deed or other instrument evidencing such transfer shall be provided to the Town and shall be accompanied by (i) an affidavit signed under oath or under the pains and penalties of perjury by the purchaser and seller attesting to the purchase price; (ii) the applicable fee owed or, if applicable, an affidavit of intent

to seek one of the permissible exemptions, as described in Section 2, for that property by the purchaser; and (iii) the basis, if any, upon which the transfer is claimed to be exempt in whole or in part from said fee. Upon receipt of the transfer fee or satisfactory evidence of exemption, the Town or its designee shall promptly thereafter issue a certificate indicating that the fee has been paid or that the transfer is exempt from the fee. The Middlesex South Registrar of Deeds shall not record or register a deed unless the deed is accompanied by such certificate.

SECTION 6. The Town shall prepare and issue an annual report that (i) identifies fee receipts; (ii) quantifies affordable housing programs funded, including type and purpose; and (iii) evaluates the impact of said affordable housing programs, including but not limited to, to the extent reasonably possible and permitted by applicable law, the number and demographics of individuals and families served as well as measures of housing stability and wealth generation in the community.

SECTION 7. Acceptance of this act by the Town of Concord shall be first by vote of approval at an annual Town Meeting, to be followed by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 6, inclusive shall take effect 30 days after such acceptance by the Town.

#### *Article 25 VOTE*

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED that the Town take affirmative action on Article 25 as printed in the handout applicable to this Article.

At 10:06 the meeting adjourned to the following evening at the same location at 7:00pm

#### **2019 Annual Town Meeting adjourned session Wednesday, April 10, 2019**

The Moderator called the meeting to order at 7:00pm seeing that there were a sufficient number of voters present.

Following the Moderator's introductory remarks, she indicated that there would be no preliminary motion to vote a fixed time to end town meeting to give an opportunity to conclude the business of town meeting if time allows and voters are willing to stay.

#### **WARRANT ARTICLE 26: AUTHORIZE SPECIAL LEGISLATION – BUILDING PERMIT FEE SURCHARGE FOR AFFORDABLE HOUSING**

To determine whether the Town will authorize the Select Board to petition the General Court for special legislation substantially in the form below that permits

the Town to enact a bylaw charging a building permit surcharge to be used by the Town for the purposes of acquiring, creating, preserving, rehabilitating, restoring and supporting affordable housing in the Town, or take any other action relative thereto:

“An act establishing a building permit surcharge in the Town of Concord.”

SECTION 1. The Town of Concord, hereafter referred to as “the Town,” may, by bylaw, require the payment of an affordable housing surcharge for any construction that (i) requires a building permit and (ii) exceeds a minimum number of square feet to be determined from time to time by the Select Board of the Town. The bylaw shall specify the amount of said affordable housing surcharge, the method by which the surcharge may be increased from time to time, and any types of construction or uses to which the affordable housing surcharge shall not apply.

SECTION 2. All fees received pursuant to this act shall be dedicated to the Concord Housing Development Corporation established by the Town or deposited in the Concord Affordable Housing Trust Fund established pursuant to section 55C of chapter 44 of the General Laws.

SECTION 3. For the purposes of this act, “affordable housing” shall mean as defined under section 1 of chapter 60 of the General Laws.

SECTION 4. This act shall take effect upon its passage.

**ARTICLE 26**

Article 26 HANDOUT:

AUTHORIZE SPECIAL LEGISLATION – BUILDING PERMIT FEE SURCHARGE  
FOR AFFORDABLE HOUSING

Mr. Lawson moves that the Town authorize the Select Board to petition the General Court for special legislation substantially in the form below that permits the Town to enact a bylaw charging a building permit surcharge to be used by the Town for the purposes of acquiring, creating, preserving, rehabilitating, restoring and supporting affordable housing in the Town:

“An act establishing a building permit surcharge in the Town of Concord.”

SECTION 1. The Town of Concord, hereafter referred to as “the Town,” may, by bylaw, require the payment of an affordable housing surcharge for any construction that (i) requires a building permit and (ii) exceeds a minimum construction value to be determined by the Select Board of the Town. The bylaw shall specify the amount of said affordable housing surcharge, the method by which the surcharge may be increased from time to time, and any types of construction or uses to which the affordable housing surcharge shall not apply.

SECTION 2. All fees received pursuant to this act shall be deposited in the Concord Affordable Housing Trust Fund established pursuant to section 55C of Chapter 44 of the General laws.

SECTION 3. For the purposes of this act, “affordable housing” shall mean as defined under section 1 of chapter 60 of the General Laws.

SECTION 4. Acceptance of this act by the Town of Concord shall be first by vote of approval at an annual Town Meeting, to be followed by an affirmative vote of a majority of the voters at any regular or special election at which the question of acceptance is placed on the ballot. Sections 1 to 3, inclusive shall take effect 30 days after such acceptance by the Town.

*Article 26 VOTE*

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED by well more than a majority that the Town take affirmative action on Article 26 as printed in the handout applicable to this Article, except that “dedicated to the Concord Housing Development Corporation established by the Town or” is reinserted in Section 2 of the proposed Special Legislation.

Amendment proposed for Article 26:

A MOTION was made by Ms. Corrette and seconded to amend Sec. 1 to add to the end “; provided that the

surcharge not be paid by homeowners over the age of 62.” The amendment FAILED for lack of majority.

**WARRANT ARTICLE 11: CONCORD PUBLIC SCHOOLS BUDGET**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, the sum of \$39,390,163, or any other sum, for the following necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2020, or take any other action relative thereto.

SCHEDULE A - PUBLIC SCHOOL BUDGET			
Department	Fiscal 2018 Adopted	Fiscal 2019 Adopted	Fiscal 2020 School Committee Vote of Dec. 11, 2018
Concord Public Schools Budget/Appropriation	\$36,810,111	38,246,895	39,390,163

*Article 11 VOTE*

Upon a MOTION made by Ms. Boynton and duly seconded, it was VOTED nearly unanimously that the Town raise and appropriate the sum of \$39,390,163 for the necessary and expedient purposes of the public schools of the Town for the fiscal year ending June 30, 2020; and that the same be expended only for such purposes and under the direction of the Concord Public School Committee.

**WARRANT ARTICLE 12: CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow money by the issuance of

bonds or notes under the provisions of Massachusetts General Laws c. 44, §7, the sum of \$900,000, or any other sum, to be expended under the direction of the School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings, and further that any premium received by the Town upon the sale of any bonds or notes approved by the vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

Article 12 HANDOUT:

MOTION UNDER ARTICLE 12

CONCORD PUBLIC SCHOOLS CAPITAL PROJECTS

ARTICLE 12. Mr. Booth moves: that the Town appropriate the sum of \$900,000 to be expended under the direction of the Concord Public School Committee for remodeling, construction, reconstructing or making extraordinary repairs, including original equipment and related work at various Concord Public School buildings; and further, to meet this appropriation, authorize the Town Treasurer with the approval of the Select Board to borrow \$900,000 and to issue bond or notes under the provisions of M.G.L. c. 44, § 7, or any other enabling authority; and further that, in accordance with M.G.L. c. 44, § 20, the premium received by the Town upon the sale of any bonds or notes thereunder, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to pay project costs and the amount authorized to be borrowed under Article 12 shall be reduced by the amount of any such premium so applied.

*Article 12 VOTE*

Upon a MOTION made by Mr. Booth and duly seconded, it was VOTED by a large and more than two-thirds majority that the Town take affirmative action on Article 12 as printed in the handout applicable to this Article.

**WARRANT ARTICLE 13: AUTHORIZATION TO ACCEPT M.G.L. c. 71, § 71E – SCHOOL PROPERTY FUND**

To determine whether the Town will vote to accept Massachusetts General Laws c.71 § 71E, Use of School Property Fund, or take any other action relative thereto.

*Article 13 VOTE*

Upon a MOTION made by Mr. Booth and duly seconded, it was VOTED by well over a majority that

the Town take affirmative action on Article 13 as printed in the Warrant.

**WARRANT ARTICLE 15: CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET**

To determine whether the Town will vote to raise and appropriate, or transfer from available funds, a sum of \$23,344,987, or any other sum, for the following necessary and expedient purposes of the Concord-Carlisle Regional School District for the fiscal year ending June 30, 2020, or take any other action relative thereto.

*Article 15 VOTE*

Upon a MOTION made by Mr. Grom and duly seconded, it was VOTED nearly unanimously that the Town raise and appropriate the sum of \$23,344,987 as the Town's apportioned share of the Concord-Carlisle Regional School District budget for the fiscal year ending June 30, 2020; and that the same be expended only for such purposes and under the direction of the Concord-Carlisle Regional School Committee.

**WARRANT ARTICLE 16: CONCORD-CARLISLE REGIONAL HIGH SCHOOL CAPITAL PROJECTS**

To determine whether the Town will vote to approve \$2,000,000, or any other sum, of debt authorized by the Concord-Carlisle Regional School Committee for the reconstruction of the access road and the design and construction of the parking lot; provided, however,

that this approval shall be contingent upon passage of a Proposition 2½ debt exclusion referendum under Massachusetts General Laws c. 59, § 21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing, or take any other action relative thereto.

Article 16 MOTION failed to pass

A MOTION was duly made by Mr. Johnston that the Town approve \$1,785,618 of debt authorized by the Concord-Carlisle Regional School Committee for the reconstruction of the access road and the design and construction of the parking lot; provided, however, that this approval shall be contingent upon passage of a Proposition 2 ½ debt exclusion referendum under Massachusetts General Laws c. 59, §21C(k) to exempt the Town's allocable share of the amounts required for the payment of interest and principal on said borrowing. The MOTION failed to pass for lack of majority by counted vote: 151 in favor to 139 opposed.

**WARRANT ARTICLE 17: USE OF FREE CASH**

To determine whether the Town will vote to transfer from free cash, the sum of \$1,000,000, or any other sum, to be used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2020, or take any other action relative thereto.

*Article 17 VOTE*

Article 17 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

<b>SCHEDULE A – CONCORD-CARLISLE REGIONAL HIGH SCHOOL BUDGET</b>			
Department	Fiscal 2018 Adopted	Fiscal 2019 School Committee	Fiscal 2020 School Committee Vote of Dec. 12, 2017
Concord-Carlisle Regional High School Budget	\$33,027,108	\$33,749,420	34,687,733
Concord's Assessment	\$21,599,072	\$22,654,028	23,344,987*

\*includes \$19,996,874 assessment for operating budget and \$3,348,113 assessment for debt.

**WARRANT ARTICLE 18: GENERAL BYLAW  
AMENDMENT – SUSTAINABLE GROWTH RATE**

To determine whether the Town will vote to amend the Finance Committee Bylaw to add a new Section 4 as follows: “To help the Town plan for and achieve a sustainable financial future, each years Finance Committee report shall also include, for the upcoming fiscal year and for each of the five following fiscal years: (1) a projection of the likely total tax burden on citizens, and (2) based on that burden, a recommended sustainable growth rate, so that said Section 4 reads as follows:

Section 4.

To help the Town plan for and achieve a sustainable financial future, each years’ Finance Committee report shall also include, for the upcoming fiscal year and for each of the five following fiscal years: (1) a projection of the likely total tax burden on citizens, and (2) based on that burden, a recommended sustainable growth rate.

NO Motion

There was NO MOTION DECLARED for Article 18. Mr. Tarpy read a statement from the Finance Committee indicating that it can better achieve the goal of Article 18 by other means. “The Finance Committee intends to publish annual statements of what it recommends to be prudent rates of sustainable growth over a five year horizon. It hopes that the town’s budgeting entities will use these recommendations as guideposts while exercising their cost setting responsibilities helping us to maintain economic diversity through sustainable growth.”

**WARRANT ARTICLE 19: TOWN MEETING  
NOTICE**

To determine whether the Town will vote to amend the Town Meeting Notice Bylaw by deleting the phrase “in at least one public location in each precinct in Concord” and inserting in place thereof the phrase: “and electronically on the town’s website” from the first sentence of that Bylaw, so that the Bylaw reads as follows (changes are shown in bold and strikethrough for emphasis only):

Notice of Town Meeting shall be given by posting an

attested copy of the Warrant calling the same at the Concord Town House ~~in at least one public location in each precinct in Concord~~ **and electronically on the town’s website**, at least seven days before the day appointed for an annual Town Meeting, and at least fourteen days before the day appointed for any special Town Meeting. A copy of the Warrant of any Town Meeting shall also be sent by mail or otherwise to every household in Concord, and upon request, to places of religious assembly in Concord, at least seven days before an annual Town Meeting, and at least fourteen days before a special Town Meeting, and the return of the officer that he or she has complied by this bylaw shall be conclusive that he has done so.

or take any other action relative thereto.

*Article 19 VOTE*

Upon a MOTION made by Mr. Whelan and duly seconded, the following was VOTED by a substantial majority that the Town take affirmative action on Article 19 as printed in the Warrant.

**WARRANT ARTICLE 20: RECORDS  
MANAGEMENT**

To determine whether the Town will vote to amend the Records Management Bylaw by deleting the second paragraph and inserting in place thereof the following: “The Town Manager shall appoint a Municipal Archivist who shall report to the Town Clerk and shall assist the Town Clerk in managing the town’s records and archives, including complying with the Public Records Law and all other applicable laws.”, so that the second paragraph of the Bylaw reads as follows (changes are shown in bold and strikethrough for emphasis only):

~~The Board of Selectmen, upon recommendation of the Director of the Concord Free Public Library, shall designate a Library employee as Municipal Archivist. The Municipal Archivist shall have the responsibility for the physical oversight of the Town Records stored in the Library vault, including access to the records.~~ The Town Manager shall appoint a Municipal Archivist who shall report to the Town Clerk and shall assist the Town Clerk in managing the Town’s records and archives, including complying with the Public Records Law and all other applicable laws.

or take any other action relative thereto.

*Article 20 VOTE*

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED nearly unanimously that the Town take affirmative action on Article 20 as printed in the Warrant.

**WARRANT ARTICLE 21: AUTHORIZATION TO ACCEPT M.G.L. C. 54, §16A – ELECTION VACANCY**

To determine whether the Town will vote to accept the provisions of Massachusetts General Laws c. 54, § 16A authorizing the Town Clerk to fill vacant election officer positions if an election officer is unexpectedly absent at the time the polls open for voting, or take any other action relative thereto.

*Article 21 VOTE*

Article 21 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 22: COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS**

To determine whether the Town will vote to appropriate the sum of \$1,811,419, or any other sum, from the Concord Community Preservation Fund, of which up to \$194,503 shall be appropriated from the prior year undesignated fund balance as of June 30, 2018; \$80,000 shall be appropriated from the Land Acquisition Reserve Fund; \$125,497 shall be appropriated from the Housing Reserve Fund; and up to \$1,411,419 shall be appropriated from projected Fiscal Year 2020 Fund Revenues, in accordance with Massachusetts General Laws c. 44B, to be expended under the direction of the Town Manager as follows:

**COMMUNITY PRESERVATION COMMITTEE APPROPRIATION RECOMMENDATIONS**

Item	Project/Description	Category	Sources		Prior Year Undesignated Fund Balance	FY20 CPA Fund Revenues	Total Amount Recommended
			Land Acquisition Reserve Fund	Housing Reserve Fund			
A	Town of Concord – Regional Housing Services Program	Community Housing				19,000	19,000
B	Town of Concord – Junction Village Assisted Living	Community Housing		125,497	174,503	-	300,000
C	Concord Free Public Library Corporation - Expansion and Renovation of the Main Library and the Heywood-Benjamin House	Historic Preservation			20,000	480,000	500,000
D	Concord Home for the Aged - 110 Walden Street Preservation Project	Historic Preservation				20,800	20,800
E	Town of Concord - Gerow Recreation Area Improvements	Open Space				100,000	200,000
		Recreation				100,000	
F	Town of Concord - White Pond Beach Access Improvements	Open Space				75,000	250,000
		Recreation				175,000	
G	Town of Concord - White Pond Beach Access Improvements	Open Space				50,000	75,000
		Recreation				25,000	
H	Town of Concord – Emerson Land Acquisition	Open Space	80,000			10,000	90,000
I	Town of Concord – Heywood Meadow Stone Wall Extension	Open Space				21,619	21,619
J	Town of Concord – Old Calf Pasture Habitat Restoration	Open Space				5,000	5,000
K	Town of Concord Public Works – Emerson Field Improvements	Recreation				300,000	300,000
L	Staff and Technical Support	Administration				30,000	30,000
			<b>\$80,000</b>	<b>\$125,497</b>	<b>\$10,000</b>	<b>\$ 1,411,419</b>	<b>\$1,861,038</b>

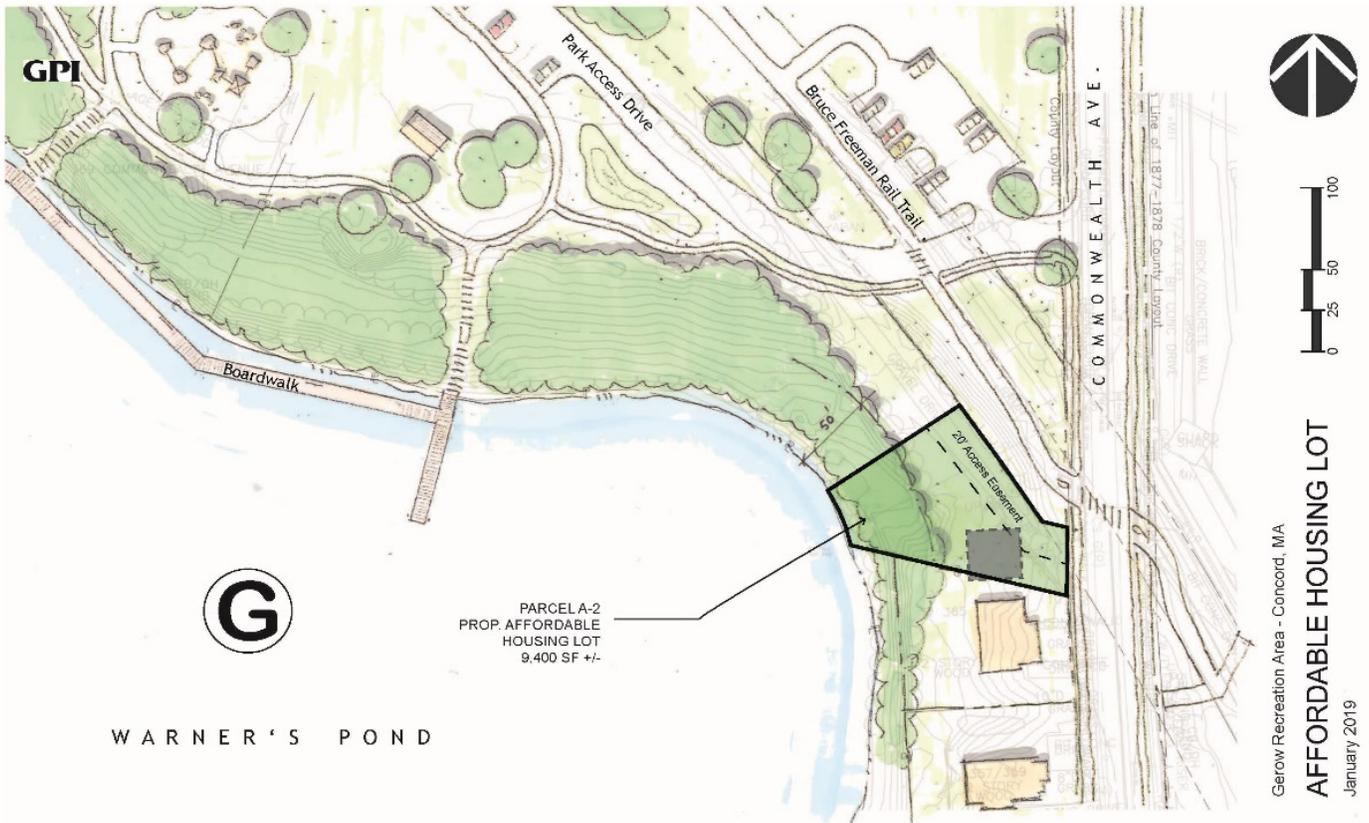
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or take any other action relative thereto.  
*Article 22 VOTE*

Upon a MOTION made by Ms. Ackerman and duly seconded, it was VOTED nearly unanimously that the Town appropriate the sum of \$1,811,419 from the Concord Community Preservation Fund, of which \$194,503 shall be appropriated from the prior year undesignated fund balance as of June 30, 2018; \$125,497 shall be appropriated from the Housing Reserve Fund; \$80,000 shall be appropriated from the Land Acquisition Reserve Fund; and \$1,411,419 shall be appropriated from the projected Fiscal Year 2020 Fund Revenues, in accordance with M.G.L. c. 44B, to

be expended under the direction of the Town Manager, and for the purposes described in the Warrant.

**WARRANT ARTICLE 27: AUTHORIZE  
TRANSFER OF A PORTION OF THE PROPERTY  
AT 369 COMMONWEALTH AVENUE FOR  
AFFORDABLE HOUSING**

To determine whether the Town will vote to authorize the Select Board to transfer the fee, and/or other property interests in, on, over, across, under and along a portion of the property at 37B Commonwealth Avenue, shown on Assessors' Map 8D as Parcel #2158, which property contains 20,000 square feet, more or less, and is also shown as Parcel "A-2" on the plan of land prepared by Greenman-Peterson, Inc. dated January 11, 2019, on file with the Town Clerk, to the Concord Housing Authority or any other affordable housing development entity, for the sole purpose of creating not more than one unit of affordable housing, under such terms and conditions as the Select Board may determine, or take any other action relative thereto.



*Article 27 VOTE*

Upon a MOTION made by Mr. Lawson and duly seconded, it was VOTED by well more than a two-thirds majority that the Town take affirmative action on Article 27 as printed in the Warrant.

**WARRANT ARTICLE 28: ADOPT A MORATORIUM OF SYNTHETIC TURF ON TOWN PROPERTY (by petition)**

To determine whether the Town will adopt a moratorium on the construction or installation of any synthetic turf (monofilament carpet with infill) and any surface covering of loose fill made from scrap tires on any land, of any size, owned by the town for a three-year time period starting on April 18, 2019 and ending on April 18, 2022; or take any other action relative thereto.

*Article 28 VOTE*

Upon a MOTION made by Ms. Bryant and duly seconded, it was VOTED nearly unanimously that the Town adopt a moratorium on the construction or installation of any synthetic turf (monofilament carpet with infill) and any surface covering of loose fill made from scrap tires on any land, of any size, owned by the town for a three-year time period starting on April 18, 2019 and ending on April 18, 2022.

**At 10:21 pm, a motion was made to adjourn the meeting. The motion failed for lack of majority.**

**WARRANT ARTICLE 29: FORMULA BUSINESS**

To determine whether the Town will vote to amend the Zoning Bylaw Section 3.3 Formula Business to delete Section 3.3 entirely and adopt a new Section 3.3 that reads as follows:

**3.3 Formula Business**

**3.3.1 Purpose.** The purpose of regulating the number, location, and visual features of formula businesses in the Concord Center, West Concord Business and West Concord Village Districts is to maintain the unique, small-scale, small-town character and the quality of life for all Concord residents by preserving the individuality and distinctive appeal of its village centers, which are among the Town's most recognized features. Preservation of the existing character,

diversity, variety and scale of these districts is vital to the continuation of Concord's ability to attract both residents and visitors.

The Concord Center Business District is the historic heart of the Town, serving as a commercial, cultural, and government center for the community and visitors from around the world. It was established over three centuries ago, and continues to maintain a design and form that represents the quintessential New England town center. The Concord Center Business District also offers abundant cultural resources, including galleries, bookshops, a theatre and other performance venues. It is fully contained within the Concord Center Cultural District, one of the first Cultural Districts to be designated under G.L. c. 10, § 58A in Massachusetts, and falls within the American Mile, Main Street and North Bridge/Monument Square Historic Districts.

West Concord's Business and Village Districts currently provide a mix of unique businesses, architecture, signage, and graphic and other design elements, which gives West Concord a distinctive visual appearance and small-scale eclectic ambiance. The West Concord Junction Cultural District was designated as a Massachusetts Cultural District under G.L. c. 10, § 58A in 2016.

The Town's preservation goals are evidenced in the Comprehensive Long Range Plans of 2005 and 2018, the Village Centers Study of 2007, the Call to Action of 2008, the West Concord Task Force Public Survey of 2009, in committee and public comment in public meetings and public forums of the Comprehensive Long Range Plan Committee and the West Concord Task Force, and in the West Concord Master Plan of 2010.

**3.3.2 Limitation on the number of formula businesses in the Concord Center, West Concord Business and West Concord Village District: Limiting the number of formula businesses will allow the Concord Center, West Concord Business and West Concord Village Districts to avoid a proliferation of businesses that are homogenous and visually obtrusive, will safeguard Concord's historical relevance, and will ensure that Concord residents and tourists continue to have unique dining, retail and service experiences in its village centers.**

The total number of formula businesses in the Concord Center Business District is limited to 12. The total number of formula businesses in the West Concord Business District and the West Concord Village District combined is limited to 10. When the total existing number of formula businesses is equal to or greater than these limits, no new formula businesses may be established until and unless an existing formula business closes, adapts so that it no longer qualifies as a formula business, or relocates outside of the affected business district. If a business in current operation becomes a formula business by means of additional locations being established, this business shall count toward the total number of formula businesses, but shall not be considered as a formula business being established.

3.3.3 Special permit required: The establishment of a new formula business, expansion, or relocation of an existing formula business in the Concord Center, West Concord Business, and West Concord Village Districts shall require the grant of a special permit as defined in Section 11.6 from the Planning Board.

3.3.4 Additional criteria for establishment, expansion, or relocation of a formula business in the Concord Center, West Concord Business, and West Concord Village Districts:

- (a) The formula business is designed and operated in a manner that preserves the community's distinctive small-town character, as detailed in Section 3.3.1;
- (b) The formula business contributes to the diversity of uses to assure a balanced mix of businesses available to serve residents and visitors;
- (c) The formula business does not result in an over-concentration of formula businesses in its immediate vicinity;
- (d) The formula business use, together with the design and any improvements, is compatible with the existing architecture and unique aesthetic appearance of the district.
- (e) The formula business shall not increase the intensity of use on the site to a level that will adversely impact land uses in the area, pedestrian or motor vehicle traffic or the public welfare; and
- (f) No drive-through facilities are allowed.

3.3.5 Determination: A formula business may adapt its business activities in consultation with the Building

Inspector so that the proposed establishment no longer qualifies as a formula business as defined in subsection 1.3.10.

or take any other action relative thereto.

#### *Article 29 VOTE*

Upon a MOTION made by Mr. Johnson and duly seconded, it was VOTED by a two-thirds majority that the Town take affirmative action on Article 29 as printed in the Warrant, except to replace the third sentence in the second paragraph under Section 3.3.2 to read "When either applicable limit is reached, no new formula businesses may be established in the applicable district until and unless an existing formula business closes, adapts so that it no longer qualifies as a formula business, or relocates outside of the affected business district." and replace the period with a semicolon at the end of Section 3.3.4(d).

#### **WARRANT ARTICLE 30: PERSONAL WIRELESS FACILITY OVERLAY DISTRICT MAP**

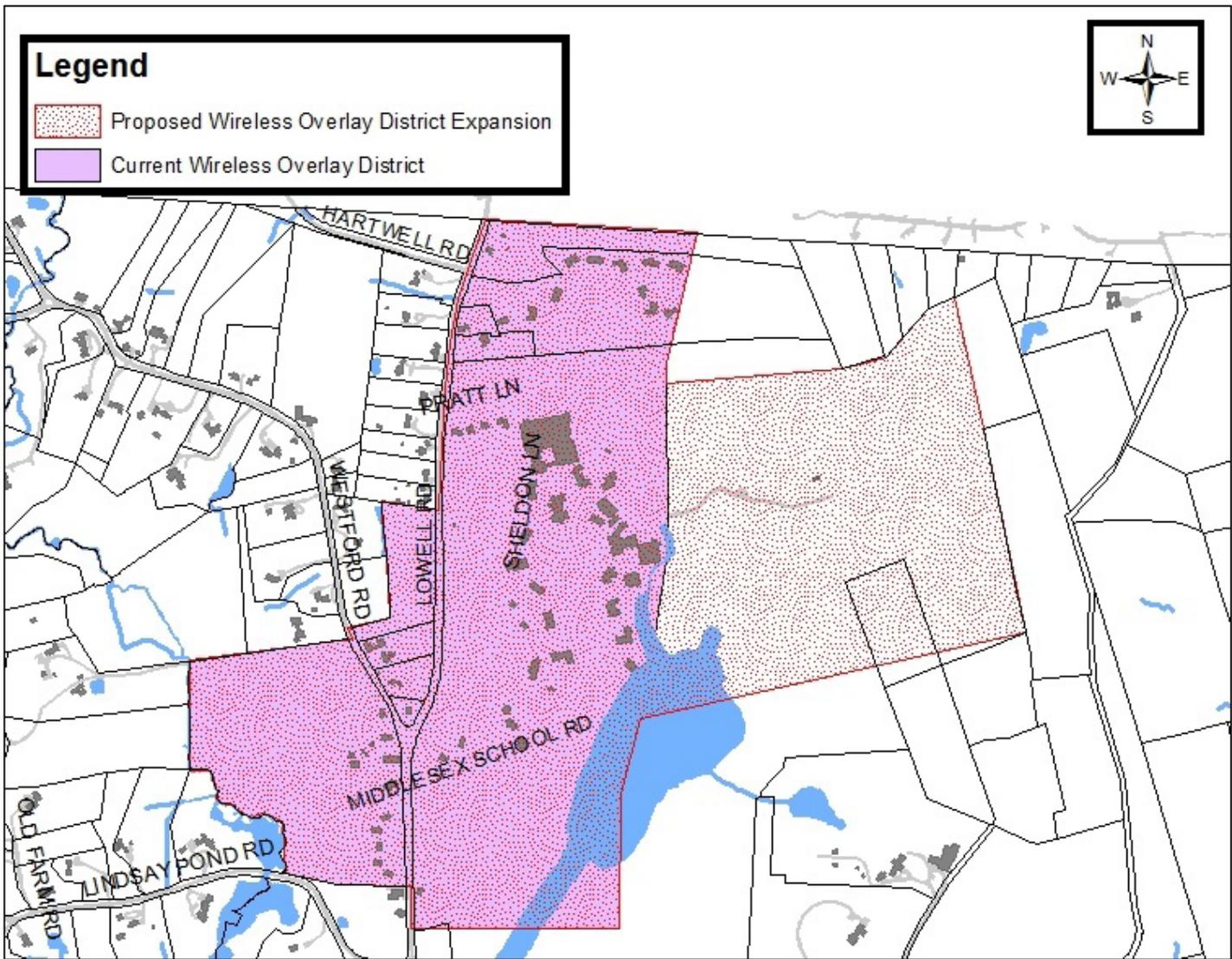
To determine whether the Town will vote to amend the seventh paragraph of Zoning Bylaw Section 2.2 Zoning Map by deleting "Wireless Communication Facility(s) Overlay District Map, Town of Concord, April 26, 2004 (Scale 1" = 1,000' consisting of a single sheet)" and adopting a new map that is on file with the Town Clerk's office entitled "Personal Wireless Communications Facility Overlay District Map, Town of Concord, April 2019 (Scale 1" = 1,000' consisting of a single sheet)" that expands the District near 1400 Lowell Road, or take any other action relative thereto. (Please see next page for map.)

#### *Article 30 VOTE*

Upon a MOTION made by Mr. Kleiman and duly seconded, it was VOTED by a two-thirds majority that the Town take affirmative action on Article 30 as printed in the Warrant.

#### **WARRANT ARTICLE 31: ZONING BYLAW AMENDMENT – HANDICAPPED PARKING**

To determine whether the Town will vote to amend the Zoning Bylaw Section 7.7.3.7 Handicapped parking to substitute the word "Barriers" with the word "Access"



Article 30: Personal Wireless Facility Overlay District Map

and delete the phrase “Department of Public Safety” so that this Section reads as follows (changes are shown in bold and strikethrough for emphasis only):

7.7.3.7 Handicapped parking: Parking facilities shall provide specially designated parking spaces for the physically handicapped in accordance with the rules and regulations of the Architectural **Access Barriers** Board of the Commonwealth of Massachusetts ~~Department of Public Safety~~.

or take any other action relative thereto.

*Article 31 VOTE*

Article 31 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 32: ZONING BYLAW AMENDMENT – GROUNDWATER CONSERVANCY DISTRICT**

To determine whether the Town will vote to amend the Zoning Bylaw Section 7.6 Groundwater Conservancy District to delete the word “acre” at the end of the Section 7.6.5.8 and insert in its place the phrase “40,000 square feet” so that Section 7.6.5.8 reads as follows (changes are shown in bold and strikethrough for emphasis only):

7.6.5.8 On-site subsurface disposal which requires a minimum design flow under Title V in excess of four hundred and forty (440) gallons per day per acre **40,000 square feet**.

or take any other action relative thereto.

*Article 32 VOTE*

Article 32 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 33: ZONING BYLAW AMENDMENT – MARIJUANA ESTABLISHMENT TEMPORARY MORATORIUM**

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.8 Marijuana Establishment Temporary Moratorium to delete this Section in its entirety, or take any other action relative thereto.

*Article 33 VOTE*

Article 33 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 34: ZONING BYLAW AMENDMENT – NONCONFORMING SINGLE AND TWO FAMILY RESIDENTIAL STRUCTURES**

To determine whether the Town will vote to amend the Zoning Bylaw Section 7.1.5 Nonconforming single and two family residential structures to delete “(d) extension of a structure by more than fifty percent (50%) is based on the aggregate of all expansions undertaken within a consecutive five (5) year period.” and insert in the first paragraph after the words “by more than fifty percent (50%)” the phrase “(based on the aggregate of all expansions undertaken within a consecutive five (5) year period)” so that Section 7.1.5 reads as follows (changes are shown in strikeout and bold for emphasis only):

7.1.5 Nonconforming single and two family residential structures. Nonconforming single and two family residential structures may be reconstructed, extended, altered, or structurally changed upon a determination by the Building Inspector that such proposed reconstruction, extension, alteration, or structural change does not increase the nonconforming nature of said

structure. Where the proposed extension, reconstruction, alteration or structural change does not increase the gross floor area, excluding basements, open or screened porches, and decks, contained within the existing structure by more than fifty percent (50%) **(based on the aggregate of all expansions undertaken within a consecutive five (5) year period)**, the following circumstances shall not be deemed to increase the nonconforming nature of said structure:

(a) extension, reconstruction, alteration or structural change to a structure located on a lot with insufficient area which extension, reconstruction, alteration or structural change complies with all current setback, yard, building coverage, maximum floor area ratio, and building height requirements.

(b) extension, reconstruction, alteration or structural change to a structure located on a lot with insufficient frontage which extension, reconstruction, alteration or structural change complies with all current setback, yard, building coverage, maximum floor area ratio, and building height requirements.

(c) extension, reconstruction, alteration or structural change to a structure which encroaches upon one or more required yard or setback areas, where the extension, reconstruction, alteration or structural change will comply with all current setback, yard, building coverage, maximum floor area ratio, and building height requirements.

~~(d) extension of a structure by more than fifty percent (50%) is based on the aggregate of all expansions undertaken within a consecutive five (5) year period.~~

In all other cases, the Board may, by special permit, allow such extension, reconstruction, alteration, or structural change where it determines that the proposed modification will not be substantially more detrimental than the existing nonconforming structure to the neighborhood.

or take any other action relative thereto.

*Article 34 VOTE*

Article 34 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 35: ZONING BYLAW  
AMENDMENT – FAIRS, BAZAARS, ANTIQUE  
SHOWS, SUPPERS AND DANCES**

To determine whether the Town will vote to amend the Zoning Bylaw Section 5.4.5 Fairs, bazaars, antique shows, suppers and dances to (a) delete the word “municipal,” (b) insert the sentence “Any such event held by the Town of Concord, in or on any building or premises owned or operated by the Town of Concord, shall not be subject to the restrictions of this Section or the requirement to obtain a special permit hereunder.” at the end of the Section, and (c) make grammatical corrections to the Section, so that this Section reads as follows (changes are shown in bold and strikeout for emphasis only):

5.4.5 Fairs, bazaars, antique shows, suppers and dances: In all districts, any building or premises owned or operated by ~~a municipal~~, educational or religious organization or private lodge or club may be used for fairs, bazaars, antique shows, suppers, dances or similar events, provided that: no such event shall continue for more than three (3) days; such event shall take place entirely within a building; and police supervision of parking and traffic shall be provided during the event, unless the Concord Police Chief is of the opinion that such supervision is unnecessary. Events, which do not conform to the provisions of this subsection, may be authorized by the Board by special permit. **Any such event held by the Town of Concord, in or on any building or premises owned or operated by the Town of Concord, shall not be subject to the restrictions of this Section or the requirement to obtain a special permit hereunder.**

or take any other action relative thereto.

*Article 35 VOTE*

Upon a MOTION made by Ms. Ferguson and duly seconded, it was VOTED nearly unanimously and by well more than a two-thirds majority that the Town take affirmative action on Article 35 as printed in the Warrant.

**WARRANT ARTICLE 36: ZONING BYLAW  
AMENDMENT – FLOOD PLAIN CONSERVANCY  
DISTRICT MAP**

To determine whether the Town will vote to amend the third paragraph of Zoning Bylaw Section 2.2 Zoning Map by (a) deleting the date January 1, 2015 and inserting the date April 2019, (b) inserting reference to the LOMR dated February 9, 2018 for FIRM Panel 25017C0264F, 25017C0376F, 25017C0377F, 25017C0378F, and 25017C0379F, (c) inserting reference to the Letter of Map Revision dated February 9, 2018, and (d) making grammatical corrections to the Section, so that said third paragraph reads as follows (bold for clarity only):

Flood Plain Conservancy District, Town of Concord, **April 2019** ~~January 1, 2015~~ (Scale 1”=1000’ consisting of a single sheet). The general boundaries of the Flood Plain Conservancy District includes all special flood hazard areas within the Town of Concord designated as Zone A, AE and AH, on the Middlesex County Flood Insurance Rate Maps (FIRMs) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Middlesex County FIRM that are wholly or partially within the Town of Concord are panel numbers 25017C0244F, 25017C0263F, 25017C0264F, 25017C0356F, 25017C0357F, 25017C0358F, 25017C0359F, 25017C0366F, 25017C0367F, 25017C0376F, 25017C0377F, 25017C0378F, 25017C0379F, 25017C0381F, 25017C0383F, 25017C0386F and 25017C0387F dated July 7, 2014, with panels 25017C0378F and 25017C0379F revised by Letter of Map Revision dated August 14, 2015 **and panels 25017C0264F, 25017C0376F, 25017C0377F, 25017C0378F, and 25017C0379F revised by Letter of Map Revision dated February 9, 2018.** The exact boundaries of the District may be defined by the 100-year base flood elevations shown on the ~~FIRM~~ **FIRMs** and further defined by the Middlesex County Flood Insurance Study (FIS) report dated July 7, 2014 and ~~Letter~~ **Letters** of Map Revision dated August 14, 2015 and **February 9, 2018.** The FIRM and FIS report are incorporated herein by reference and are on file with the Town Clerk.

And, by amending Zoning Bylaw Section 2.3.5 to

insert a reference to the Letter of Map Revision dated February 9, 2018 so that Section 2.3.5 reads as follows (bold for clarity only):

2.3.5 The exact boundaries of the Flood Plain Conservancy District shall be the location on the ground of the 100-year flood contours shown on the Flood Plain Conservancy District maps or the Middlesex County FIRMs, and as determined by an actual field survey. Supplementary information concerning flood elevations and the limits of the floodway may be found in the Middlesex County “Flood Insurance Study” booklet dated July 7, 2014 and **Letter** **Letters** of Map Revision dated August 14, 2015 and **February 9, 2018** and published by the Federal Emergency Management Agency.  
or take any other action relative thereto.

*Article 36 VOTE*

Article 36 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 37: ZONING BYLAW AMENDMENT – LARGE GROUND-MOUNTED SOLAR TABLE OF USES**

To determine whether the Town will vote to amend the Zoning Bylaw Section 4.4 Government and Utility Uses and Table I Principal Use Regulations to add Section 4.4.5 Large-Scale Ground-Mounted Solar Photovoltaic Installation and a new line in Table I so that Section 4.4.5

and Table I read as follows:

4.4.5 Large-Scale Ground-Mounted Solar Photovoltaic Installation: A solar photovoltaic system that is structurally mounted on the ground and is not roof-mounted, and has a rated nameplate capacity of at least two hundred-fifty kilowatts (250 kW) direct current (DC) in accordance with the provisions of Section 7.9.

or take any other action relative thereto.

*Article 37 VOTE*

Article 37 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 38: LIGHT PLANT EXPENDITURES & PAYMENT IN LIEU OF TAXES**

To determine whether the Town will vote that the income from sales of electricity and from servicing and jobbing during the ensuing fiscal year, together with the balance of operating cash in the Light Plant Fund, be expended without further appropriation under the direction and control of the Town Manager for the expenses of the Light Plant for said fiscal year, as defined in Massachusetts General Laws ch. 164, § 57; and/or for other plant extensions, enlargements, additions, renewals and reconstruction; and further, to authorize a transfer of \$452,000 or any other sum, from the Operating Fund of the Light Plant to be

**Table I – Principal Use Regulations**

		Residential Districts				Commercial Districts				Industrial Districts						
Principal Use		RAA	RA	RB	RC	WCV	B CCB TDB NACB	WCB	LB	MP	WCI	I	IPA	IPB	LIP#1 LIP#2	Site Plan Approval
4.4.5	Large Ground-Mounted Solar Photovoltaic Installation	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	R

used by the Board of Assessors to reduce the tax levy for the fiscal year ending June 30, 2020; or take any other action relative thereto.

*Article 38 VOTE*

Article 38 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 39: SOLID WASTE DISPOSAL FUND EXPENDITURES – CONSENT CALENDAR**

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

*Article 39 VOTE*

Upon a MOTION made by Mr. Wallis and duly seconded, it was VOTED by well more than a majority that the Town take affirmative action on Article 39 as printed in the Warrant.

**WARRANT ARTICLE 40: SEWER SYSTEM EXPENDITURES**

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

*Article 40 VOTE*

Article 40 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 41: SEWER IMPROVEMENT FUND EXPENDITURES**

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

*Article 41 VOTE*

Article 41 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 42: WATER SYSTEM EXPENDITURES**

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

*Article 42 VOTE*

Article 42 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

**WARRANT ARTICLE 43: DEBT  
AUTHORIZATION – WATER MAIN  
REPLACEMENT**

To determine whether the Town will vote to raise and appropriate, transfer from available funds, or authorize the Town Treasurer with the approval of the Select Board to borrow by the issuance of bonds or notes under the provisions of Chapter 44 of the Massachusetts General Laws, the sum of \$4,000,000, or any other sum, to fund a multi-year water main replacement program, for the repair, reconstruction, renovation, replacement or design of water mains and water system improvements, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state grants as may be available for the same purpose, and that the Treasurer, with the approval of the Select Board, be authorized to borrow up to the amount stipulated in such grant or grants under the provisions of Massachusetts General Laws ch. 44, in anticipation of reimbursement of this amount, and further that any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Massachusetts General Laws c. 44, § 20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount, or take any other action relative thereto.

*Article 43 VOTE*

Upon a MOTION made by Mr. Terry and duly seconded, it was VOTED unanimously that the Town authorize the Treasurer, with the approval of the Select Board, to borrow by the issuance of bonds or notes under the provisions of M.G.L. c. 44, the sum of \$4,000,000 to fund a multi-year water main replacement program, for the repair, reconstruction, renovation, replacement or design of water mains and water system improvements, said funds to be expended under the direction of the Town Manager; and further that the Town Manager be authorized to accept and expend state grants as may be available for the same purpose, and that the Treasurer, with the approval of the Select Board, be authorized to borrow up to the amount stipulated in such grant or grants under the provisions of M.G.L. c. 44, in anticipation of reimbursement of this amount, and further that any premium received by the Town

upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G. L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

**WARRANT ARTICLE 44: AUTHORIZE  
EXPENDITURE FROM PEG ACCESS & CABLE-  
RELATED FUND**

To determine whether the Town will vote to raise and appropriate, or transfer from the PEG Access and Cable-Related Fund the sum of \$600,000, or any other sum, said funds to be expended during the fiscal year ending June 30, 2020 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Town's license agreement with Comcast, or take any other action relative thereto.

*Article 44 VOTE*

Upon a MOTION made by Mr. Whelan and duly seconded, it was VOTED nearly unanimously that the Town appropriate from the PEG Access and Cable-Related Fund, the sum of \$600,000, said funds to be expended during the fiscal year ending June 30, 2020 under the direction of the Town Manager for necessary and expedient cable-related purposes consistent with the Town's license agreement with Comcast.

The following amendment was made under Article 44:

A MOTION was made by Mr. Allan and duly seconded to amend Article 44 to reduce the amount to be appropriated from \$600,000 to \$375,000. The motion FAILED for lack of majority.

**ARTICLE 45: BEEDE SWIM & FITNESS CENTER  
ENTERPRISE FUND**

To determine whether the Town will vote to appropriate the amount required for the total expenses of the Community Pool Enterprise Fund for the fiscal year ending June 30, 2020 for the operation of the Community Pool, in accordance with Massachusetts General Laws, c. 44, §53F½, said funds to be expended under the direction of the Town Manager,

or take any other action relative thereto.

*Article 45 VOTE*

Article 45 was VOTED by a near unanimous and well over a two-thirds margin under the Consent Calendar and is detailed in a table following Article 2.

Having no further business to take up, a motion it was voted to adjourn and dissolve the 2019 Annual Town Meeting at 12:28 am on April 11, 2019.

**Attendance**

- Monday, April 8, 2019: 927 voters checked in
- Tuesday, April 9, 2019: 602 voters checked in
- Wednesday, April 10, 2019: 320 voters checked in

# GENERAL GOVERNMENT

## TOWN CLERK

Kaari Mai Tari

### *Vital Statistics*

Births Registered in Concord (114 to Concord residents)	1,357
Deaths Registered in Concord (147 Concord residents)	286
Marriages Registered in Concord (29 Concord residents)	65

### *Staff*

Town Clerk's Office increased staffing in 2019. Nathaniel Smith filled the newly created position of Municipal Archivist / Records Manager. Assistant Town Clerk Patricia Clifford, Assistant to the Town Clerk Arlene Fitzpatrick also welcomed Office Assistant Kathy Deschenes to the Town Clerk's team. Special thanks to Ruth Lauer for assisting in the office during limited staffing and for her work on a special project to properly label and index town-owned land files currently held by the Town Clerk's Office. Information about the elections and town meeting functions of the Town Clerk are reported elsewhere in this Town Report, under the Board of Registrars.

### *Vitals*

The presence of Emerson Hospital in the community results in a high number of birth recordings in Concord. The number of births, deaths and marriages remained fairly constant compared to past years as illustrated in the table below. In addition, the staff processed 94 Affidavits & Corrections of Vital Records, and issued 248 burial permits. Our online offering for the purchasing of birth, death and marriage certificates continues to be very popular with customers, with 50% 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.

### *Dog Licenses*

Dog licensing was very active again this year with 1,910 licenses issued during the year. Staff participated in the Rabies Vaccination Clinic sponsored by the Board of Health in March.

## Recorded Vital Statistics for Concord 2008-2019 (Numbers include babies born to Concord parents at other Massachusetts hospitals) (# of Concord residents is in parenthesis)

Year	Births	Deaths	Marriages
2019	1,357(114)	286 (147)	65 (29)
2018	1,299 (89)	310 (154)	45 (14)
2017	1,301 (109)	351 (172)	62 (29)
2016	1,329 (113)	347 (164)	70 (30)
2015	1,215 (104)	356 (163)	83 (40)
2014	1,229 (100)	349 (160)	77 (32)
2013	1,194 (126)	397 (174)	81 (35)
2012	1,175 (103)	371 (169)	67 (32)
2011	1,213 (98)	360 (156)	80 (33)
2010	1,191 (107)	386 (159)	84 (32)
2009	1,204 (126)	375 (139)	76 (25)

### *Town Meeting*

The Town Clerk and staff attended and recorded the proceedings of the Annual Town Meeting during the year. For all Town Meeting events, we offered a daily update of the previous evening's session on the Town's web site, which proved very popular with residents. Town Meeting minutes are included elsewhere in this Report.

### *Recordings*

The Department issued 135 Business Certificates, recorded 76 Historic Districts Commission decisions, and 34 Zoning Board of Appeals decisions during the year.

### *Public Records Requests*

Serving as one of the Town's Records Access Officers, the Town Clerk registered or coordinated the town's response for 102 requests for access to public records. This does not include public records requests that Town Departments respond to individually. Public records access guidelines are available on the Town's website and are posted in the Town House.

### *Records and Archives Management*

The Records Management Bylaw was amended this year by Annual Town Meeting to create a Municipal Archivist/Records Manager position that is appointed by the Town Manager. Nathaniel Smith took on the task of assessing the oldest many collections that comprise the Municipal Archives. This collection is currently housed in the vault shared with Special Collections at Concord's Free Public Library and dates back to the 1600s.

### *Committee-related activities*

During the year, the staff swore in new committee and board appointees and posted 823 public meetings and agendas. The Town's website is the official posting location for meeting and agenda postings. Agendas are also posted on the main bulletin board in the lobby of the Town House. 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 committee and board members. The Town Clerk's Office participated in the annual Effective Governance Workshop and How to run for office (co-sponsored with the LWV).

### *Other Business*

Department staff prepared and recorded 53 new cemetery deeds and continued to maintain the cemetery deed, burial permit, and lot records. 18 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 appointments 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 Municipal Archivist.

Feel free to contact our office if you have any questions (978-318-3080). Visit the Town's web site ([www.concordma.gov](http://www.concordma.gov)), or contact us via e-mail at [townclerk@concordma.gov](mailto:townclerk@concordma.gov).

## **BOARD OF REGISTRARS**

E. Joanne Mente, Chair (D)  
Wendy Ann McNally (R)  
Helen N.H. Brady (R)  
Kaari Mai Tari (U), Town Clerk

The four-member Board of Registrars consists of not more than two members from each of the major political parties--three members appointed by the Select Board, plus the Town Clerk. By virtue of the position, the Town Clerk is a participating and voting member of the Board of Registrars.

Note: Detailed voter registration, election results, and town meeting minutes are reported elsewhere in this Report.

### *Voter Registration*

The Town Clerk's Office continued to utilize the state's Voter Registration Information System for voter registration. This system connects Concord with Town Clerk's offices across the state to avoid duplication of voter registrations, and allows residents to register to vote or change their address or party affiliation at the Registry of Motor Vehicles. The system supports online voter registration and pre-registration of 16 and 17 year olds.

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 information to them. We also mailed election information to residents who are eligible but have not yet registered to vote. Concord Carlisle Regional High School held several voter registration sessions resulting in many new voters. Town Clerk's Office staff processed 759 voter registrations. This included new voters as well as changes to existing registrations and ended the year with a total of 13,456 voters. In addition, 497 voters were deleted (moved, deceased, or following four years of inactivity and notification of removal), 246 voters switched parties, and 641 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. Inactive voters who still reside in Concord will need to return the annual census form or complete an affirmation of continuous residence form at the polls and show ID in order to be able to participate in an election or at town meeting.

*Census*

The Annual Town Census is conducted exclusively by mail. Census forms were distributed to residents in late December. The 2019 population per the town census was 16,365. Note that the town census does not include inactive voters of the prison population, while the federal decennial census counts the prisoners (approximately 1,500 additional residents).

*Town Caucus—January 29, 2019*

The Town Caucus was attended by 63 voters. Candidates were nominated for the offices of Town Moderator, Select Board, School Committee and Housing Authority. The Caucus nominated three candidates for two available seats on the Select Board. All participants in the Caucus and especially the candidates are applauded for their commitment to public service and the election process in Concord. Caucus minutes are included else-where in this report.

*Annual Town Election—March 26, 2019*

The 2019 Annual Town Election experienced a higher turnout than the year before with 1,491 or 11.24% of the Town’s voters going to the polls as compared to only 499 (3.79%) voters from the year before. Absentee ballots were distributed to 112 voters.

*Annual Town Meeting—April 8, 9 and 10, 2019*

The Annual Town Meeting featured 46 Warrant Articles (including one submitted by petition) and was attended by 927 registered voters on the first session, 602 on the second session, 320 on the third and final

session. In total, 1,268 voters (9%) participated across the three sessions of Town Meeting.

*Special Town Election – June 4, 2019*

A Special Town Election was held on June 4th to consider a debt exclusion to study the feasibility of constructing a new middle school, including schematic design of one or more options, consistent with Concord’s sustain-ability goals and principles. Voter approved the measure with 87% in favor to 13% opposed. A total of 1,513 voters participated for an 11.36% turnout. Absentee ballots were distributed to 71 voters.

Elections are complicated events that require many hands to ensure a smooth run. For that the Town Clerk is grateful to the Parks and Grounds Division, especially Tim Jones and Bob Fleming for ensuring a smooth flow at all the precincts through meticulous setup, the many Election Workers who come to trainings and sit for long hours to serve the voters of Concord, and the men and women of the Police Department who guarantee the security of the ballots and protect the safety of voters and the public each and every day.

*Nomination Papers/Initiative Petitions*

During the year the Clerk’s Office staff accepted and certified 1,238 signatures as follows: 1,110 for state ballot questions (initiative petitions) and candidates; 29 for Annual Town Meeting petition articles. Voters are re-minded to sign petitions legibly, with a name and address consistent with voter registration.

TOWN OF CONCORD SPECIAL TOWN ELECTION--JUNE 4, 2019 OFFICIAL TALLY PRECINCTS							
	1	2	3	4	5	TOTAL	% Margin
REGISTERED VOTERS	2,550	3,186	2,778	2,948	1,856	13,318	
TOTAL VOTES CAST	268	384	366	354	141	1,513	
% of Registered Voters	10.51%	12.05%	13.17%	12.01%	7.60%	11.36%	
QUESTION 1 -- Middle School Feasibility Study							
BLANKS	0	0	0	0	0	0	
YES	227	334	324	306	122	1,313	87%
NO	41	50	42	48	19	200	13%
TOTALS	268	384	366	354	141	1,513	

**TOWN OF CONCORD  
ANNUAL TOWN ELECTION--MARCH 26, 2019  
OFFICIAL RESULTS**

<b>PRECINCTS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>TOTAL</b>
VOTERS PARTICIPATING	301	287	314	407	182	1,491
REGISTERED VOTERS	2,541	3,174	2,778	2,930	1,848	13,271
<b>% of Registered Voters Participating</b>	<b>11.85%</b>	<b>9.04%</b>	<b>11.30%</b>	<b>13.89%</b>	<b>9.85%</b>	<b>11.24%</b>

<b>MODERATOR for 1 Year</b>	<b>Vote for Not More Than One</b>					
Blanks	41	30	47	60	33	211
Carmin C. REISS	260	253	265	342	146	1,266
Misc. Write-Ins	0	4	2	5	3	14
<b>TOTALS</b>	<b>301</b>	<b>287</b>	<b>314</b>	<b>407</b>	<b>182</b>	<b>1,491</b>

<b>SELECT BOARD for 3 Years</b>	<b>Vote for Not More Than TWO</b>					
Blanks	76	81	75	124	35	391
Thomas McKEAN	162	128	145	179	96	710
Terri S. ACKERMAN	124	169	163	206	89	751
Susan A. BATES	239	194	243	305	143	1,124
Misc. Write-Ins	1	2	2	0	1	6
<b>TOTALS</b>	<b>602</b>	<b>574</b>	<b>628</b>	<b>814</b>	<b>364</b>	<b>2,982</b>

<b>SCHOOL COMMITTEE for 3 Years</b>	<b>Vote for Not More Than TWO</b>					
Blanks	199	130	158	223	100	810
Yuval ERLICH	191	202	224	274	127	1,018
Cynthia J. RAINEY	212	238	243	314	135	1,142
Misc. Write-Ins	0	4	3	3	2	12
<b>TOTALS</b>	<b>602</b>	<b>574</b>	<b>628</b>	<b>814</b>	<b>364</b>	<b>2,982</b>

<b>CONCORD HOUSING AUTH for 5 Yrs</b>	<b>Vote for Not More Than One</b>					
Blanks	73	44	60	85	39	301
Edward Tar LARNER	227	242	251	321	143	1,184
Misc. Write-Ins	1	1	3	1	0	6
<b>TOTALS</b>	<b>301</b>	<b>287</b>	<b>314</b>	<b>407</b>	<b>182</b>	<b>1,491</b>

<b>CONCORD HOUSING AUTH - Vacancy</b>	<b>Vote for Not More Than One</b>					
Blanks	79	50	63	92	40	324
Fatima MEZDAD	222	236	249	314	142	1,163
Misc. Write-Ins	0	1	2	1	0	4
<b>TOTALS</b>	<b>301</b>	<b>287</b>	<b>314</b>	<b>407</b>	<b>182</b>	<b>1,491</b>

TOWN MEETING VOTER PARTICIPATION 1997-2019

YEAR	# Nights	Highest One Night Attendance	Total Attendance all nights	Total Individual Voters	Registered Voters in Attendance
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%
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%
2016 STM (Feb)	1	168	168	168	1.5%
2016 ATM	3	416	1,093	595	4.9%
2016 STM (Dec)	1	220	220	220	1.6%
2017 ATM	4	921	1,959	1,110	8.4%
2018 ATM	4	524	1,791	955	7.0%
2018 STM (Oct)	1	387	387	387	2.9%
2019 ATM	3	927	1,849	955	7.1%

ATM = Annual Town Meeting; STM = Special Town Meeting

## TOWN OF CONCORD VOTER REGISTRATION HISTORY -- 1960 TO 2018 (as of January 1)

YEAR	Democrats	%	Republicans	%	Unenrolled/ Independents	%	Other	%	Total
2019	4,744	35.74%	1,446	10.89%	6,998	52.72%	85	0.64%	13,273
2018	4,567	35.04%	1,537	11.79%	6,853	52.58%	77	0.59%	13,034
2017	4,586	34.90%	1,623	12.35%	6,858	52.19%	74	0.56%	13,141
2016	4,359	34.49%	1,672	13.23%	6,518	51.58%	88	0.70%	12,637
2015	4,331	34.42%	1,693	13.46%	6,506	51.71%	51	0.41%	12,581
2010	4,311	35.64%	1,774	14.66%	5,970	49.35%	42	0.35%	12,097
2005	3,988	34.47%	2,067	17.87%	5,425	46.89%	90	0.78%	11,570
2000	3,393	29.65%	2,110	18.44%	5,907	51.62%	34	0.30%	11,444
1995	3,268	31.61%	2,088	20.20%	4,975	48.12%	7	0.07%	10,338
1990	3,320	32.74%	2,335	23.03%	4,486	44.24%	0	0.00%	10,141
1985	3,446	32.67%	2,478	23.49%	4,624	43.84%	0	0.00%	10,548
1980	3,088	32.62%	2,393	25.28%	3,986	42.10%	0	0.00%	9,467
1975	2,863	31.58%	2,576	28.41%	3,628	40.01%	0	0.00%	9,067
1970	1,941	26.94%	2,724	37.81%	2,540	35.25%	0	0.00%	7,205
1965	1,391	20.01%	2,825	40.65%	2,734	41.85%	0	0.00%	6,950
1960	805	12.32%	2,574	39.40%	3,154	48.28%	0	0.00%	6,533

TOWN PROFILE			
as of January 1, 2019 census*			
POPULATION	15,445	<b>Registered Active Voters</b>	<b>11,324</b>
Adults (age 17 or over)	12,425	<b>Political Party Affiliation:</b>	
<b>POPULATION BY AGE GROUP</b>		Democrat	4,082
Under 20 years	3,790	Green Rainbow	4
20-29 years	1,376	Libertarian	33
30-39 years	948	Republican	1,228
40-49 years	1,941	Unenrolled	5,957
50-59 years	2,487	Other (Political Designations)	20
60-69 years	2,316	<b>Total:</b>	<b>11,324</b>
70 years and over	2,587		
<b>TOTAL</b>	<b>15,445</b>		
*Figures include 2019 Town Census respondents only, with responses received through June 25, 2019			

## PERSONNEL BOARD

Ellen Quackenbush, Chair  
Nancy Crowley  
William Mrachek  
Jim Richardson

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 190 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) for most positions that are above average, but not top, among comparable municipal employers in order to keep the Town competitive in attracting and retaining competent employees.

### *FY20 Plan Structure Adjustments*

The 2019 Town Meeting ratified 19 job title and classification actions. Furthermore, with adoption of the Classification and Compensation Plan effective July 1, 2019 (FY20) the following structural changes were made:

- a Media Specialist group, salary grade and range was added;
- a third salary grade and range to the Telecommunications Technicians group was added;
- the current EM-5 grade was renumbered as EM-6 and a new EM-5 salary grade and range was added to Electrical Management group;
- most salary range minimums, midpoints and maximums were increased by 2.5%
- the minimums of the SF-1 and HS-A ranges were

increased to the new Massachusetts minimum wage; and

- some Electrical Labor, Electrical Management, and Human Services ranges, as well as the MP-6 and TM-3 ranges were further increased by varied amounts.

No increases were applied to the EM-4 and HS-2 ranges, to the SF-1 maximum, or to the HS-1 minimum because they remained current within their labor markets.

### *FY20 Salary Increase Policies*

Funding for all General Fund 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, Telecommunication Technician, Media Specialist, 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 2.5% structural increase plus a 2.5% performance increase, up to the maximum of their assigned salary range. Employees in the Managerial-Professional, Electrical Management and Telecommunications Management categories were eligible for one increase during the fiscal year. Each of these employees received a performance-based increase of 0% to 6.5%, 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 and increases for managerial-professional Swim & Fitness employees are influenced by the financial status of the enterprise. Accordingly, separate systems for individually considering salary increases for these employees are maintained; where funds were available, these individuals were eligible to receive an increase which was limited to 5% unless market conditions warranted an additional adjustment.

### *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 of regular service as of December 2019:

## **HUMAN RESOURCES**

Amy Foley, Human Resources Director

The Human Resources (HR) Department provided services to approximately 700 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 managers, supervisors, and employees on personnel matters; and assisted in labor negotiations and contract administration.

### **Employees with 20 or more Years of Service Names noted with \* are employees who retired in 2019**

#### **Finance**

Carolyn Dee

#### **Fire**

John Bendel,  
David Curran  
Paul Domenichella  
Bradford Ferrie  
John Gower  
William Haugh  
Marcus Jackson  
Thomas Judge  
Brian Lefebvre  
Sean Murphy  
Eric Nelson  
William Noke  
James Redmond  
Arthur St. John  
Brian Whitney

#### **Human Resources**

Amy Foley

#### **Human Services**

##### **/Recreation**

Anita Stevanazzi-Hill

#### **Library**

Karen Ahearn  
Fayth Chamberland  
Robin Demas  
Cynthia DiRenzo  
Patricia Pluskal  
Valerie Gay Weiss  
Leslie Wilson\*

#### **Light Plant**

Theodore Bartkus  
Martin Boermeester  
Ann Breitenwischer  
Rhonda Buscemi  
Philip Connell\*  
Beverly DuFresne  
Peter Hughes  
John McGarry  
John Simeone  
David Wood

#### **Planning & Land Mgmt**

Karen Byrne  
Tracy LaPierre  
Marcia Rasmussen  
Stanley Sosnicki

#### **Police**

Scott Camilleri\*  
Robert Capone  
Denise Caruso  
Joseph Connell  
Brian Goldman  
Timothy Landers  
Gerard Mearn  
Joseph Morahan\*  
Roy Mulcahy\*  
Jeffrey Shelley  
Sylvia Toumayan  
Christopher Troiano

#### **Public Works**

Alan Cathcart  
Susan Clark  
Thomas Ford  
Andrew Giles  
Peter Hardy  
Stephen Harrington  
Richard Hathaway  
Michael Haynes  
John Hesdorff  
Adrian Hone  
Patricia Hopkins  
Jeffrey Koranda  
Todd Manchuso  
Paul Reinhardt  
Robert Trainor\*

#### **Town Manager's Office**

Robert Landry  
Jonathan Straggas  
Christopher Whelan\*

In January, HR staff implemented a web-based applicant tracking system, which provides a more efficient method for posting jobs and processing employment applications. 113 recruitments and new appointments were managed and 2,659 applications for employment processed in 2019, which is more than a 50% increase in applications from 2018. In addition to improving the selection and hiring experience for both hiring managers and candidates, this system also reduces our carbon footprint by eliminating paper.

A second technology initiative was implemented in May, with the introduction of online benefits enrollment. This system provides employees with direct access to information regarding their benefit options, reduces paper processes, and increases accuracy and efficiency of benefit administration. Additional activities related to benefit administration this year included development and distribution of informational materials, coordination of educational sessions, individually assisting employees with questions, coordinating an employee benefits and wellness fair attended by approximately 150 employees, and promoting Minuteman Nashoba Health Group wellness programs. HR staff continued to work with the finance director to inform the Town's Insurance Advisory Committee on cost saving Health Savings Account Qualified (HSAQ) options, and to implement a premium incentive for enrollment in such plans. 21 coverage changes were processed during open enrollment, with 9 new enrollments in the HSAQ plans.

In preparation for the retirement of the town manager, the HR director arranged multiple strategic planning workshops for the senior management team designed to assist the organization in preparing for a change in leadership. The director also supported the select board with the town manager search process by assisting with procurement of search consultant services, arranging logistics for employee forums and interview processes, and advising on relevant employment-related matters.

In 2019, HR staff managed 73 leaves of absence in accordance with the Family and Medical Leave Act and/or medical leave policies, managed 40 work-related injury cases, and responded to multiple unemployment claims. Staff also verified and processed personnel

action forms for all employees, made arrangements for an employee appreciation picnic attended by 217 employees and for an ice cream truck visit enjoyed by approximately 350 employees. Among other duties, HR also coordinated 51 random DOT-required drug and alcohol tests and provided guidance and administrative oversight for several performance improvement plans, disciplinary actions, and terminations. 14 GEM (Go the Extra Mile) Certificates and 12 gift-certificate awards were processed in recognition of employee actions that were noted and appreciated by others. Human Resources also prepared proposals for and participated in union negotiations and mediations related to 5 collective bargaining agreements. The first agreement for the highway and grounds bargaining unit was finalized in 2019 after 3 years of negotiations; HR staff played a significant role in coordinating the implementation of those contract terms, including calculation of several years' retroactive salary adjustments.

Staff also coordinated several training initiatives in 2019. Policy orientations were conducted with 72 new employees to acquaint them with expectations of the Town. Arrangements were made for a professional trainer/attorney to provide training on harassment and workplace violence, and these seminars were attended by 59 new employees. New supervisors, either newly hired or new to a supervisory role, received additional training on employment law and performance management. Video-based training was provided for employees who could not attend in person. All employees were reminded of their biennial obligation to complete training on the Massachusetts Conflict of Interest Law. Furthermore, HR distributed the Town's harassment prevention policy and the Massachusetts Conflict of Interest Law summary Town-wide, along with an advisory reminding employees of their obligation to remain aware of all Town policies.

## TOWN COUNSEL

Mina S. Makarious, Anderson & Kreiger LLP

The following is a description of the lawsuits by or against the Town filed or pending during 2019 and handled by Town Counsel:

*James Balfour, Marianne C. Balfour and Robert A. Schulman, Trustee of the Robert A. Schulman Trust of 2014 v. Planning Board of the Town of Concord and Keuka Road, LLC (Massachusetts Land Court)*

Appeal of Planning Board decision approving a four-lot residential definitive subdivision plan of land on Keuka Road. The private parties reached a settlement that does not require the assent of or participation by the Town. All parties filed a joint stipulation of dismissal in December 2019.

*Fitch, et al. v. Zoning Board of Appeals of Town of Concord, et al. (Massachusetts Appeals Court)*

Appeal from denial of zoning enforcement filed in 2016. Following trial in October 2017, Land Court upheld the denial. The Appeals Court affirmed that decision in February 2019 and the Supreme Judicial Court denied further appellate review in May 2019.

*Higdon v. Chief Joseph O'Connor, Town of Concord Police Department (Massachusetts District Court)*

Appeal of Police Department's denial of a license to carry firearms on the grounds of a prior misdemeanor conviction. Ambiguity in resolving discrepancies between federal and state law. Concord District Court found in favor of Mr. Higdon after hearing. No intention to appeal.

*Michele I. Mandrioli; Claudette Cavelier; Peter J. Mandrioli, Jr.; and Paul J. Mandrioli v. Whitney S. Hamnet, II; Fern Folz; Gregory and Sharlene Dorothy; David P. Smyth and Anne C. Piessens; Town of Concord; Heirs of Edward W. Sheehan and Kathryn A. Sheehan (Massachusetts Land Court)*

Action to remove a cloud on the title of property. The Town determined that it does not have an interest in the property, and entered into an Agreement for Partial Judgment dismissing it from the case in April 2019. Case is pending among the remaining parties. Town expects to be formally dismissed from the case when final judgment enters.

*Perry, et al. v. Concord Zoning Board of Appeals, et al. (Massachusetts Superior Court)*

Appeal from the issuance of a special permit and site plan review to the Concord Free Public Library for renovations to the existing library at 129 & 151 Main Street filed in November 2019. The plaintiffs and the Library (represented by separate counsel) are in settlement discussions.

*Perry, et al. v. Concord Historic Districts Commission, et al. (Massachusetts Superior Court)*

Appeal from a Certificate of Appropriateness issued by the HDC for renovations to the Concord Free Public Library. The plaintiffs and the Library (represented by separate counsel) are in settlement discussions.

*Town of Concord v. Hitchcock, Rachel, et al. (Massachusetts District Court)*

Town sought order to enforce order requiring homeowners to build fence to contain nuisance dog. Court ordered owner to rebuild fence in April 2019.

*Town of Concord v. Neil E. Rasmussen, Anna W. Rasmussen, Brooks S. Read, Susannah Kay, Russell Robb III, Leslee Robb, and Thomas Wray Falwell, Trustees of the Pippin Tree Land Trust, President and Fellows of Harvard College, John K. Baker, Trustee of the Nielsen Realty Trust, and Nina I.M. Nielsen, Trustee of the Baker Realty Trust. (Massachusetts Land Court)*

The Town is seeking a declaration and judgment for the right of public access to Estabrook Road, as well as an injunction against the Defendants for interfering with the public's right to access the road. Discovery in the case is scheduled to be completed by February 10, 2020. The Town has settled with Harvard College and the Baker/Nielsens. The Rasmussens, Read/Kays, and Robbs remain as defendants. The Town voluntarily withdrew its prescriptive easement claim to streamline discovery and trial.

# PUBLIC SAFETY

## FIRE DEPARTMENT

Tom Judge, Fire Chief

The Concord Fire Department (CFD), with forty-seven uniformed staff, provide fire, rescue and EMS services to the community. Our dedicated staff are committed to delivering a high level of service in the all-hazards role of a modern fire department.

The past year was a busy time for the CFD. A new fire prevention program with a full-time fire prevention inspector was launched just prior to the start of the year. Several staff retired from the department or moved on to other opportunities. With the support of the Town, CFD was able to hire four additional firefighters to improve the service of the West Concord ambulance by increasing the service hours from 12 to 24 hours per day. The department's call volume saw a slight increase of 121 calls for service.

### *Fire Prevention*

With a full year of having a dedicated Fire Prevention Inspector, we are seeing that significant progress has been made in addressing the service gaps noted in the CFD Needs Assessment Report on Fire Prevention Staffing, released in November 2016. Inspection numbers are up significantly as follow up and corrective actions are now dealt with in a very timely manner. In addition to mandatory inspections, CFD is now able to perform other non-mandatory inspections. These best practice inspections include inspections of assembly, mercantile, and business occupancies, medical offices, town property, and historic buildings. The Fire Prevention Division is now on track to provide a much more comprehensive community risk reduction program to include plan review, permitting, inspections, and code compliance enforcement, as well as public fire education and overall quality customer service.

Working closely with the Town's Building and Planning Divisions, the Fire Prevention Division devotes a great deal of time to residential and commercial plan review of fire and life safety systems in newly constructed and significantly renovated

structures. Additionally, there has been a focus on commercial and residential construction site fire safety. This is to make certain that the many properties in town which are undergoing construction, alteration, and demolition are following proper

### Emergency Responses 2019

NFIRS CATEGORY	NUMBER
Fires/Explosions*	57
Overpressure/Ruptures	0
Emergency Medical/Rescue**	1,910
Hazardous Conditions***	192
Service Calls	376
Good Intent Call/Public Service	231
Fire and CO Alarms/Other Alarms	885
Weather Related	5
Special/Miscellaneous	6
<b>TOTAL EMERGENCY RESPONSES</b>	<b>3,662</b>

\*Fires occurred within the following sub-categories:

Structure fires:	34
Vehicle fires:	2
Brush fires:	9
Other fires:	12
There were no explosions	
Estimated dollar loss from all fires:	\$2.9 million

\*\* - Of the EMS responses 1,563 resulted in patient transport to a hospital at the following level of care:

BLS transports:	838
ALS transports:	725

Included are 170 Motor Vehicle Accidents  
Concord received a mutual aid ambulance 84 times  
Concord provided a mutual aid ambulance 93 times

\*\*\*Hazardous Conditions included the following responses:

Gas/LPG leaks:	46
Gasoline/Oil spills:	10
Chemical Hazard & Spills:	5
Electrical Problems:	69
Power Lines Down:	32
Carbon Monoxide Incidents:	17

## Fire Prevention Activity

<u>Inspections</u>	<u>Total</u>
Residential Smoke/CO Alarms (Sale/Transfer)	323
Residential Smoke/CO Alarms (Construction/Alteration)	210
Commercial Fire Alarm/Suppression System	97
LP Gas Storage	77
Oil Burning Equipment	27
Oil Tank Installation	21
Oil Tank Removal	42
Liquor License	13
Day Care Facilities	7
Summer Camps	12
Hotels/Inns	20
Historic/Museums	5
Assembly Occupancies	11
Correctional Facilities	2
Healthcare Facilities	23
Schools/Dormitories	13
Construction Sites	49
Other, not classified	26
Re-inspection/Corrective Action	92
<b>Code Enforcement Actions</b>	<b>31</b>
<u>Plan Reviews</u>	
Residential	44
Commercial	68
<u>School Fire Drills</u>	
Public	21
Private (including dormitories)	16
<u>Permits issued</u>	
Open Air Burning	394
Blasting	1
Cannon or Mortar Firing	11
Dumpster	91
Fire protection system	152
LP Gas Storage	91
Flammable/Combustible Storage	16
Oil burning equipment	36
Tank Removal	47
Cutting/Welding/Hot Work	19
Other, not classified	20

procedure to ensure optimum fire safety during these critical phases.

CFD participates in a program sponsored by the Massachusetts Department of Fire Services called S.A.F.E. (Student Awareness of Fire Education). Throughout the year Lieutenant Sean Murphy, who manages the program, and other staff visit the schools in Concord and present programs to students on fire safety. In addition to the student program, the Senior SAFE program gives us an opportunity to provide fire safety education and install smoke and carbon monoxide detectors for seniors that need assistance.

### *Community*

The Concord Firefighters Relief Association (CFRA) once again ran a very successful toy drive during the holiday season. CFRA was able to once again provide support several to inner-city charities who provide direct assistance to families in need.

Other events that Concord Firefighters were able to participate in this past year include picnic in the park, Veterans Day flag retirement, preparing lunch at the Council on Aging, Concord Community Network fire truck wash, and delivering Santa to the annual tree lighting on Ladder 1!

A new initiative in CPR training began in the past year. CFD has endeavored to be present at Community Events with some of our CPR instructors to provide very basic instruction in proper CPR technique. Please look for them at future events and stop by for a lesson.



### *Training*

Many hours are dedicated to continuing education in Emergency Medical and Firefighting skill. Concord Firefighters participated in a number of training exercises on duty, on a variety of topics this year; One exercise involved the entire department traveling in groups to JP Carroll used auto parts in Lexington for advanced auto extrication. The course was presented by an outside training company and built upon basic training from the previous year. Firefighters learned and practiced advanced skills in stabilization, extrication, patient handling, and safe operations around vehicles and in confined spaces; while focusing on auto extrication, the skills learned can be applied to many situations that require similar principles.

A number of our staff are members of specialized regional teams such as hazardous materials, technical rescue, fire investigation, emergency communications, and incident support teams. Throughout the year, those members, Captain Dave Curran, Captain Bill Noke, Lieutenant Billy Nelson, Firefighter Rolfe Firefighter Ostroskey, and Fire Inspector Nichols trained with their teams. The regional approach to these specialized teams provides the Town with access to a tremendous amount of resources and expertise. Lieutenant Billy Nelson participated in a five-day FEMA Urban Search and Rescue course where he learned advanced skills in working at incidents such as structural collapse and trench rescue.

CFD members attended a variety of programs at the Massachusetts Firefighting Academy this past year. The State Fire Academy main campus in Stow is a tremendous resource where Concord Firefighters routinely take advantage of the opportunities available for continuing education at the MFA.

When new employees are hired, they attend the two-week orientation. The department training officer, Captain Brian Whitney oversees this program and with the help of other department members, new firefighters are exposed to some of the basic skills that will be expected of them.

The department conducted water-rescue training at Walden Pond led by Lt. Billy Nelson. Lt. Nelson serves on our regional technical rescue team and can provide this type of training to our staff.



*Lt. Sean Murphy at the Hanscom Fire Department training facility teaching a recruit about fire behavior.*

We have continued to benefit from homes scheduled for destruction. Many builders or property owners allow us to use a building for training prior to demolition. Our department uses these houses to practice valuable firefighting skills that are destructive, and could not be practiced in a building that was not being demolished. Training like this does not include any live fires but will enable us to simulate many scenarios, including working in smoke-filled environments with the aid of a theatrical smoke machine.

### *Personnel*

Firefighter William Haugh retired on January 26, 2019 after more than 20 years with the department, and Lieutenant William Whalen retired on July 12, 2019 after 19 ½ years with the department. We wish Bill and Laurie Haugh; and Bill and Ginny Whalen much happiness in retirement.

Firefighter Adam Bean resigned from the department in January 2019 to accept a position as a Captain with the Westminster Fire Department. Congratulations Captain Bean, and good luck as your career progresses. Firefighter Matthew Avis resigned from the department to continue his education after being accepted to medical school, we wish Matt the very best.

### *Promotion*

Congratulations to Firefighter Keith Cotoni who was promoted to Lieutenant this past year. Lieutenant Cotoni is assigned to Group 3, Station 2, Engine 4.

### *New Firefighters*

This was a very active year for hiring new firefighters because of the staff who retired or resigned, and the addition of four firefighters to our staff.

During 2019, the CFD welcomed nine new Firefighters; Erik Kempf, Timothy O'Malley, Eric Harries, Michael DeRoche, Stephen Morse, Todd Niemi, James Sheuritzel, Jesse Caney, and Justin Warren.

## **LOCAL EMERGENCY PLANNING COMMITTEE**

Fire Chief Thomas Judge, Chair  
Donald Kingman, Co-Chair

Our Local Emergency Planning Committee (LEPC), following Federal law definition, creates response plans for hazardous materials spills within the Town of Concord. The Committee also accepts Tier II reports from sites that store hazardous substances.

Concord LEPC is an enthusiastic committee of dedicated individuals from various backgrounds who share a vision of what citizen volunteers can do and who invest many volunteer hours to make Concord a safer community.

Various town departments are active participants in all planning activities and exercises.

To learn more about the LEPC and its role in keeping Concord safe, please contact the Fire Chief at 978-318-3488.

## **CONCORD EMERGENCY MANAGEMENT AGENCY (CEMA)**

Thomas Judge, Emergency Management Director  
Martin J. Powers, Don Kingman, Deputy Directors

CEMA maintains the Town's State-mandated Comprehensive Emergency Preparedness Plan (CEMP), a document that outlines the roles and responsibilities of different agencies during a significant emergency and provides a resource guide.

These could be emergencies involving a broad spectrum of All-Hazard topics such as incidents caused by weather (floods, ice storms, etc.), public health crises, hazardous materials spills and other human-created events. Working in conjunction with Public Health Director, Susan Rask, the Medical Reserve Corps integrates readily into our Town assets, ready to support the Town during times of crisis. An example of this is emergency shelter operations, pandemic clinics, etc.

The staffed Emergency Operations Center (EOC) is the Town's conduit to Massachusetts Emergency Management Agency (MEMA) and the resources available at the State Government level. The EOC is also where the various Concord agencies such as the Concord Public Works, Concord Police Department, Concord Municipal Light Plant, Concord Fire Department, Public Health, etc. coordinate the town's response to different emergency incidents impacting the town.

CEMA relies on citizen volunteers to help it achieve its mission and exemplifies the Concord spirit of standing ready to help others. Looking to the future, we will work to improve these programs by providing on-going training, realistic exercises, and opportunities to utilize their skills

## CONCORD POLICE DEPARTMENT

Chief Joseph F. O'Connor

The Concord Police Department is committed to ensuring the confidence of the public by providing "Exceptional Service. All of the Time." The Concord Police Department delivers a wide range of public safety services to the community with an authorized staff of 36 sworn officers, 8 Public Safety Dispatchers, 6 School Crossing Guards, 1 Senior Administrative Assistant, and 1 Senior Department Clerk.

The Department continues to be active in community problem solving, criminal investigations, traffic control and enforcement, parking control and enforcement, school crossing safety, elder services, and emergency response and management. The Department provides several community programs, such as: crime prevention, youth services, Drug Abuse Resistance Education (D.A.R.E.), School Resource Officers, child passenger safety seat installations, as well as processing a variety of permits, licenses and applications.

This year the Department continued the Craigslist Safe Exchange Program, which allows members of the community to come to the Police Station lobby or parking lot to complete on-line purchases and sales. Police are encouraging citizens to utilize the police station, which is equipped with surveillance cameras and staffed 24 hours a day, 7 days a week, as a safe and secure meeting place. Additionally, the Department has implemented a "First Responder Student Information" sheet to assist officers who might respond/encounter certain students who might require special assistance. This is in addition to an existing service, "Concord Resident Emergency Services," an informational form which increases awareness of elderly residents in Town, who officers might be called upon to assist.

Collaboration continues to strengthen with community-based partners such as The Domestic Violence Services Network (DVSN) and The Communities for Restorative Justice (C4RJ), which provide a resource sharing system and referral network for the Department. Concord Police Officers and Dispatchers continue to participate in training for both programs. In addition, Concord Police Officers

received forty hours of training in Crisis Intervention (CIT). Officers also participate in the education of new drivers in the CCHS Driver's Education Program, providing valuable information to assist drivers as they become new drivers and travel on the roadways.

The Concord Police Department continues to be an active member of the Central Middlesex Assessment for Safety Team (CMAST). The program was developed through the collaboration of stakeholders who recognized the need for a community approach to better protect and serve victims of domestic violence. CMAST is now one of 7 Domestic Violence High Risk Teams within Middlesex County, and has been met with overwhelming success.

Partnerships with federal, state and local agencies are important parts of the Department's strategy to ensure the safety of the community through resource sharing and mutual aid. The Concord Police Department continues to be an active member of the Northeastern Massachusetts Law Enforcement Council (NEMLEC). NEMLEC is a regional consortium comprised of 59 Police Departments and the Sheriff's Departments of Middlesex and Essex Counties. Concord Police Officers are assigned to various functions in NEMLEC, including SWAT, Regional Response Team, Motorcycle unit, and the STARS Team (School Threat Assessment and Response System).

The Department collaborated with 8 Middlesex County Police Departments and the Concord District Court, and continues work with a "Jail Diversion" Grant to address mental health issues. The Massachusetts Executive Office of Health and Human Services' Department of Mental Health awarded the coalition the grant. As part of the coalition's innovative model, officers work with a Clinical Coordinator, who manages the Jail Diversion Program. The role of the Jail Diversion Clinical Coordinator continues to be to train Officers in mental health, first aid, and to serve on the Crisis Intervention Team (CIT). The Coordinator also works with the Department Officers to create a diversion strategy that is appropriate for any individual who comes in contact with police.

The Department continues working toward becoming a fully accredited agency with the Massachusetts Police Accreditation Commission, Inc., and The Commission on Accreditation for Law Enforcement Agencies, Inc.

The statewide and federal standards for accreditation impact officer and public safety, address high liability/risk management issues, and promote operational efficiency throughout the agency.

The Department continues to enhance its sustainable energy practices with the continued use of hybrid cars, and continues replacing some of its fleet with more fuel efficient vehicles. Additionally, the Department is continuing its anti-idling initiatives, including the “Park and Walk” Program, with officers walking or riding bicycles in districts and recreational areas. These practices aid considerably in achieving the goals of reducing fuel consumption.

The Department conducted its first Summer Youth Academy in 2019. This Youth Academy was a great opportunity for students between 6<sup>th</sup> and 9<sup>th</sup> grade to learn basic knowledge of the Police Department, and enjoy some summer fun with their peers. Topics of instruction included Criminal and Constitutional Law, Patrol Procedure, CPR and First Aid, Dispatch

standards of the Massachusetts State 911 Department, Massachusetts Criminal History Systems Board, National Academy of Emergency Medical Dispatch, and the Association of Public Safety Communications Professionals International. Several Dispatchers also have additional training as Tactical Communications Specialists. The department welcomed two new Public Safety Dispatchers this past year, Casey Layon and Leah Olansky, and Dispatcher Richard Landers assumed duties as Public Safety Lead Dispatcher.

Officer Tia Manchuso was appointed as a School Resource Officer, and will assist current School Resource Officer Kevin Gena with school duties throughout town. Lieutenant Joseph Morahan, Detective Scott Camilleri, and Officer Roy Mulcahy retired from the department in 2019 with many years of service. New officers joining the department in 2019 are Anthony Salvucci, Michael Brown, Caroline Palladino, Derek Rodriguez, Matthew McEvelly and Nicholas Benoit.



*The Concord Police Department's first Summer Youth Academy students*



Communications, Criminal Investigations, and Defensive Tactics. During the academy, students also were able to tour The Concord District Court and State Police Mounted Unit facility.

Our Public Safety Dispatchers answer emergency and non-emergency calls, dispatch public safety personnel, and monitor computer equipment. Concord Public Safety Dispatchers maintain certifications as emergency telecommunicators and law enforcement data professionals, trained to the

Officers Toumayan and Mailloux continue to serve as members of the NEMLEC Regional Response Team (RRT), and Sergeant Michael Burgess and Officer Ron Holsinger serve as members of the NEMLEC motorcycle unit. Lieutenant Troiano continues to serve as a member of the NEMLEC SWAT team with Officer Luke Rennie. Inspector Jeffrey Shelley was promoted to the rank of Sergeant, and Sergeant Kevin Monahan to the rank of Lieutenant in 2019. Officer Ronald Holsinger was also assigned as Department Safety Inspector.

The Department maintains an anonymous 24 hour tip line (978-318-3407), and State and federal grant funding continue to provide the department with opportunities to purchase new equipment and technology, and fund existing programs. The Department was awarded and administered grants for pedestrian and bicycle safety, car seat equipment, and traffic enforcement initiatives, which were funded by the Massachusetts Executive Office of Public Safety and Security's Highway Division. The Department was also awarded and administered grant funding through the Massachusetts State 911 Department for dispatcher training and personnel support services.



*Detective Scott Camilleri (right) retired from the department in 2019 with many years of service, he is pictured here with Police Chief Joseph F. O'Connor*

### 2019 Incidents Report

Arrests (various)	144
Summons	239
Assaults	22
Suspicious Activity	921
Motor vehicle Crashes	647
Motor Vehicle Stops	5,772
Motor Vehicle v. Deer	24
Operating Under the Influence	65
Protective Custody	12
Traffic Citations	4,445
Criminal Traffic Summons	258
Larceny Investigations	166
Domestic Violence Investigations	60
Narcotics, Drugs Investigations	10
Medical Assists	960
Animal Control	291
Vandalism Complaints	17
Alarms – Commercial/Residential	861
Breaking and Entering Investigations	12
<b>Total Log Items</b>	<b>37,748</b>

Jennifer A. Condon, Animal Control Officer

The Town contracts with a private vendor to provide dog and animal control services. The contract is awarded on the basis of a competitive bidding process and is administered by Chief Joseph F. O'Connor.

The Animal Control Officer responds to all animal complaints (domestic or wild), which includes the humane removal of all animals. The Animal Control Officer is required to provide a vehicle for the transporting of dogs, as well as a licensed kennel for the temporary housing of any dogs taken into custody. The Animal Control Officer and assistant(s) are on call

24 hours a day and are contacted by pager through the Public Safety Communications Center.

The existing contract services provide response to all animal control problems (domestic or wild). Other animal control problems are handled over the phone by referrals or by the uniformed Patrol Officers of the department. The budget also provides for limited patrols by the Animal Control Officer to locate stray dogs.

The overall objective of this program is to provide dog and animal control services in an efficient and effective manner. The appointment of an Animal Control Officer is mandated by the laws of the Commonwealth.

2019 Animal Activity by Month											
	Total # Calls	Complaint Calls	Lost Dog	Lost Cat	Other Cat Related	Wildlife	Misc Calls	Pickups	Human / Animal Bite	Quarantine Orders Issued / Released	# Submittals to State Lab
JANUARY	65	6	3	0	0	8	38	3-K9, 1-owl	1	5	0
FEBRUARY	40	1	5	0	2	9	22	0	0	1	0
MARCH	77	8	4	0	1	6	48	2	2	6	0
APRIL	86	4	5	3	3	13	44	3-K9, 1-silver fox 3-baby coon	0	7	0
MAY	113	4	3	0	0	26	64	2	3	10	1-coon
JUNE	132	3	9	2	0	30	66	2-K9 2-rabbits 1-feline	2	14	1-bat
JULY	93	3	4	6	3	22	47	1-hawk	1	5	2-bat
AUGUST	80	5	2	1	2	15	33	1	2	17	2-bat
SEPTEMBER	82	13	3	2	1	8	46	1	2	6	0
OCTOBER	90	4	3	0	0	12	52	3	3	13	0
NOVEMBER	89	5	4	1	0	13	53	6	1	4	0
DECEMBER	90	8	4	0	1	11	53	1	0	4	0
TOTAL	1037	64	49	15	13	173	574	24-K9 1-owl 1-silver fox 3-baby coon 2-rabbit 1-hawk 1-feline	17	92	1-coon 5-bats
								TOTAL: 33			TOTAL: 6

# MUNICIPAL LIGHT PLANT

David G. Wood, Director *Power Supply*

Concord Light (“CMLP”) is a community-owned electric utility, created for and by the citizens of Concord in 1898. The goal then, as now, was to provide reliable and reasonably priced service in a responsive and thoughtful manner. Our mission is to partner with our customers, civic institutions, and employees to foster a vital community, in the near and in the long term, in which to live, raise a family, work, and operate a business. Our 2018 – 2025 Strategic Plan, available at [concordma.gov/cmlp](http://concordma.gov/cmlp), describes our goals:

- Maintain service reliability at a very high level;
- Maintain or increase customer satisfaction and perception of value;
- Provide energy-related services to as many customers as possible;
- Increase revenue and net operating income modestly;
- Reduce greenhouse gas emissions

Our work in 2019 focused on a number of initiatives designed to achieve those goals.

The Town Manager appoints a five member, volunteer Light Board comprising local residents. Current Light Board members include (in alphabetical order) Peggy Briggs, Gordon Brockway, Alice Kaufman (Clerk), Lynn Salinger, and Wendy Rovelli (Chair).

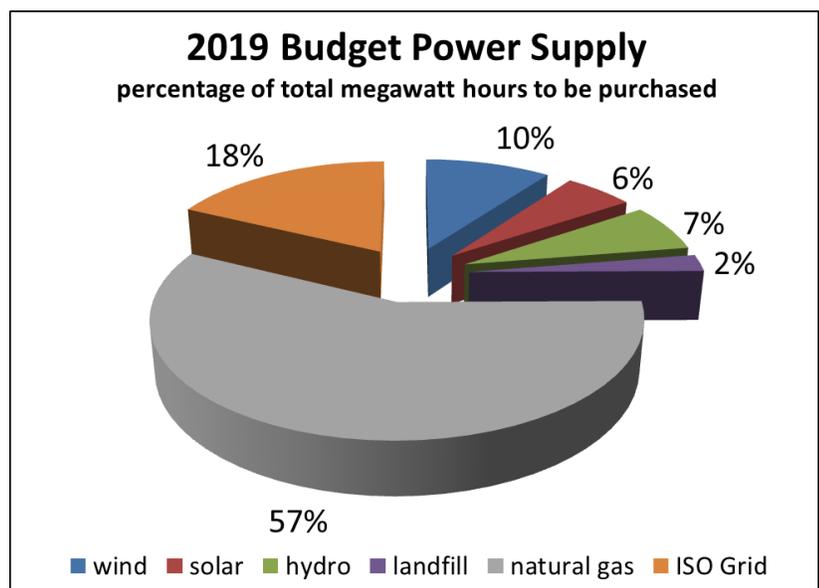
The Board meets monthly to discuss and/or vote on topics such as rates, power supply and renewable energy options. The Board encourages customers to attend.

The Concord Municipal Light Plant (CMLP) operates as an Enterprise Fund within the Town government. No property tax money is required or used to operate the Light Plant. All operating expenses including electricity purchases, capital investments, and debt service are paid by the Light Plant customers. In addition, the Light Plant contributes to the Town’s operating budget via a Payment-in-Lieu-of Taxes (PILOT). For 2019, this formula based payment was \$478,000.

All power supply expenses are passed to CMLP’s customer-owners at cost. Power Supply includes the cost of energy, capacity, and transmission. Capacity and transmission are two market services provided by the regional Independent System Operator at Federal Energy Regulatory Commission regulated rates. Energy supply, including the reliable provision of electricity and its price, are managed by CMLP. CMLP has developed a power supply portfolio from multiple sources under a power supply strategy that best suits our community’s needs. The power supply selection strategy included the following tenets:

- Diversified energy supply sources and fuel diversity
- Short and long term agreements to mitigate risk
- Peaking and base load supply sources to match needs
- Inclusion of cost competitive renewable energy sources
- Competitive bids for partial energy agreements on a rotating basis to minimize differences between our cost of power and current markets.

As a result, CMLP has developed a diverse power supply portfolio with a wide variety of suppliers and resources. The chart below shows the sources and fuels that make up the generation portion of CMLP’s supply portfolio.



*Non-Carbon Emitting*

CMLP is actively replacing fossil-based generating resources with carbon-free sources in a fiscally responsible manner. Below is a list of recent power purchases from non-carbon emitting sources. In 2018 CMLP began collecting an extra \$0.01 per

Q1 2019 at a price of \$0.023/kWh and 11,351 Q2 2019 RECs at a price of \$0.037/kWh. At those levels of cost for RECs, CMLP will not be able to retire as many MA Class 1 RECs in 2019 as it did in 2018.

**Non-Carbon Emitting Sources**

Project	Location	Year Purchased	% of needs
Canton Mountain Wind	Canton, ME	2017	2%
Seabrook Nuclear	Seabrook, NH	2017	20%
Granite Wind	Coos County, NH	2018	1.5%
Existing Hydro	Housatonic River, CT	2019	3.4%
Chariot Solar	Hinsdale, NH	2019	2.7%

**Forecasted Renewable Energy Credit Disposition for 2019**

	MWh	%
MA Class 1	16,383	10%
ME Class 2	7,341	4%
Total RECs	23,724	14%
Other sources; no RECs	23,248	14%
<b>Total</b>	<b>46,972</b>	<b>29%</b>
Purchase of non-associated RECs	?	?
Expected sales	164,272	

kilowatt hour from customers on all energy sales in order to establish a fund to pay for the purchase of Massachusetts Class 1 renewable energy certificates (“MA Class 1 RECs.”) With the money that was collected in 2018 CMLP bought 74,256 non-associated MA Class 1 RECs for 2018 generation. Together with its 19,115 MWh of direct purchases from renewable resources, a total of 54% of CMLP’s 2018 sales came from non-carbon emitting sources.

CMLP’s REC purchase strategy purposefully sets the cost of the program at a fixed level (\$0.01/kWh) while letting the amount of RECs purchased in any year to float based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. 2018 REC prices were generally less than \$0.01/kWh. REC prices for 2019 have been much higher. CMLP purchased 18,222 MA Class 1 RECs for

For 2019, 33% of CMLP’s energy supply is forecasted to come from generation that does not emit carbon. However, CMLP does not own the Renewable Energy Credits (“RECs”) for all of that generation.

CMLP has title to Massachusetts Class 1 RECs for 10% of expected purchases. CMLP has title to Maine Class 2 RECs for a further 4% of expected purchases. An additional 14% of purchases come from generating resources that are renewable such as NYPA hydro power, in-Town solar generation from the third-party owned large solar arrays, and other solar and landfill plants; but to which CMLP does not own the RECs.

CMLP will continue expanding its percentage of non-carbon emitting power as market economics allow without increasing rates substantially.

### *Energy Management*

CMLP's energy management services help our customers manage their energy costs and reduce their carbon emissions through electrification, improved efficiency, and generation of carbon-free solar power at their home or business.

### *Electric Vehicles*

As of this annual report date, Registry of Motor Vehicles Q3 records showed 412 electric vehicles (EVs) garaged in the Town of Concord, an increase of 31% compared to the end of 2018. The number of EVs comes close to the target of 444 EVs set by CMLP in its strategic plan, which we projected would be achieved by the end of 2019 through a combination of business-as-usual growth in EV adoption and additional adoption fostered by CMLP's promotional efforts. We expect that RMV Q4 records will bring the 2019 total even closer to the target adoption figure.

We undertook extensive efforts in 2019 to help customers understand the benefits of driving electric and how free expert advice, test drive opportunities, dealer incentives and other resources can help them switch to an EV. CMLP staff and volunteers displayed EVs and distributed information at eight community events in 2019, starting with the Patriots Day Parade in April, and ending with the Sustainable Concord Open House in December. Further, in November, CMLP held a well-attended EV Ride & Drive at CCHS. Ten different makes and models of EVs were taken out for 130 test drives by attendees.

### *Electric Vehicle Ride & Drives*

CMLP's free Electric Vehicle Toll-Free Support Line and Email, which allows Concord residents to ask questions about all things EV, handled over 370 interactions with over 160 unique customers in 2019. In August, we launched WattPlan EV Advisor, an online tool for comparing the lifetime costs and carbon emissions of specific plug-in and gasoline vehicles.

We promoted our Level 2 Charging System rebate and our EV Miles bill credits for off-peak charging via community events, bill inserts and e-newsletters sent to our customers. Forty customers received a \$250 Level 2 Charging System rebate in 2019. Over 100 EV owners have programmed their car to charge off-peak since the EV Miles Program began in 2018, qualifying for bill credits.



*Ride and Drive Event*

One quarter of all housing units in Concord are in multi-dwelling units (MDUs), where residents typically can't make EV charging system installation decisions independently of their condo association or rental property owner. In 2019, CMLP developed two programs to help multi-dwelling units (MDUs) install EV charging infrastructure for their residents: the EV Ready Pilot Program and the Shared Charger Program.

The EV Ready Pilot Program will provide three pilot program participants with customized EV charging infrastructure designs for MDUs, cost estimates for those designs, and partial funding for installation. The Pilot Program will create real life examples of how EV charging is done at MDUs with different parking area types, and will help CMLP better understand how we can support MDUs as they prepare for growing EV adoption. CMLP will select three EV Ready Pilot Program participants from among the six applications received, and begin the charging infrastructure design process in early 2020.

The Shared Charger Program offers MDUs the opportunity to have CMLP install, own, and operate one dual-port shared charging station on MDU property, subject to conditions related to location, easement and the number of committed EV purchasers at the property. Arrangements have been completed to install the first charging station on an MDU property in 2020.

### *Heat Pumps*

CMLP actively promoted the adoption of air- and ground-source heat pumps and heat pump water

heaters in 2019. We published enhanced heat pump FAQs on our website, inserted “Heat Pump 101” flyers in customer bills, encouraged community event attendees to consider heat pumps, and participated in special events to educate our customers about climate-friendly heating and cooling with heat pumps, sponsored by HeatSmart Carlisle/Concord/Lincoln and EnergizeWayland.

CMLP’s strategic plan set a 2019 target of 46 heat pumps installed for space heating in Concord homes and businesses. That target was exceeded. Forty-one air source heat pumps and 9 ground source heat pumps were installed, for a total of 50 installations. CMLP provided over \$78,000 in rebates to ASHP and GSHP adopters. CMLP also provided \$3,000 in rebates to four heat pump water heater adopters in 2019.

### *Home Energy Assessments*

One hundred fifteen Concordians requested home energy assessments from CMLP in 2019, and collectively had over 2,400 incandescent and compact fluorescent light bulbs replaced by LEDs during the assessments.

### *Residential Energy Efficiency Rebates*

CMLP provided residential customers with almost \$9,000 in rebates for weatherizing their homes and for purchasing and installing LED light bulbs.

### *Commercial Energy Efficiency Rebates*

In 2019, ten business customers installed more efficient lighting, and received more than \$100,000 in rebates through CMLP’s High Efficiency Lighting Program. These commercial lighting projects are projected to reduce electricity consumption by more than 400,000 kWh per year.

### *Solar Photovoltaic (PV) Rebates*

In partnership with Energy New England and the Massachusetts Department of Energy Resources (DOER), CMLP launched the MLP Solar Rebate Program in May, 2019. This new program provides an additional \$1,200 per kW for installed solar capacity up to 25 kW, funded with matching contributions from CMLP and DOER. The MLP solar rebate supplements CMLP’s traditional solar rebate of \$625 per kW installed, up to 5kW.

Applications for solar rebates, which had ceased subsequent to the termination of the SREC program in 2018, revived slowly starting in the 2nd quarter of 2019, as installers learned how to participate in the MLP Solar Program, and CMLP, ENE and DOER ironed out MLP solar rebate processing procedures. A lengthy turnaround time for DOER reviews has slowed down approvals to install. Approvals to operate were issued to ten residential customers in 2019, who installed an overall capacity of 87 kW DC. There are now a total of 355 PV systems on residential and commercial rooftops in Concord with a combined capacity of 3.6 MW DC.

### **Community Service**

#### *Annual holiday tree lighting*

CMLP line crew decorated trees with energy-efficient LED lighting for the holidays in the West Concord business district and at the Monument Square.

#### *Open Table Food Pantry*

CMLP employees collected donations for the Open Table food pantry including food, adult personal care items, and diapers for babies. The donations were delivered to Everett St. and were distributed to families in need.

#### *Bringing Hands-On Learning about Electricity to the Concord Public Schools*

CMLP staff delivered interactive educational sessions on electricity to twelve fourth grade classes in the Concord Public Schools in 2019. This year, we included a new activity that we developed to help students learn about the differences between electric and gasoline-powered vehicles.



### *Residential Rate Assistance*

CMLP began our Residential Rate Assistance program in 2006 to help Concord residents in financial need. Eligible customers are able to lower their bills by as much as 50%. As of December 2019, there were 145 Concord households enrolled in this program.

### *Concord Municipal Utilities Customer Service*

CMLP collaborated with the Public Works Water & Sewer Department, Town Accountant, and Deputy Treasurer to consolidate customer service for all Town utilities into one team. The Concord Municipal Utilities team is housed at CMLP and provides service and support to residential and commercial services for electric, water, sewer, and broadband. Customers can contact Customer Service at 978-318-3101 or [concordutilities@concordma.gov](mailto:concordutilities@concordma.gov).

### *New Enterprise Software*

CMLP partnered with NISC (National Information Solutions Cooperative) to implement new enterprise software. In May 2019, CMLP went live with iVUE, the new customer billing system, and SmartHub®, the customer self-service portal.

With the new billing system, CMLP now offers customers paperless billing and payment options including making a payment via SmartHub, credit card, Internet banking, or with our automated phone system. Customers can opt to receive one bill for all their utilities or to have multiple accounts mailed together in one envelope.

Customers can also register for a SmartHub account or download the free app for their smartphone or tablet to access information, receive updates, pay bills and more.

CMLP implemented NISC's Accounting and Business Solutions (ABS), MapWise and OMS (Outage Management System) software in 2019. ABS integrates with the billing and operational applications and is designed to streamline processes and improve financial reporting. MapWise and OMS are designed to enable CMLP to monitor the state of the distribution system, maximize assets, allocate resources more efficiently, improve outage response times, and streamline operations.

## **Operations and Engineering**

### *New EV Charging Stations*

CMLP completed the installation of three new electric vehicle charging stations in 2019. Two are located in West Concord at the Gerow Park Rail Trail parking lot and the Rideout Park parking lot. The third is located at the CMLP Operations Center parking lot opposite the Public Meeting Room entrance.

There are now 9 publicly available electric vehicle charging stations in Town – 7 operated by CMLP and 2 operated by the Walden Pond Visitors Center. Each station has two ports.

To date, the CMLP EV charging station usage has avoided the production of approximately 19,796 kg of greenhouse gas emissions, and has created an environmental impact equivalent of planting 508 trees and letting them grow for ten years (source: Charge-point).

### *Underground Direct Buried Upgrade*

Two direct buried replacement projects were completed as part of CMLP's direct buried replacement program. These locations included South Meadow Ridge and a section of Williams Rd between #96 and #196. As part of these projects, CMLP crews installed a new underground primary and secondary electrical and communication duct bank, new underground primary and secondary cable, devices, and transformers.

### *Overhead Distribution Upgrades*

The primary overhead conductors in the following areas were upgraded to "tree wire" this year: Bristers Hill, Adams, Coburn Hill, Nimrod, Minot, Butternut, Mallard, Black Duck, Dalton Road, Prescott, Peter Spring, Minuteman, Arrowhead, Cranfield and Old Bedford (single phase).

### *Underground Conversion Projects*

As part of the Cambridge Turnpike Improvement Project, CMLP extended the existing underground ductbank along Lexington Rd near Cambridge Turnpike. The installation of this ductbank allowed for the overhead to underground conversion. This also allowed for two new switchgear devices to be installed on the new underground line. This greatly improves the reliability, expansion of broadband services and visual impact in the area.

### *Substation Safety, Security and Efficiency Upgrades*

The exterior lighting at Substation 219 has been upgraded to high-efficiency, low-maintenance LED lighting. Sensors were installed in various locations to ensure that lighting only comes on when needed.

At Substation 223, the high-efficiency lighting upgrade project is well underway. Some of the defective exterior light fixtures have been replaced with LED upgrades, and the rest will be completed early in January. Security cameras have been added to the exterior of Substation 223, and have a full recorded view of the entire exterior.

### *Substation Relay Equipment Upgrades*

CMLP, in conjunction with EverSource, has replaced and upgraded the transmission line relay protection at Substation 219. These new SEL, relays will provide faster and more reliable fault protection to Concord's transmission lines between EverSource Substation 416 and Concord Substation 219.

### *Substation Metering Upgrade Project*

Power quality meter replacement is required at both of CMLP's Substations. These meters are needed to measure power consumption, loss, efficiency, etc on all distribution feeders. CMLP is working with several vendors to discuss options and technical requirements.

### *Street Light Conversion Project*

CMLP was awarded a grant from the Massachusetts Department of Energy Resources as part of the LED Streetlight Accelerator Program. CMLP replaced approximately 600 overhead metal halide street lights with high-efficiency and reliable LED equivalents this year. The new LED fixtures consume about 50% less electricity, and are far more reliable. The conversion of all "cobra head" street lights, throughout the Town, has been completed.

### *Parking Lot Lighting Upgrade*

CMLP upgraded the overhead lighting at the Walden and Keyes Road Parking Lots.

### *Concord Library Transformer Relocation Project*

CMLP relocated and upgraded the transformer serving the Concord Library. This greatly improves reliability and flexibility in regards to the library's electrical service.

### *Telecommunications*

2019 was the fifth full year of operation for the CMLP's Broadband service. Operating as "Concord Light Broadband" the demand for the service has remained steady and community support and feedback has been excellent.

Demand for the service continues to be strong. Subscriptions grew to 1399 residential and business accounts between January and December 2019, a net increase of 249 subscribers for the year. Revenues in 2019 exceeded \$1,097,719, a 13% increase over 2018 as well. Operating costs are in line with expectations. Since the end of 2016, Concord Light Broadband has been generating sufficient operating income to cover the expected operating expenses. Within the next year or so, we expect to be able to fund growth out of current revenue as well.

Concord Light Broadband has continued to offer straight-forward pricing and was able to implement our internet third speed increase without increasing prices. In fact, broadband has never had a price increase since the initial offering in 2014. Residential service starts at \$49.95 per month for 35 Mbps. Standard offerings provide speeds up to 300 Mbps; higher speeds are available as a custom bid. These plans offer fully symmetrical bandwidth (matching upload and download speed). Information about the offerings is on the Town's web site at [concordma.gov/broadband](http://concordma.gov/broadband). Concord Light Broadband also has a staffed help desk that answers calls for assistance 24 hours a day, seven days a week.

# PUBLIC WORKS

## PUBLIC WORKS COMMISSION

Steven Ng, Chair  
James Terry, Vice Chair  
Andrew Boardman  
Peter W. Wallis  
K.C. Winslow



The Public Works Commission acts as the Town's Road, Water and Sewer Commissioners, and advises the Public Works Director in the Department's efforts to maintain and protect the Town's public works, utility and solid waste/recycling services. The Commission also advises Town Meeting, the Town Manager, Planning Board and other Town officials and boards on matters that concern Town water and sewer service, drainage and roads. They are responsible for setting policy and rate schedules for water, sewer and solid waste services. The Commission acts as an appeals board for right of way permits and water and sewer regulations and account matters and for approving minimum standards for the final layout of Town roads.

The Public Works Commission also provides a forum for review of water, sewer and solid waste rates, the annual roads and sidewalk program, public street layout, and water and sewer extensions.

Highlights of the Commission's activities for 2019 included (in chronological order):

- Reviewed and voted to approve 80 Deaconess Road – Rivercrest Addition Groundwater Conservancy District Review.
- Conducted a Public Hearing and approved revised

curbside collection and disposal rates. Also voted to reduce the brush fee (\$5 per load) to zero/no cost effective April 6, 2019 and to implement a no charge Compost Site Residential Sticker Program effective April 6, 2019.

- Hosted a Cyber Security Briefing with particular emphasis on the Supervisory Control and Data Acquisition (SCADA) system used in Water/Sewer.
- Conducted a Roads Program Briefing followed by a Roads Program Public Hearing.
- Discussed various Town Articles and voted on recommendations to be presented at the Annual Town Meeting. This included a vote to affirm recommendation for the Community Preservation Commission article that includes \$300,000 for Emerson Field Renovations, requesting the Moderator to indicate PWC support at Town Meeting
- Reviewed and provided a letter of support for Concord's Municipal Vulnerability Program (MVP) Community action grant application, which was sent to the State's Executive Office of Energy and Environmental Affairs. This grant was later approved, providing for the planting of one hundred trees as well as funding for a pest infestation evaluation and response plan and also a tree nursery feasibility study permitting and conceptual planning at the Wastewater Treatment Plant using wastewater effluent to irrigate these trees
- Conducted executive sessions to discuss litigation strategy relative to the Nagog Pond Water Rights and Treatment Facility Upgrade. This culminated in securing the rights to Nagog Pond in Massachusetts Land Court.
- Conducted the Water and Sewer Rate public hearing and approved the FY20 rate schedules.
- Reviewed and voted to approve an appeal made by Volunteers of America, the property owner of 68 Commonwealth Avenue, of the administrative denial for its requested increase in wastewater flow.
- Moderated a Complete Streets Prioritization Plan Public Meeting held on September 11, which was well attended.
- Hosted a 'Water Master Plan – Emerging Contaminants' discussion presented by a representative from Weston & Sampson.
- Reviewed potential zoning/redevelopment plans for

2229 Main Street (former Nuclear Metals site) shared by Commissioner Boardman.

- Presided over a public meeting to discuss the Master Plan for the Emerson Field Improvement Project. The Commission voted to support this plan to be reviewed by the Community Preservation Committee to provide a funding request in the amount of \$500,000 in their recommendation at the 2020 Annual Town Meeting.
- Hosted a bromate water quality monitoring exceedance update and provided guidance as to a public notice requirement.
- Reviewed and denied an appeal of a sewer improvement fee for the property located at 138 Hubbard Street.
- Participated in budget review and capital improvement program briefing.
- Participated in numerous discussions relative to the Cambridge Turnpike Improvement Project, including a project update on December 11, 2019.
- Reviewed and voted affirmatively to provide a letter of support to the Concord Housing Authority for a sewer service appeal for the property located at 365 Commonwealth Avenue, as it was determined in the best interest of the town to authorize a requested connection.
- Participated in a winter maintenance presentation including a weather forecast from Hometown Forecast Services.
- Participated in a discussion relating to the Wastewater Management Plan with consideration of potential implications relating to proposed residential zoning initiatives to be advanced by the Planning Board at the next annual Town Meeting.

The Public Works Commission and Concord Public Works continue to focus on their joint goal of promoting greater community involvement in Concord Public Works projects and programs. This deliberate strategy has resulted in greater responsiveness to all stakeholders and positive project outcomes. Examples of these efforts include neighborhood on-site meetings for large infrastructure improvement projects, and outreach meetings for the Roads Program. In addition, the Director continues to review the activities of Concord Public Works through the monthly Director's report and the Public Works Commission sets aside time for public comment during each meeting.

## CEMETERY COMMITTEE

Paul Cooke, Chair  
Andrea Solomon, Vice-Chair  
Jerry Soucy  
Leo Carroll  
Brian Davidson

The Concord Cemetery Committee had a great deal of personnel change within the committee in 2019. Whitney Kocher-Nguyen, Kimberley Connors, and Carol Harney retired from the Committee, departing with much appreciation for their dedicated service. Jerry Soucy, Leo Carroll, and Brian Davidson joined the Committee as our newest members. Andrea Solomon was elected vice-chair and Paul Cooke was re-elected chair. Alice Kaufman, who generously served as Select Board liaison, has retired and now serving in her place is Susan Bates. Over the summer Highway and Grounds Superintendent Dan Rowley moved on to a new position in another town; his hard work during his time in Concord was much appreciated. During his tenure a great deal was accomplished in Sleepy Hollow Cemetery including the restoration of the Melvin Memorial and the completion of a large infrastructure renewal project. The new Superintendent, Aaron Miklosko, joined us over the summer. He got off to a good start, coming up with a method of preventing erosion in one section of Sleepy Hollow Cemetery.

### *Limiting of Lots Sold in Sleepy Hollow Cemetery*

The Committee voted, in order to preserve space within the Town's municipal cemeteries, to limit the number of burial lots sold to any individual buyer. Burial plots are available to Concord residents (and eligible former residents), but no more than six single lots per Concord Town resident will be permitted. However, a provision was made with the new rule to allow for the purchase of more spaces than this number through petitioning the Committee.

### *Melvin Memorial Restoration and Preservation Project and Re-dedication*

Cemetery Supervisor Tish Hopkins played a major role in organizing a re-dedication ceremony for the newly restored Memorial, held on June 16, 2019. This was the 110<sup>th</sup> anniversary of the original dedication of the Melvin Memorial in 1909. It was also the anniversary

of the Charge at Petersburg, the battle during which Asa Melvin was killed.



*Melvin Memorial re-dedication June 16, 2019*

Tish Hopkins was assisted in her work by Highway and Grounds Superintendent Dan Rowley and Committee member Carol Harney. The Reverend Bob Brown Senior Minister at the Trinitarian Congregational Church offered the Invocation and Benediction. David Wood, Curator at the Concord Museum gave the keynote address. Neil Rasmussen, President of Save our Heritage read the poem “Move Softly,” which had been recited at the original dedication of the Memorial in 1909. Connell Benn, a vocalist, sang “The Battle Hymn of the Republic” and “America the Beautiful.” Kevin Plodzick, President of The Friends of Sleepy Hollow Cemetery, led in the dedication of a new sign to accompany the Memorial. Armed Services representatives laid wreaths on the memorial tablets of the three fallen Melvin brothers. Dan Rowley, Highway and Grounds Superintendent, welcomed over one hundred gathered guests and Paul Cooke, Chair of the Cemetery Committee, served as Master of Ceremonies. An Army Color Guard participated in the ceremony, two Concord students played “Taps,” and the Concord Independent Battery sounded two salutes.

#### *Development of the Cemetery’s Website with “Concord Cemeteries in the News”*

The Committee continued to promote the development of the Concord Cemeteries website. The entire re-dedication ceremony for the Melvin Memorial, held on June 16, 2019, is now available in video on the website. Additional news stories about

Concord’s public cemeteries may also be found online.

For example, posted on the website is a link to a Concord Journal article, “New options for burials at Concord’s Sleepy Hollow Cemetery,” by reporter Betsy Levinson. The March 19, 2019 article dealt with the Committee’s initiative to develop both mausoleum and columbarium burial options in Sleepy Hollow Cemetery.

#### *Revisiting of Concord Cemetery Committee Priorities*

In the fall the Committee and Superintendent determined several areas on which to concentrate the committees energies in the coming year. These included making significant progress on three projects already underway:

- 1) completing the work necessary to put mausoleum plots up for sale as part of increasing the available range of options in the Sleepy Hollow Cemetery inventory of gravesites;
- 2) making significant progress in securing a contractor to restore and repair damaged gravestones in all of Concord’s cemeteries;
- 3) completing the digitalizing of all the cemetery’s records of deeds.

#### *Donation of Retired Slates from the Melvin Memorial*

The Cemetery Committee unanimously voted to donate the three retired memorial slates being replaced in the renovation and restoration of the Melvin Memorial in Sleepy Hollow Cemetery to Concord’s Trinitarian Congregational Church. Mr. Rick Freese of the Friends of Sleepy Hollow Cemetery suggested the Committee get in touch with the church as the Melvin family were originally members there. Their leadership has placed them in an installation on their front lawn with memorial granite benches and a fountain.



*Memorial slates re-purposed at the Trinitarian Congregational Church front lawn with memorial granite benches*

*Remediation of Hoar Family Lots on Glen Avenue in Sleepy Hollow Cemetery*

In August, 2018, Alex Hoar submitted a written request regarding remediation of a problem caused by a large pine tree growing on the border of one of his family plots in the cemetery. The Cemetery Committee agreed it was responsible to take down the tree and agreed to pay for a large crane to remove the granite blocks directly involved to facilitate taking down the tree. Alex Hoar agreed to pay for the cost of putting the granite blocks back in place and to landscape the plot. During the summer of 2019 the removal plan agreed upon was initiated and completed.

*Friends of Sleepy Hollow*

Carol Harney retired as the Committee's liaison to the Friends of Sleepy Hollow and Leo Carroll, who joined the Committee in 2019, volunteered to become the new liaison to the Friends and to attend their meetings. The Friends worked in the spring of 2019 as partners with the Committee in designing a handsome informational sign to stand alongside of the newly restored Melvin Memorial. The friends group consisting of Nancy Reilly, Priscilla Sturges, and Rick Freese, joined by Andrea Solomon from the Cemetery Committee, developed the text for the sign. Priscilla Sturges created its design. Friends' President Kevin Plodzick and members of the Friends' Directors Board participated in the memorial restoration ceremony, officially presenting the gift of the sign to the Town and dedicating it. In September, a group of the Friends Board members undertook cleaning gravestones in the

John S. Keyes family lot in Sleepy Hollow Cemetery under the supervision of conservators Jim and Minxie Fannin. This is a part of this civic-minded organization's ongoing mission to help enhance and beautify the cemetery.

*Statistics*

In 2019 there were 99 interments and one disinterment at Sleepy Hollow Cemetery. Thirty-nine of these interments were Concord residents at the time of their death. Thirty of the interments were full burials and 69 were cremations. Lot sales for the year totaled 106 with 23 of those being sold to eligible former residents.

**ADMINISTRATION**

The Concord Public Works Team continues to focus on its principal mission to enhance the quality of life for those living, working or visiting the Town of Concord, and through sound management, communication, leadership, innovation, teamwork and vision provide dependable, high quality, responsive public works and utility services, consistent with community values and at reasonable costs to Concord's citizens, businesses, institutions and visitors for today and into the future.

*Protecting the Town's Infrastructure/Providing Essential Services*

Concord Public Works (CPW) is comprised of four Divisions. These include two staff Divisions: Administration which including Recycling and Solid Waste Management and Engineering and two line Divisions, Highway & Grounds which includes Cemetery Operations and the Water & Sewer Division. The Department is responsible for planning and managing a large segment of the Town's infrastructure. This infrastructure includes roads and roadsides, curbs and sidewalks, catch basins, storm drains, culverts and outfalls, traffic islands, guardrails, street signs and traffic signals. Concord's public shade trees and park trees, Town parks, common areas, playgrounds, ball fields, and recreation equipment are also managed by CPW. Other Town assets cared for by CPW include Town cemeteries, the Town's compost site and closed landfill, earth products and snow storage facility, the

public water supply including its storage, pumping, and distribution systems, the Town's sewer collection, pumping, and treatment systems, and CPW buildings and equipment.

Delivering key services including water service, sewer service, recycling, curbside trash collection and disposal service, yard waste disposal, and winter snow and ice management along with other storm and safety services is also a core responsibility of Concord Public Works.

#### *Keys to Organizational Excellence*

CPW's strategy for success in meeting its goals relies on the principles of ingenuity, fact based problem solving, accountability, safety and environmental stewardship, context sensitivity, respect and integrity, diversity, customer satisfaction, empowerment, communication and continuous improvement. These key principles along with the experience and dedication of the CPW team leads to organizational excellence.

#### *CPW Team, Programs & Organization*

Concord Public Works is made up of 53 dedicated individuals with a wealth of experience. It is a team that is passionate about Concord, which takes great pride in their work, and fully understands their stewardship responsibilities.

The Four CPW divisions manage eight programs; Administration, Engineering, Highway, Grounds (Parks and Trees), Cemetery, Recycling and Waste Management, Water, and Sewer. Two of the programs, Water and Sewer, are totally supported by user fees while two other programs, Recycling and Waste Management and Cemetery, are primarily funded from fees.

#### *CPW Leadership and Innovation*

The Centers for Disease Control and Prevention and the American Dental Association presented Concord Public Works with its Water Fluoridation Quality Award. This was in recognition of maintaining effective dosing and documentation of ongoing drinking water fluoridation efforts.

#### *Learning and Growth*

With the ever increasing complexity of public works operations, the need for professional development of

CPW employees continues to play an important role in the organization. Concord Public Works is committed to providing its employees with opportunities to increase skills while endeavoring to make certain our team is comprised of motivated, informed and inspired team members who can utilize this knowledge for the benefit of Concord.

#### *Infrastructure Improvements and Initiatives*

Once again, the team at Concord Public Works is pleased to provide the Town of Concord with quality and responsive service. The Divisional Reports that follow summarize a series of initiatives and accomplishments in 2019.

## **ENGINEERING DIVISION**

Stephen Dookran, P.E. Town Engineer

The Concord Public Works (CPW) Engineering Division is responsible for the planning, design, engineering and construction administration of the Town's road, sidewalk, bridge, and stormwater/drainage infrastructure assets. The Engineering Division provides a wide range of professional engineering, construction management, and permitting administration services for Concord Public Works (Administration, Water, Sewer and Highway/Grounds/Cemetery) and other Town departments and boards. This work is performed by a team led by the Town Engineer and includes the Assistant Town Engineer, two Public Works Engineers, the Associate Engineer, the GIS Analyst and the Administrative Assistant. During 2019, several changes occurred in Engineering's staffing and at the end of the year, efforts to fill two remaining vacant positions are still ongoing.

#### *Roads Program*

There are approximately 107 miles of public roads, classified as arterial roads (34%), collector roads (7%) and local streets (59%). Engineering has partnered with a consultant, StreetScan to determine the Pavement Condition Index (PCI) of each public street in town, to develop a pavement management strategy for a five-year outlook plan. This pavement management strategy also helps to identify streets that could benefit from routine maintenance activities including crack sealing and full-depth patching in targeted areas.

### *2.40 Miles of Roads Improved*

In 2019, Engineering completed the internal design and bidding for the FY20 Roads Program. In total, the project bid programmed improvements of 2.40 miles of roadways to include the milling and paving of selected portions of Monument Street, Sudbury Road, Old Marlboro Road, and Walden Street.

### *Sidewalk/ADA Compliance Program*

The sidewalk network contains approximately 58 miles of public sidewalks and approximately 809 curb ramps. The Town uses the StreetScan data collection system inventory performed in 2018 to continue to prioritize sidewalk and curb ramp repair projects based on their proximity to high pedestrian generators, overall condition and compliance with current ADA accessibility standards.

### *15 Curb Ramps Improved*

The reconstruction of 15 curb ramps to meet ADA requirements was incorporated in the FY20 Roads Program. 13 curb ramps were reconstructed on a portion of Old Marlboro Road while 2 curb ramps were constructed on Walden Street at Heywood Street.

### *Stormwater/Drainage Program*

Concord's stormwater infrastructure consists of approximately 216 culverts, 431 outfalls, 1,214 drainage manholes, 2,770 catch basins, 162 leaching structures, 61.1 miles of drain lines, 15 detention basins, 2 infiltration basins, 7 bio-retention areas, 8 treatment chambers, 3 dams, and 3 tree box filters. CPW plans, designs, coordinates and performs construction of drainage improvements in conjunction with the Roads and Sidewalks Programs to minimize disruptions and to eliminate expensive emergency repairs.

### *National Pollution Discharge Elimination System (NPDES) MS4 Permit*

The National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Phase II General Permit is a joint state and federal permitting program to legally require municipalities to identify and eliminate pollutants from entering the Town's drainage infrastructure and surface waters. The Town, in accordance with the July 2018 permit requirements, filed the Year One Annual Report in September 2019 on the year's activities related primarily to public outreach, public

participation and good housekeeping in municipal operations. CPW is utilizing the services of a consultant for assistance with the substantially greater Year 2 requirements listed as follows:

1. Municipal Facilities Inventory
2. Stormwater Pollution Prevention Plan (SWPPP) preparation for each facility identified
3. Outfall Screening
4. Illicit Discharge Detection and Elimination (IDDE) Dry Weather Investigations
5. Public outreach/educational messaging continuation

### *Stormwater/Drainage Improvements*

Drainage infrastructure improvements were conducted in concert with the Town's FY20 Roads Program. During 2019, 5 existing catch basins were replaced and 2 leaching basins were installed to rehabilitate and improve the drainage capacity of existing roadways.

### *Bridges*

The five Town-owned bridges: Heath's Bridge (Sudbury Road), Pine Street Bridge (Pine Street), Flint's Bridge (Monument Street), Hurd's/ Nashawtuc Bridge (Nashawtuc Road) and Pail Factory Bridge (Commonwealth Avenue) are inspected every two years by MassDOT and any needed repairs to be made by the Town are identified. It should be noted that at the request of the Engineering Division, the State made repairs to the Damon Mill Bridge on Rte. 62 in West Concord in 2019.

### *Cambridge Turnpike Improvement Project (CTIP)*

The Cambridge Turnpike Improvement Project (CTIP) is being implemented primarily to address existing roadway flooding and also to construct improvements to the roadway, utilities and other public infrastructure. CTIP, once completed, will add 2 new bridge crossings, continuous pedestrian access from Lexington Road to Crosby's corner/Rt 2A, 32 catch basins, 20 drainage manholes, 3,690 feet of drainage pipe, 1,070 feet of new water main on Sandy Pond Road, the installation of 2 new bio-retention areas, the installation of a new gas main, and several thousand feet of underground electrical and communication utilities.

CTIP has made substantial progress in the past year. In two major sections of roadway, from Lexington Road to the Mill Brook Farm and from Hawthorne Lane

to #571 Cambridge Turnpike, including Sandy Pond Road, substantial completion was achieved in the roadway improvements and utilities. However, while the major structural elements of the bridge are in place, completion of the bridge is planned for the summer of 2020. The replacement of the culverts at Crosby Pond is planned for completion in the fall of 2020.

#### *Bio-retention Maintenance Program*

Einstein Services Inc. was contracted to maintain 4 bio-retention areas in Town. As part of this program, Einstein performed 3 maintenance visits for each existing bio-retention area to ensure proper drainage, pollutant filtration and general aesthetics. The bio-retention areas are located on Baker Ave, Pond St, Wilson Rd and Deacon Haynes Rd. The project reached substantial completion in November of 2019.

#### *DPLM Site Plan Reviews*

The Engineering Division provides technical review for new development and redevelopment projects as part of the Department of Planning and Land Management permitting processes (i.e. Notice of Intent, Zoning Board of Appeals and Planning Board, etc.), consistent with the requirements within the Zoning Bylaws, Subdivision Rules and Regulations and the Stormwater Regulations. Engineering reviewed approximately 15 projects in the past year.

#### *GIS*

CPW continues to make significant progress in utilizing mobile devices for both data viewing and collection while out in the field. Applications layers developed and/or updated include water/sewer/drainage viewer, plow routes, catch basin cleaning, sewer inspections, hydrant flushing, ADA, chlorine sampling, an interactive public capital projects viewer, street signs, resident concerns and a Sleepy Hollow Cemetery storyboard.

## **HIGHWAY AND GROUNDS**

Aaron Miklosko, Highway & Grounds Superintendent

The Concord Public Works-Highway and Grounds Division maintains approximately 107 miles of public streets, along with the associated drainage systems consisting of approximately 61 miles of drain lines, 2,770 catch basins, 216 culverts, 1,214 drainage manholes, 431 outfalls, 162 leaching structures, 15 detention basins, 7 bio-retention areas, and 3 dams. In addition, CPW's Highway and Grounds Division maintains 58 miles of sidewalks, 2,793 signs, over 90 pieces of CPW vehicles and equipment, and manages the Town's Compost site. It is responsible for 82 acres of public parks and grounds, including 50 acres of active recreation areas, which include ten (10) athletic fields. CPW's Grounds Division maintains all public shade trees and park trees under the direction of the Town's Tree Warden.

#### *Winter Maintenance Program*

An effective snow and ice control program is essential to allow Concord to function when we encounter typical winter weather conditions. Concord's program has evolved over several decades with refinements taking place each year as technology, equipment, and resources advance. The policy developed to ensure that vehicles, pedestrians, and cyclists can travel safely in Concord following a winter event with acknowledgment that vehicles/cycles are properly equipped for winter driving and equipment must be operated in a way consistent with good winter driving practices.

Concord's winter maintenance program has many components, including an anti-ice pretreatment approach in which CPW crews apply a brine solution to designated roadways around Concord. This environmentally sustainable technique prevents snow and ice buildup on the roadway when snow initially begins to fall and decreases the ability for the snow to "bond" to the roadway. In addition, other program activities include de-icing treatment, roadway plowing, sidewalk clearing and snow removal/stockpiling off-site.

Another, less visible component of an effective winter maintenance program includes real-time weather monitoring, performed by third party service

providers, coupled with site specific “boots on the ground” observations supplemented with field instrumentation used to inform an experienced management team so they can deploy staff and resources in the most strategic and economically prudent manner possible.

The 2018-2019 winter season introduced its share of challenges despite a below average total snow accumulation of 42.5” for the season. The season’s first snow response occurred on November 15, 2018 and brought 8.5” of snow to the Town of Concord, resulting in a treatment and plowing operation, which lasted 15 hours. Throughout the season, CPW responded to a total of 46 winter weather events, with the March 3-4, 2019 event being the largest for the season with a total accumulation of 10.5”.

### *Roads, Sidewalk, and Drainage Maintenance*

CPW’s Highway Division completed routine maintenance and improvement to Concord’s roads and sidewalks throughout the year.



*CPW’s Winter Maintenance Team*

Patching efforts were substantial and consistent throughout the winter as weather permitted due to the freeze/thaw cycles having quite an impact on our roads. Significant resources were invested to prepare for the annual Patriots’ Day Parade. These efforts include sweeping the streets and sidewalks, raking lawn areas, straightening street signs, and leveling stone dust sidewalks throughout the route. The town-wide street sweeping program began after the Patriots’ Day Parade and was completed by the middle of June. The sweeping of selected sidewalks was completed at the beginning of the sweeping program. Weekly sweeping of the downtown areas was performed as the weather permitted. An additional sweeping of all arterial roads was completed in

late fall to remove leaf debris from catch basin grates to prevent the debris from entering the storm water drainage system and to prevent flooding.

Street sign replacement efforts continued with crews installing 33 ‘25 MPH Thickly Settled’ signs – one at each entrance to Town.

As the growing season progressed, roadside mowing commenced using the Massachusetts Correctional Institutes’s (MCI) crew as well as a sidewalk tractor outfitted with a flail mower attachment. Areas where vegetation impacted sightlines were prioritized for trimming and crews will continue to monitor these areas and address any overgrowth. Full depth patching and driveway apron reconstruction continued to be a major priority for CPW’s Highway Division.

Drainage system maintenance and improvement efforts continued to be another priority of CPW’s Highway Division. The elimination of sand from regular roadway deicing efforts, which began in the winter of 2013-2014, has greatly reduced the amount of debris collected during the catch basin cleaning process. This also reduces the amount of debris that must be disposed of in accordance with DEP standards and aids in keeping waterways clean. Catch basin repairs and manhole cover adjustments required ongoing attention from CPW Highway Division crews. Many of these needed repairs were identified as part of the inspection that was completed during the catch basin cleaning process.

CPW Highway Division crews completed repairs to catch basins on an ongoing basis at many locations including Sudbury Road at Main Street, Bow Street, Stone Root Lane, Border Road, Strawberry Hill Road and Minuteman Drive. The Water and Sewer Division continued to support the Town’s drainage maintenance program with their vac/jetter truck. Several areas with sediment laden pipes were jetted to improve draining. One section of the drainage system that required special attention was the intersection of Old Road to Nine Acre Corner and Old Marlboro Road.

Ongoing monitoring and maintenance of other drainage structures such as bio-retention areas, detention areas, drain swales, and culvert headwalls and outfalls continued to be a priority this year. The drain swale on Annursnac Hill Road received repeated

cleaning and maintenance to ensure its proper function. Bio-retention areas were weeded, mowed, and new mulch installed to maintain their functionality and aesthetic properties. Detention areas were mowed and cleaned during the season. Maintenance began in late June following a plan that was developed with assistance from CPW's Engineering Division in accordance with National Pollution Discharge Elimination System (NPDES) requirements.

#### *Compost Site Management*

The Compost Site at 755 Walden Street continues to be a heavily utilized asset to CPW's operation and a valuable resource for the community. Due to the positive feedback received from the community, CPW continues to offer Wednesday afternoon and Saturday hours for residents to access the Compost Site to dispose of brush, leaves, grass clippings, invasive species, and paint. CPW continued to utilize the Compost Site for equipment storage and as a staging area for wood chips and logs associated with CPW's Grounds Division tree maintenance efforts. It is also critical to CPW's winter maintenance operations by providing significant seasonal storage for snow as snow removed in the downtown area is hauled to this location. In October, the Town contracted the disposal of the wood chips, processed brush, and logs.

#### *Parks and Playgrounds*

CPW's Grounds Division continued to provide exceptional care to the Town's grounds and trees throughout the year. The work completed by CPW's Grounds Division is done in an environmentally sensitive and sustainable manner to care for athletic fields, playgrounds, traffic islands, and other Town owned properties.

Improving upon the efficiency of operations, reducing environmental impact, and sustainability remained a priority for CPW's Grounds Division. Maintenance activities this year included spring and fall cleanups, regular mowing of all turf areas, grooming infields, aerating and over-seeding turf areas in the fall, and supporting Concord's many youth sports programs. CPW's Grounds Division also continued to support several other programs including the hanging basket program in West Concord and the community gardens.

During the Annual Town Meeting, \$300,000 in Community Preservation Act (CPA) funding was secured for improvements to Emerson Field. This is the second year CPW secured funds for Emerson Field through the CPA funding process with an additional \$200,000 approved during the 2018 Annual Town Meeting. In February, Requests for Qualifications were opened for engineering design, landscape architecture, recreational facility planning and construction administration services for the Emerson Field improvement project. Four firms were interviewed, with JJA Sports, LLC of Westford, MA, being selected for the project. CPW staff, working with JJA Sports, have started the Master Planning process for the project and expect to begin construction improvements at the Emerson complex in 2020.

#### *Trees*

CPW's Grounds Division and the Town's Tree Warden continued the implementation of the management plan developed by a third party consultant, Davey Resource Group, as part of the Town's tree inventory project. The tree inventory project included inventorying 23,871 trees and identifying 2,135 planting locations within the Town's right-of-way, the three cemeteries, parks, and selected Town properties. To assist CPW in its effort to maintain the Town's urban forest to the highest professional standard possible, CPW contracted with Davey Resource Group to assist with the planting of 27 setback trees and 24 right-of-way trees. The Grounds Division planted an additional 32 trees throughout the Town of Concord. Invitation for bids were solicited for tree removal and trimming services and awarded to Mayer Tree Services. Professional and timely response was provided for hazardous tree issues, tree related inquiries from residents, and tree pruning and removal work.

Arbor Day was once again celebrated with the planting of a tree and a commemorative ceremony. A long-standing tradition, the Garden Club of Concord once again gifted a tree to be planted in celebration of Arbor Day: a Black Tupelo tree was planted at Warner's Pond Dam.

#### *Cemetery*

CPW's Cemetery Operating Unit provided burials year round and properly maintained the Town's three cemeteries. A great deal of pride is taken in the

professional and compassionate service that is provided to residents. In 2019 there were 99 interments and 1 dis-interment at Sleepy Hollow Cemetery; of these interments, 39 were Concord residents at the time of their death. Of the interments, 30 were full burials and 69 were cremations. Lot sales for the year totaled 104 with 23 of those being sold to eligible former residents. The use of contracted landscaping services continued for the mowing and spring/fall cleanup needs of Sleepy Hollow Cemetery. CPW's Cemetery Operating Unit crews provided mowing and spring/fall cleanups for the Old Hill Burying Ground and South Burying Place. All other maintenance for the cemeteries was completed by CPW crews including access road pothole patching, tree and stump removal, and ongoing turf improvements. The Melvin Memorial Re-dedication Ceremony was held on June 16, 2019, at 2:00 PM, 110 years after its original dedication, and was attended by many Melvin family descendants as well as other interested parties.

## RECYCLING AND WASTE

### *Curbside Collection, Disposal, and Processing*

The municipal curbside collection program provided trash and recycling services to 3,663 households. Subscribers to the municipal curbside collection program set out 989 tons of mixed paper, 629 tons of commingled containers, and 2,619 tons of trash for collection.

### *Curbside Recycling Rate*

Residents using Concord's municipal curbside collection program recycled 39% of the materials they set at the curb. This figure does not include yard waste, which residents manage at home or drop off at the composting site on Saturdays and Wednesdays April through mid-December. It also does not include the tons of materials collected for recycling at the semi-annual DropOff-SwapOff events, nor does it include information on the more than 1,000 households that contract with private haulers for the collection of their trash and recyclable materials.

### *Reuse and Recycling DropOff & SwapOff Events*

The Spring DropOff & SwapOff event on May 4th attracted 930 households. The Fall DropOff & SwapOff event on October 19th was also a great success with 842 households participating. Both events ran smoothly, thanks to the many volunteers who make these events possible.

### *Unwanted Medication & Sharps Collection*

Unwanted medication & sharps were collected at the May 4th and October 19th DropOff events. Six 30

**Curbside Collection Subscribers (as of June 30)**

Year	Number of Subscribers	Recyclables collected(tons)	Trash collected (tons)	Recycling Rate
FY11	3,468	1,780	2,483	42%
FY12	3,488	1,794	2,484	42%
FY13	3,514	1,734	2,513	41%
FY14	3,517	1,760	2,544	40%
FY15	3,539	1,767	2,574	40%
FY16	3,608	1,761	2,581	40%
FY17	3,639	1,716	2,548	40%
FY18	3,671	1,720	2,637	39%
FY19	3,663	1,618	2,619	39%

## DropOff SwapOff Participants

Year	May	October
1999	521	430
2009	889	981
2010	931	989
2011	979	891
2012	890	852
2013	893	851
2014	931	893
2015	929	928
2016	918	749
2017	894	947
2018	945	865
2019	930	842

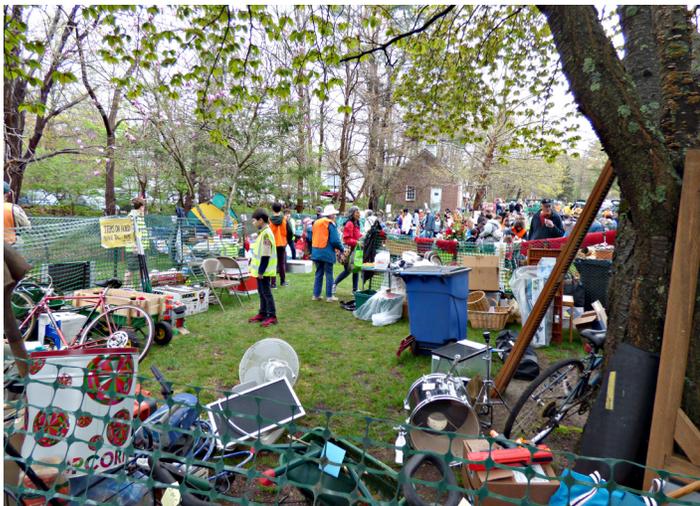
gallon boxes of unwanted medication and ten 30 gallon boxes of Sharps were collected between the two events.

### *Hazardous Products Collection*

Subscribers to the curbside collection program receive one free pass per year to the Minuteman Household Hazardous Products Facility in Lexington (for up to 25 lbs. or 25 gallons of hazardous waste). The facility is open one weekend day a month from April – November. Eighty-seven curbside subscribers visited the site in 2019.

### *Composting Site Turns Yard Waste into Garden Gold*

From March through mid-December 2019, residents made more than 11,000 visits to the 755 Walden Street Compost Site, dropping off leaves, grass clippings and brush, while 410 residents dropped off paint at the paint shed and 116 residents picked up paint for reuse.



*Spring Drop Off Swap Off Event*

Styrofoam™ block and Christmas Trees were also accepted for recycling at the facility.

### *Landfill Inspection & Reporting*

MassDEP requires an annual landfill inspection by a third-party MassDEP-approved inspector for closed landfills in the Commonwealth. Concord Public Works coordinated the annual landfill inspection with Weston & Sampson. The inspection was conducted in November of 2019. The annual landfill inspection report included a summary of the 2019 monitoring results at the landfill. There were no deviations from applicable performance standards in water or air quality identified.

The Town's closed landfill post closure monitoring and maintenance requirements in accordance with 310 CMR 19.132, mandate groundwater and landfill gas monitoring. There are nine groundwater wells and twenty-three soil gas probes associated with the 755 Walden Street closed landfill. The former landfill, which has now been put back into productive beneficial reuse with the construction of a utility scale solar facility, received formal closure certification from MassDEP on 10/16/13.

### *Keeping Mercury Out Of the Environment*

Concord Public Works collected 8,198 linear feet of fluorescent light bulbs and 292 lbs. of nickel cadmium, lithium, and lead acid batteries from residents and municipal facilities, for recycling. Another 6,993 linear feet of fluorescent bulbs and 4,318 lbs. of computers and electronics were collected from businesses at the April and September business recycling events.

### *Grants*

Concord Public Works obtained a Recycling Dividends Program (RDP) grant from MassDEP in the amount of \$6,600. The grant can be utilized to purchase recycling-related equipment including but not limited to curbside recycling bins, compost bins, public space recycling bins, etc.

### *Bike Giveaway*

Concord Public Works hosted a bike giveaway on May 16, 2019 as part of the "Bike Fest" event. The bike giveaway included bikes collected at the DropOff portion of the fall and spring DropOff events. The bike giveaway was very popular with residents.

## Visits to the Composting Site

Year	Leaves & grass	Brush	Paint Drop-off	Paint Pickup
2004	5,963	329	204	148
2005	6,078	418	230	118
2006	6,651	615	298	158
2007	7,880	697	296	171
2008	8,093	508	222	138
2009	6,723	667	210	145
2010	6,470	587	252	156
2011	5,106	650	279	156
2012	5,376	667	200	190
2013	6,547	675	341	183
2014	6,484	371	351	182
2015	7,556	489	432	196
2016	6,558	590	267	183
2017	9,968	684	437	178
2018	8,459	5,250	492	177
2019	6,871	4,367	410	116

### WATER AND SEWER

Alan H. Cathcart, Superintendent

In 1974 and 1976, Annual Town Meeting established separate Water and Sewer Enterprise Funds, to ensure that the operation, maintenance and capital improvement of Concord’s water and sewer systems would be financially viable. Expenses incurred for each system are covered by revenues generated by each respective enterprise. The Water and Sewer Division of Concord Public Works (CPW) is responsible for managing the day-to-day operations of drinking water and sewer infrastructure. As of 2018, the total assets for each system are 21.9 million and 17.3 million dollars, respectively.

#### WATER SYSTEM

Concord was provided with legislative authority to establish a public water system in 1872. In 1874, water from Sandy Pond, Lincoln, began flowing through the original network of water mains to Concord Center. Today, the water system has evolved to include six groundwater wells and one surface water source, seven water pumping stations, two water treatment facilities, and a high-pressure water main network consisting of over 135 miles of pipe. Two covered storage

reservoirs, one located on Annursnac Hill and the other located on Pine Hill in Lincoln provide total reserve capacity of 7.5 million gallons. There are presently 5,634 accounts receiving potable water service and fire protection from this supply. This represents approximately 95% of Concord residents and businesses, together with a small number of Acton properties along Route 2A.

#### *Regulatory/Policy Updates*

NISC Customer Care and Billing Software: Staff worked with counterparts within the Concord Municipal Light Plant to successfully implement a new customer care and billing software platform. While this initiative required significant effort, the new system is generating more information to our customers and providing staff with improved monitoring and exception reporting capabilities.

Massachusetts Drought Plan: The Massachusetts Water Resources Commission voted to update the MA Drought Management Plan, increasing administrative flexibility when faced with making regional declarations. As anticipated, Concord can expect to see an increase in frequency with such declarations. Ultimately, when regional drought declarations are made, water customers will be required to respond by reducing non-essential uses.

### Per- and Poly-fluoroalkyl (PFAS) Substances:

MassDEP proposed new drinking water regulations that will establish a Total PFAS Maximum Contaminant Level (MCL) of 20 ppt for six PFAS contaminants: PFOS, PFOA, PFHxS, PFNA, PFHpA, and PFDA. This effort is complementary to proposed groundwater (GW-1) clean up standard that will be incorporated in the Massachusetts Contingency Plan, 310 CMR 40.0000 and technical information from MassDEP's Office of Research and Standards. While these regulations have not yet been promulgated, the Water Division continues to monitor policy and regulatory developments to understand potential emergency, short-term and long-term implications.

### *Water Use and Demand Management*

On May 1st, the Town's "State of Concord's Seasonal Demand Management Plan" went into effect proactively as it does before each peak demand period. In accordance with continued interest in promoting sustainable lawn watering messaging, Lawn Watering Advisory Signs were installed at 9 high-traffic locations around Town. Favorable customer response coupled with reliable operations and supply allowed the community to get through peak demand without a need for mandatory restrictions.

Concord's Water Management Act (WMA) registration and permit presently provides a cap on "authorized" water withdrawals of up to 2.51 million gallons per day (MGD) on average or 916 million gallons per year to meet all residential, commercial, institutional and municipal needs. Conservation limits included in this permit are an allowance of 65 gallons per day per capita (RGPCD) for residences and a 10% allowance for system losses, primarily attributed to leaks. In 2019, the total water production required to meet our system demands was 1.82 million gallons per day or 664.8 million gallons per year. A peak day demand of 3.39 million gallons was recorded on August 22, 2019. The RGPCD and total system losses (or "unaccounted" for water use) was calculated to be 62 gals/day and 10%, respectively.

### The Metropolitan Area Planning Council (MAPC)

Grant: Water Division Staff worked with the Town's Sustainability Director to obtain a grant of \$26,000 from MAPC's Accelerating Climate Resiliency Mini-Grant Program. The grant was used to promote sustainable landscaping projects for Concord residents

and businesses including: the installation of demonstration gardens with native planting and lawn alternatives, the organization of a sustainable landscaping speaker series and development of a sustainable landscaping handbook.

Water Main Leak Detection: New England Water Distribution Services LLC (Windham, NH) performed a water main leak detection survey on approximately 50% of the water distribution system. The acoustic survey targeted water mains, hydrants, select gate valves, and select service lines located in the northern half of the distribution system. In areas where non-metal mains existed, NEWDS traced the main using acoustic monitoring every 10 feet using a ground microphone. Minor leaks identified in 7 hydrants accounted for an estimated loss of approximately 14 million gallons per year. These leaks have been repaired.

Concord Water Division continues to maintain its commitment to its comprehensive water conservation program that encourages efficient water use via seasonal increasing block rates, the provision of complimentary residential water saving devices includes, shower-heads, aerators, garden nozzles, rain gages, and toilet fill cycle diverters as well as customized outreach and assistance to customers who are interested in learning more about indoor and outdoor water savings opportunities. As funds allowed, the Division continued to offer rebates on water saving toilets and high-efficiency clothes washing machines.



*Demonstration garden being planted in West Concord by Water Division's Melissa Simoncini, Concord's Sustainability Director Kate Hanley, and volunteers.*

### *Water Quality and Drinking Water Compliance*

In keeping with Federal and State requirements, Concord tests its drinking water for all regulated substances. Routine and non-routine water quality testing activities continue to demonstrate that Concord's drinking water satisfied all applicable State and Federal requirements. One regulatory excursion was reported for bromate. Bromate is regulated with a "maximum contaminant level" (MCL) of 10 parts per billion (10 ppb), averaged over any 12-month period. Because the average concentration of bromate measured from one of our sources of supply, Nagog Pond, during the summer months was just less than 11 ppb, and because existing regulations do not sufficiently account for the temporary operation of a supply such as Nagog Pond, out of an abundance of caution, on November 6th, 2019, water customers were sent a Public Notice informing them of this unusual occurrence.

2018 Water Fluoridation Quality Award: Concord Water once again received an annual award from the Centers for Disease Control and Prevention (CDC) and the American Dental Association (ASTDD) in recognition that the Water Division has maintained effective dosing and documentation of ongoing drinking water fluoridation efforts.

### *Nagog Pond: Filtration Plant Update*

Environmental Partners Group and Public Archaeology Laboratory partnered with staff and special counsel (Mackie Shea Durning PC) to advance permitting and final design needs associated with the Nagog Pond Filtration Plant upgrade. Specific efforts included the submittal of a combined Chapter 91 Waterways License and 401 Water Quality Certification application issued to MassDEP and Army Corps of Engineers for the intake pipe replacement project, coordination with Massachusetts Historical Commission regarding sensitive archaeological impact, and coordination of a modified "temporary" ozone system that was installed to allow for more reliable operation of the enhanced disinfection system currently employed at Nagog Pond during peak demand periods.

With counsel offered by Mackie Shea Durning PC, Concord Water prevailed in seeking a favorable decision from the Massachusetts Land Court relative

to its longstanding water rights to Nagog Pond. Securing these rights forever is one of the most critical accomplishments that the Town has undertaken to preserve and protect the future of its drinking water resources. Littleton Water Department has appealed this decision, however, Concord will continue to defend its position and interests with renewed vigor based upon this favorable decision.

### *Water Pumping Station Rehabilitation and Upgrades*

Division crews continued to perform routine operation and maintenance of the seven water production facilities and related treatment systems which make up our total water supply. In addition to these routine inspection and service activities, capital upgrades are also planned and performed on the millions of dollars of assets including associated mechanical, electrical, plumbing and instrumentation and control systems housed within these facilities. Notable improvements performed within the past year include:

- White Pond Well: Maher Services performed rehabilitation of well including minor pump repairs.
- Deaconess Treatment Facility: Nashoba Air performed repair to building HVAC system.
- Pine Hill Reservoir: Crew replaced one of two "mixers" (Solarbee model GS-12)
- Hugh Cargill Pump Station: Crew replaced 6-inch check valve and vacuum priming air release valve.
- Second Division Pump Station: Jasco Electric replaced s "soft-start" motor controller with a new state of the art programmable logic controller (PLC).

### *Water Main Rehabilitation and Extension Activities*

The water distribution system consists of approximately 134 miles of water main ranging in size from 6-inch to 16-inch. A replacement/rehabilitation program has been developed to maintain and improve upon system service reliability. New projects are prioritized based on age, condition, and material of pipe. Plans are further refined with consideration to other public works initiatives such as drainage improvements, annual Roads Program or CMLP underground initiatives. Each year, new mains may also be added to the system to allow for service to new or existing properties where frontage to the municipal water distribution system had not otherwise existed. Notable water main replacement or extension project activities performed within the past year include:

- Cambridge Turnpike Water Main Project – Phase

I: J. Tropeano Inc. (North Andover, MA) completed Phase I water main replacement work associated with the Cambridge Turnpike Improvement Project. Their work involved the replacement of approximately 1,097 ft. of 12-inch cast iron water main (circa 1947) with new 12-inch cement-lined ductile iron pipe (CLDI class 52) from the intersection of Hawthorne Lane to Sandy Pond Road, and the replacement of 1,265 ft. of 8-inch cast iron water main (circa 1967) with new 8-inch CLDI water main (class 52) from the intersection of Cambridge Turnpike down Sandy Pond Road. Their work also included the replacement of associated service laterals located within the right of way along with 11 hydrants.

- Cambridge Turnpike Water Main Project – Phase II Construction: George R. Cairns & Sons (Windham, NH) commenced with the Phase II water main replacement work planned along Cambridge Turnpike. Work completed this construction season included the replacement of approximately 975 feet of the 10-inch HDPE water main which will eventually connect to water main that will be installed within the new bridge structure to be completed next construction season.
- Warner Street Water Main Extension: Johnson

Excavation (Nashua, NH) installed approximately 500 feet of 8-inch cement-lined ductile iron pipe (class 52) along Warner Street to create necessary frontage for single family residential redevelopment project. The work included the installation of a new hydrant and water service.

Emergency Water Main Repairs: Based on the age and condition of water main located throughout the water distribution system, it is not uncommon for sections to fail. When they do, they can cause sudden pressure drops or water discoloration that can affect a few customers or larger neighborhoods. Depending on the nature and location of each break, individual water service interruptions can also occur and last from several hours to over eight hours. This past year, the Division performed emergency repairs at the following locations: ORNAC in the general vicinity of the Concord Country Club (July 21, 2019), Rt 2A Rotary (August 22, 2019) and Fairhaven Hill Rd (December 27, 2019).

**Annual Water Report Summary Table**

Water Statistics	2019	2018	2017	2016	2015
Miles of Main	134.7	133.6	133.5	133.3	132.8
Hydrants	1,330	1,328	1,328	1,327	1,321
Main Pipe - New (linear feet)	500	442	1,073	2,510	1,660
Main Pipe - Replaced or Rehabilitated (lf)	3,337	6,735	626	1,568	4,800
Main Breaks	3	4	5	6	6
Number of Service Accounts	5,634	5,623	5,605	5,601	5,554
Total Water Demand (million gal.)	664	673	674*	728	767
Daily Average Demand (million gal.)	1.82	1.84	1.85*	1.99	2.10
Peak Day Demand (million gal.)	3.36	3.18	3.04	4.15	3.79
Unaccounted for Water (percent)	6.0	6.0	8.7	11	10.6
Residential per Capital per day (gal.)	66	66	65	70	73
Annual Precipitation (inches)	51.18	57.53	45.49	35.59	35.51
Mean Annual Precipitation (inches)	42.15	42.09	41.98	41.95	41.92
<b>Residential Rate per Unit (unit = 7.48 gal.)</b>					
Base Rate- Step 1	\$.0564	\$.0537	\$.0516	\$.0496	\$.0477
Conservation Rate – Step 2 (May 1 – Oct. 31)	\$.1184	\$.1128	\$.1084	\$.0992	\$.0954
Conservation Rate – Step 3 (May 1 – Oct. 31)	\$.1495	\$.1423	\$.1367	\$.1240	\$.1193
<b>General Service Rate per Unit of 7.48 gallons</b>					
Step 1 - (<50 Units)	\$.0564	\$.0537	\$.0516	\$.0496	\$.0477
Step 2 - (>50 Units)	\$.0715	\$.0681	\$.0655	\$.0630	\$.0606

## SEWER SYSTEM

Concord was provided with legislative authority to create a municipal sewer system in 1894. By early 1900 a small centralized collection system was designed and constructed, carrying wastewater from Concord center via a network of gravity mains to a collection chamber located at 141 Keyes Road where it was then pumped to a cluster of filter beds located approximately one mile away on fields located adjacent to Great Meadows. The present system consists of 34 miles of collector mains (gravity and low pressure), two pumping stations, six neighborhood lift stations and a 1.2 MGD treatment plant. The present sewer system serves over 1,889 customers or 35% of the community.

### *Regulatory/Policy Updates*

NPDES Permit: Concord continues to operate its wastewater treatment facility in accordance with a National Pollutant Discharge Elimination System (NPDES) permit in accordance with conditions issued in 2013. As these permits are issued for 5 year terms, a request for renewal was submitted and reviewed by EPA back in August of 2018. With consideration of long-standing wastewater capacity interests of the Town, the application included a request for an increase in permitted discharge to 1.4 MGD. Other than acknowledgment of receipt, there has been no formal response issued by EPA.

### *Sewer Pumping Stations*

Sewer pumping stations carry wastewater from local networks of gravity flowing pipes (collection systems) and then pump this wastewater to a central wastewater treatment facility located off of Bedford Road. The size and complexity of each pumping station depend upon local land elevations, topography, and the volume of wastewater handled. The Lowell Road and Assabet Sewer Stations are the two largest facilities in Concord, designed to handle flows from the most densely populated and commercialized neighborhoods of West Concord and Concord Center. Six smaller neighborhood lift stations serve less populated areas of Town with much more modest physical footprints.

Kleinfelder Engineering completed the design of the long-anticipated upgrades of the Lowell Road and Assabet Sewer pumping stations. These stations were last upgraded in the mid-1980s and have served well beyond their anticipated design life. The construction

contract for this work was awarded to D&C Construction (D&C) of Weymouth, MA to perform this work, scheduled to begin in early 2020.

Division crews continued to perform routine operation and maintenance of the eight operating sewer facilities. In addition to these routine inspection and service activities, non-routine improvements performed over the past year included: reprogramming of the Gifford Lane lift station PLC to correct for a memory module failure, and a temporary repair of a large grinder (macerator) located within the Lowell Road pump station to ensure miscellaneous debris such as wood, cloth, and plastics that enter the station would not bind the pumps.

### *Collection System*

The sewer collection system is composed of over 34 miles of gravity and low-pressure collection main ranging in size 2-inch to 27-inch diameter with manholes. Approximately 50% of Concord's sewer collection system is made up of clay pipes – much of it dating back to the original sewer system installed over 100 years ago. Concord continues to investigate the condition of this infrastructure and repair or replace it as needed to reduce preventable inflow and infiltration (I/I). Inflow and infiltration refers to stormwater and groundwater that flows into the sanitary wastewater collection system through illicit connections or leaking pipes.

### *Infiltration and Inflow Program*

Inflow & Infiltration Plan: In accordance with MassDEP regulations, the Division submitted an Infiltration/Inflow (I/I) Control Plan on July 31, 2018. The plan identified its commitment for a long-term and comprehensive investigation and rehabilitation program aimed to identify and mitigate sources of I/I within the sewer collection system. The plan was further amended based upon MassDEP's interest in seeing this commitment being realized in a more accelerated period of time.

On November 15, 2019, the Division submitted an Inflow/Infiltration (I/I) Control Plan Progress Report to MassDEP, informing them of the scheduled work completed as part of Phase I of the aforementioned program as well as a description of completed abatement work. This included smoke testing of approximately 48,000 LF of sewer main and

development of a scope of work that will be used to procure the services of a qualified firm to clean and perform CCTV video inspection of approximately 50,000 LF of sewer main. This also included coordination with National Grid on the removal of a gas service that had been directionally drilled through a municipal sewer main; elimination of a sizable commercial sump pump that had previously been directed to the municipal sewer system, and replacement/refurbishment of 22 sewer manhole castings thereby reducing secondary inflow.

There were no reportable sanitary sewer overflows identified within Concord's collection system. Furthermore, the 12-month (rolling average) of wastewater flow processed through Concord's wastewater treatment plant was 1.05 MGD, below the 1.2 MGD permitted capacity assigned to this facility. The infiltration rate (of groundwater) into the collection system was calculated at 19.7%, and the inflow stormwater rate was estimated at approximately 1.8%. Both rates fall within acceptable industry limits and well below "excessive" rates as defined by the MassDEP.

*Wastewater Treatment Plant Operations*

Woodard & Curran, Inc. (Portland, ME) continues to operate the Concord Wastewater Treatment Plant (WWTP), located off of Bedford Street. They completed their 9th year of a 10-year service contract. The Water and Sewer Division continues to work closely with Woodard & Curran to ensure day to day operations and maintenance is performed in a quality manner. Within the past year, the facilities and associated equipment ran reliably with and in accordance with State and Federally issued permits.

<b>Sewer Statistics</b>	2019	2018	2017	2016	2015
<b>Assabet Pumping Station</b>					
Total Pumped (million gallons)	88.18	94.28	88.09	74.47	73.85
Monthly Average (million gallons)	7.35	7.86	7.34	6.21	6.15
Daily Average (million gallons)	0.24	0.26	0.24	0.20	0.20
<b>Lowell Road Pumping Station</b>					
Total Pumped (million gallons)	314.07	350.37	312.64	258.44	272.02
Monthly Average (million gallons)	26.17	29.20	26.05	21.54	22.67
Daily Average (million gallons)	0.86	0.96	0.86	0.71	0.75
<b>Bedford Street</b>					
Total Pumped (million gallons)	7.33	7.92	6.18	5.80	5.48
Monthly Average (million gallons)	0.61	0.66	0.51	0.48	0.46
Daily Average (million gallons)	0.02	0.02	0.02	0.02	0.02
<b>Collection System</b>					
Number of Service Accounts	1889	1876	1,869	1,866	1,851
Miles of Sewer Main	34.03	34.03	34.03	34.03	34.03
Main Pipe Inspected (lf.)	48,000	4,515	11,350	1,500	3,500
Main Pipe Replaced/Rehabilitated (lf.)	0	0	0	0	0
Rate per Unit (unit = 7.48 gallons)	\$ .1165	\$ .1153	\$ .1141	\$ .1119	\$ .1086

# COMMUNITY DEVELOPMENT

## DEPARTMENT OF PLANNING AND LAND MANAGEMENT

Marcia Rasmussen, Director of Planning and Land Management

### *Mission*

To guide the development and use of private and public lands within the Town of Concord in a manner that preserves and celebrates the unique character that is Concord.

### *Organization and Staffing*

The Department of Planning & Land Management (DPLM) is comprised of sixteen full-time and 8-10 part-time individuals within four distinct Divisions: Building Inspections, Health, Natural Resources, and Planning. The four Divisions are responsible for the review, permitting and enforcement of Concord's land use and development regulations; the range and extent of authority exercised by these Divisions is found in State Law and local bylaws.

The four DPLM Divisions provide staff support to the Town's regulatory boards and committees that address land use and development activities in the Town: Zoning Board of Appeals, Board of Health, Natural Resources Commission, Planning Board and Historic Districts Commission. DPLM staff also provides support to the Community Preservation Committee and Historical Commission, in addition to many other sub-committees and task forces that may be appointed to address specific issues from time to time, such as Bruce Freeman Rail Trail Advisory Committee, Conservation Restriction Stewardship Committee, NMI-Starmet Reuse Planning Committee, and West Concord Advisory Committee. Two additional committees supported by Planning Division staff are focused on the two cultural districts, the West Concord Junction Cultural District Committee and the Concord Center Cultural District Committee. Staff also participates in regional groups such as the 13 communities that make up the MAPC-Minuteman Area Group on Inter-local Coordination (MAGIC), the Battle Road Scenic Byway

Committee, the seven towns that participate in the Regional Housing Services Office and participation in the Community Health Network (CHNA) 15 Partnership.

There were several full-time staffing changes in DPLM that occurred during 2019 when Natural Resources Assistant Director Lori Capone and Building Inspector Ed Mullen accepted new positions in other communities and Acting Building Commissioner Ray Matte was appointed as the Building Commissioner. Paul Creedon and Gary Smith were hired to fill the two vacant Building Inspector positions and Colleen Puzas was hired to be the Natural Resources Assistant Director. Additionally, after part-time Plumbing & Gas Inspector Jim O'Reilly accepted a full-time position with the State, the Building Inspections Division hired Kenneth McConnell, Jr. as the Plumbing & Gas Inspector.

After completing renovations to the Building Inspections and Health offices in the fall of 2018, work at 141 Keyes Road was underway in February 2019 to expand and improve the office space for the Natural Resources Division. The NRC offices were temporarily relocated to the second floor conference room during construction. On Tuesday, April 23rd disaster struck! We were fortunate that the Building Inspections office was open for evening hours when Assistant Building Inspector Pat Sands observed water pouring out of the sprinkler heads in the second floor hallway with water flooding the temporary NRC office on the second floor and the Planning Division office on the first floor. While the Natural Resources staff were able to relocate into space available in the Health and Building Inspections office, the Planning Division relocated to temporary office space at 37 Knox Trail. The Natural Resources office re-opened in the newly renovated space on May 15th. The Planning Division was able to return to 141 Keyes Road on June 6th after restoration work was completed with new carpet installed, new paint on the walls and new flooring in the kitchen.

This year marks the sixth year in administering the Regional Housing Services Office (RHSO). The RHSO

offices are located at 37 Knox Trail, just over the town line in Acton. The RHSO is staffed by four people: Program Director Elizabeth Rust, and Housing Specialists Lara Plaskon, Elizabeth Valente, and Jody Kablack. Senior Housing Specialist Dan Gaulin retired earlier in the year. The Regional Housing Services Office now supports affordable housing activity such as rental housing monitoring, assisting in re-sales, project development, WestMetro HOME activities, etc. in eight communities including: Acton, Bedford, Concord, Lexington, Lincoln, Sudbury, Wayland, and Weston.

Detailed reports on the regulatory activities of the various boards staffed by DPLM and additional information specific to the four Divisions are included elsewhere in this Annual Report.

## BUILDING INSPECTIONS

Ray Matte, Building Commissioner/Zoning Enforcement Officer  
 Paul Creedon, Local Building Inspector  
 Gary Smith, Local Building Inspector  
 Pat Sands, Assistant Local Building Inspector  
 Tracy LaPierre, Administrative Assistant  
 Bob Prescott, Electrical/Wiring Inspector  
 Ken McConnell, Plumbing/Gas Inspector

### *Building and Zoning Activity*

The Building Inspections Division issued 833 building permits in 2019, which is a 6% decrease from last year. The overall construction value decreased in the year 2019 to \$ 70.9 million compared to \$72.2 million in 2018. This is a decrease in the value of construction by 1.8%. Of this total, \$42.95 million was for residential construction with \$28 million in commercial work.

The value of “new residential dwelling units” built in Concord went from \$21.7 million last year to \$12.2 million in 2019. This new residential construction value represents seventeen new detached single-family homes, 3 farm labor residences, and

Permits Issued	2012	2013	2014	2015	2016	2017	2018	2019
New single family homes	29	55	38	51	43	39	44	20
Multi-family attached units	0	0	75	6	6	4	6	6
Additions/Alterations	631	770	759	866	760	719	748	710
Commercial	73	100	114	115	100	88	86	97
Total Building Permits:	733	925	873	1038	909	850	884	833
Electrical	730	933	907	751	865	996	945	916
Mechanical	70	91	119	122	108	93	141	126
Plumbing	487	480	546	478	542	524	507	488
Gas	382	416	443	391	428	433	437	422
Signs	35	54	68	62	29	32	31	29
Total all Permits:	2437	2899	2956	2824	2881	2928	2945	2814
Value of Const. (millions)	68.8	142.6	80.4	80.7	84.7	96.7	72.2	70.9
Permit Fee Revenue	\$809,045	\$783,883	\$1,015,370	\$991,099	\$927,555	\$1,224,460	\$1,017,932	\$1,017,932

three duplexes. Of these 26, 14, or 54% were the results of ‘tear downs.’

In 2019, the issuance of Mechanical permits decreased by 11.9% while the number of Electrical Permits decreased by 3.1% and Plumbing/Gas permits decreased by 3.7%. Overall, 2814 permits were issued with a 4.6% decrease overall total. The Building Division collected \$1,048,267 total in permit fees in 2019 versus \$1,017,932 collected in 2018. This is a 2.98% increase from last year.

*Staffing/Operations*

Our staff is comprised of four full-time and three part-time personnel, and is strongly committed to pursuing diligent Zoning and Sign Bylaw enforcement, as well as enforcement of the State Building code, which includes, but is not limited to handicap accessibility, structural integrity, fire safety, energy codes and many other regulations relative to public safety. Our staff provides technical assistance to property owners, builders, real estate professionals, other Town departments and staff, boards, as well as other committees in town. In addition to issuing building permits and conducting required on-site inspections, the building division staff spends an increasing amount of time reviewing sub-division proposals, special permits, site plans, variance requests, making zoning determinations and addressing zoning complaints. Staff also provides review and comment to the Select Board for annual license renewals, which include licensing for alcohol and beverage facilities and livery licenses. Noteworthy projects completed and under construction this year include the following:

- \$12.5 million dollar addition / renovation project at the Nashawtuc Country Club.
- The \$1.8 million dollar new veterinary hospital for the Concord Animal Hospital at 245 Baker Ave.
- The conversion and renovation of The New Church of Concord into the new home of the Concord Youth Theatre Inc.
- The \$14.5 Million dollar addition renovation of the VOA Concord Assisted Living Facility at 68 Commonwealth Ave.

**ZONING BOARD OF APPEALS**

- James Smith, Chair
- Elizabeth Akehurst-Moore, Clerk
- Theo Kindermans, Member
- Stuart Freeland, Associate Member
- Ravi Faiia, Associate Member

The Zoning Board of Appeals is authorized by Massachusetts General Laws Chapter 40A and is responsible for conducting public hearings and meetings for Special Permits and Variances as required pursuant to the Zoning Bylaw of the Town.

Having completed his term in May, John Brady left the Board in August after 8 years of service. The Board thanks

<b>Zoning Board of Appeals Application Activities</b>	
Two-family Dwelling Unit	1
Additional Dwelling Unit	2
Educational Uses	2
Philanthropic Uses	3
Special Home Occupation	2
Tourist Home or Bed and Breakfast	2
Seasonal Catering	1
Fairs Bazaars, Antique Shows, Suppers, and Dances	6
Relief from Maximum Height Requirements	1
Relief from Maximum Floor Area Ratio	1
Hammerhead Lots	1
Change, Alteration or Extension of a Non-Conforming Use and/ or Structure	16
Increase Gross Floor Area by more than 50%	8
Work within the Flood Plain Conservancy District	3
Work within the Wetlands Conservancy District	1
Work within the Groundwater Conservancy District	1
Parking Waiver	1
Planned Residential Development	1
Special Permit	37
Variance	2
Site Plan Approval (Associated with a Special Permit)	2

him for his dedication and commitment to the Town. James Smith continued as Chairman and Elizabeth Akehurst-Moore continued as Clerk. Theo Kindermans was appointed as a full member and Ravi Faiia joined the Board in June. The Board is currently in need of one additional associate member.

In August, the Board attended a joint discussion and working session with the Planning Board to discuss and come to a consensus on potential Zoning Bylaw amendments for the 2020 Annual Town Meeting.

In 2019, the Board held 12 public hearings, 5 site visits, and participated in 1 working session with the Planning Board. The Board received 2 Variance applications and 37 Special Permit applications which included 9 renewals for previously granted Special Permits. Of these applications, 35 Special Permits were granted, 4 applications were withdrawn without prejudice at the request of the applicants, and 1 application received in 2018 is pending. Some of these applications included multiple activities; therefore, the activity totals below may exceed the number of applications.

## BOARD OF HEALTH

Deborah Greene, MD, Chair  
Jill Block, MPH  
Ray Considine, MSW  
Mark Haddad Esq.  
Alma Healey, RN

The Board of Health is responsible for the overall stewardship of the public health of Concord. It promotes, enacts, and enforces health rules and regulations in accordance with local bylaws and state law. There are five members of the Board, appointed for three-year terms by the Town Manager.

As the public health regulatory entity for the Town, the Board continues to endorse measures that can positively impact the public by promoting health and wellness.

Throughout 2019, the Board of Health continued its focus on substance use prevention, particularly the use of electronic nicotine delivery devices known as

“vaping” amongst youth. E-cigarette use has grown dramatically in the last five years.

E-cigarette use among youth puts them at risk for early nicotine addiction, which can harm brain development and make adolescent brains more susceptible to other addictive drugs. These products have as much potential to cause addiction to nicotine as conventional tobacco products, and their long-term health effects are poorly understood.

To address these concerns, the Board of Health spent much of 2019 considering revisions to its current regulation, “Sale of Tobacco Products and Nicotine Delivery Products”. This regulation, adopted in 2014, prohibits the sale of tobacco and nicotine delivery products (vaping devices and e-liquids) to persons under age 21; prohibits the sale of flavored tobacco and nicotine delivery products (excluding mint and menthol flavors); and prohibits the use of e-cigarettes in public places and workplaces. The proposed regulation would prohibit the sale of all flavored tobacco and vaping products (including mint and menthol flavors) and would restrict the sale of tobacco and vaping products to adult-only retail stores. The Board believes that the proposed regulation is needed to help prevent youth access to these products.

To further address teen vaping on a community-wide level, the Board of Health and Concord Health Division have partnered with the Concord Public Schools and the Center for Parents and Teachers to undertake a vaping education and prevention project.

For more detailed information on teen vaping and the efforts being taken with students, please refer to the Health Division’s annual report on the following page.

### *Report of the East Middlesex Mosquito Control Project*

During the late summer and entire fall season of 2018, precipitation was well above average. With that, and above average temperature and precipitation levels during 2019, mosquito populations were above average during the 2019 season. Starting in July, eastern equine encephalitis (EEE) was starting to be found in mosquito samples from Plymouth and Bristol counties. In 2019, Massachusetts experienced an unusually large number of human and veterinary cases of EEE, including a human case in the Town of Sudbury.

Massachusetts Department of Public Health (MDPH) determined that there was a moderate EEE risk and a remote West Nile virus (WNV) risk in Concord by the end of the 2019 season. There were 6 residents in Massachusetts that contracted WNV and 12 residents in Massachusetts that contracted EEE during the 2019 season, none of them resided in Concord.

The Massachusetts Department of Public Health's Risk Level for the disease was raised to High or Critical in most towns adjacent to Concord. In response to this public health concern, the Board of Health voted in early September to request that the East Middlesex Mosquito Control Project (EMMCP) apply targeted spraying to kill adult mosquitoes on school and town playing fields. The Board of Health also voted to grant pesticide application waivers to allow spraying for mosquitoes at several private schools in Concord.

In response to EEE, perimeter applications of Mavrik Perimeter were applied to public areas to control mammalian biting mosquitoes that can potentially carry EEE. Areas where control occurred include Willard Elementary, Thoreau Elementary, Peabody Middle School, Sanborn Middle School, Rideout Playground, Alcott Elementary, Concord Carlisle High School, Emerson Field, and the Concord School's Ripley Administration Building.

The EMMCP conducts a program in Concord consisting of mosquito surveillance, larval mosquito control, ditch maintenance, and public education. The adult mosquito surveillance program monitored mosquitoes from four Concord trap collections during the season. Three pools of Culex mosquitoes were sent to the MDPH to be tested for EEE and WNV. All were negative.

Bacillus sphaericus was applied to 2,811 catch basins to control Culex mosquito larvae. Culex pipiens is the primary vector of WNV in Massachusetts. Five wetland areas were surveyed over the summer to check for the presence of mosquito larvae.

The EMMCP's public education program is designed to develop awareness within the public and the private sectors as to their roles in mosquito control. The Project serves as a resource to residents, municipal officials and the local media on mosquitoes and mosquito borne diseases. A web page located at

[sudbury.ma.us/emmcp/](http://sudbury.ma.us/emmcp/) provides residents with information on mosquitoes, control programs and related topics.

## HEALTH DIVISION

Susan Rask, MS, RS, Public Health Director  
Stanley Sosnicki, CEHT, Assistant Public Health Director  
Gabrielle White, Public Health Inspector  
Karen Byrne, Administrative Assistant

The Health Division enforces State statutes and regulations relative to the protection of public health, the control of disease, the promotion of sanitary living conditions, and the protection of the environment from damage and pollution. Environmental and sanitary codes enforced by the Health Division include: onsite wastewater (septic) systems, food establishments, swimming pools, bathing beaches, recreational camps, indoor ice skating rinks, housing, and lead paint. Administrative staff is responsible for assisting with annual flu clinics, the rabies control program, administration of the Septic Betterment Loan Program, and the issuance of approximately 800 annual licenses/permits.

### *Regional Public Health Services*

The Concord Health Division has provided inspectional services to the Town of Lincoln under a regional contract since 1996. Over the past several years, the program has evolved from providing limited inspectional services to the administration of public health programs within the Town of Lincoln. The Assistant Public Health Director and Administrative Assistant are the primary contacts for providing services in Lincoln. In 2019, this program generated nearly \$30,000 in additional revenue for the Town of Concord, approximately 450 hours of public health and inspectional/administrative staff support. Staff witnessed test holes on 11 sites, issued 23 septic permits, 17 food service permits, 35 catering registrations, 6 well permits, 2 beaver permits, 4 recreational camps, reviewed 17 building projects, 84 septic inspections and conducted 35 food service inspections. 2 food service facilities were completely

renovated and construction of the Minuteman Regional Vocational High School food facilities were completed.

*Public Health Initiatives - Substance Use Prevention*  
2019 brought increasing public health concern around the rapid increase in youth use of electronic cigarettes, also known as vaping. E-cigarette use has grown dramatically in the last five years. Recent data show that e-cigarette use nationwide increased by 78% among high school students and by 48% among middle school students from 2017 to 2018. As of 2018, approximately 24% of Massachusetts teens report using e-cigarettes within the past 30 days, compared to 8% who report using tobacco products. The 2018 Concord Carlisle Youth Risk Behavior Survey (YRBS) results show similar trends for Concord youth: 23% of CCHS students have vaped within the past 30 days and this rate has doubled since the 2016 YRBS. 34% of CCHS students in Grade 12 report vaping in the past 30 days. In comparison, only 3% of CCHS students report using tobacco in the past 30 days. These sharp increases in youth use of nicotine threaten to undo 20 years of successful tobacco control efforts which had resulted in substantial decreases in tobacco use amongst youth.

To address this emerging public health issue, the Health Departments in Concord, Carlisle and Bedford received a grant of \$25,000 from MDPH Community Health Network Area 15 (CHNA15) to create a vaping education and prevention program in the three towns. This effort includes working with the public schools to enhance existing vaping health curriculum, community and parent educational presentations, providing educational materials to pediatricians and family medical practices; and creating counseling and cessation programs for teens who are vaping and need help to quit.

#### *Emergency Preparedness*

In 2019, the Health Division continued to work with the Concord Emergency Management Agency (CEMA), the Concord Council on Aging, Massachusetts Department of Public Health Region 4A, and Emerson Hospital to enhance community emergency preparedness. On October 30, the Health Division, in conjunction with the Concord Fire Department and the Council on Aging, held an emergency preparedness and shelter awareness event at the Harvey Wheeler Community Center, the site of

the Town's emergency shelter. Concord maintains a plan, in compliance with MDPH requirements, for dispensing of medication (vaccines or pharmaceuticals) in an emergency. Concord's primary Emergency Dispensing Site (EDS) is the Concord-Carlisle Regional High School. The EDS plan was updated in 2016 for use of the new CCHS building.

#### *Permits & Licenses*

The Health Division issued the following licenses in 2019 and collected \$183,248.02 in permit fees: 165 Food Service/Retail Food including farm stands, school cafeterias (private & public), food banks, churches, caterer operations, residential retail kitchens, mobile food trucks, and bed & breakfast establishments. Licenses were also issued for 14 Tobacco Sales, 133 Permits to Keep Farm Animals, 4 Bathing Beaches, 28 Swimming Pools, 54 Hazardous Material Storage/Usage, 2 Motels, 17 Recreational Camp Sites, 25 Day Camp Programs, 1 Tanning Facilities, 24 Registered Title 5 Inspectors, 83 Disposal Works Installers, 20 Septic Haulers, 12 Rubbish Haulers, 1 Body Art Establishment, 5 Body Art Technicians and (1) licensed Body Art Apprentice, 4 Funeral Directors, 2 Funeral Homes, 89 On-Site Sewage Disposal Permits, 177 Building Permit Reviews, 3 Beaver Permits, and 16 Well Permits

#### *Public Health Nursing/Communicable Disease Control*

Under a contract with the Health Division, Emerson Hospital Home Care provides nursing services for coordination and staffing of the annual influenza vaccination clinics, telephone and home visits to patients, and investigation of reported cases of communicable diseases. The cases of communicable diseases are reported to the Health Division for inclusion in statistical reports prepared by the Massachusetts Department of Public Health for epidemiological purposes. This confidential information is maintained by the public health nurses and Administrative Assistant and routed to MDPH for appropriate follow-up action through the MAVEN (Massachusetts Virtual Epidemiologic Network).

#### *Influenza Vaccine Distribution & Clinics*

The Health Division sponsored its annual seasonal influenza clinic for Concord Seniors at the Harvey Wheeler Center on October 8, 2019. Emerson

Hospital Home Care nurses administered vaccine to 148 participants. Vaccine continues to be readily available from primary care physicians and local pharmacies throughout the year, therefore, cities and towns have seen attendance to these public clinics decrease. However, senior flu clinics allow public health departments to continue to serve the most at-risk population who may not be able to take advantage of those other venues.

The Town of Concord, through its Health Division, also sponsored a Seasonal Influenza Clinic for Town Employees on October 17, 2018. Emerson Hospital Home Care administered approximately 85 doses of vaccine to Town Employees during this clinic.

#### *Sanitary Housing Inspections*

The Assistant Public Health Director is responsible for conducting inspections for compliance with the State Sanitary Code, 105 CMR 410.000, Minimum Standards of Fitness for Human Habitation. Health Division staff investigated 9 housing complaints and spent a significant amount of time working with tenants and property owners to resolve several complex housing situations

#### *Wastewater Permitting Program:*

##### *Onsite Sewage Disposal/Building Reviews for Title 5 & Town Sewer*

The Assistant Public Health Director oversees the on-site wastewater management (septic system) program in the Health Division. In 2019, the Division issued 112 permits for construction and/or alteration of septic systems, reviewed 177 building permit applications for regulatory compliance, and witnessed percolation tests and soil evaluations for 70 properties. The Assistant Public Health Director conducted approximately 300 on-site inspections for compliance with Title 5.

#### *Septic System Betterment Loan Program*

The Community Septic System Betterment Loan Program is administered by the Health Division Administrative Assistant. In 2009, Concord Town Meeting approved a loan/debt authorization for \$2,000,000 borrowing authorized to be carried out by the Massachusetts Water Pollution Abatement Trust (MWPAT) for the purpose of continuing to fund the Septic Betterment Loan Program.

Concord property owners can borrow up to \$30,000 at 2% interest, to be paid back as a betterment-lien over 10 years. In 2019, over \$200,000 was committed to residents to offset costs for on-site sewage disposal expenses through the loan program. Since this program was initially authorized in 2001, over one hundred property owners have benefited from it and over 1.7 million dollars has been expended.

Assistant Karen Byrne works very closely with local engineers, septic installers and other Town Departments to actively promote this program and will continue to do so in 2020. The Town is very fortunate to be able to offer this type of financial assistance to its residents to alleviate some of the unexpected financial burdens or stressors that may come with dealing with a failed on-site sewage system.

#### *Food Protection Program*

The Public Health Inspector conducts risk based inspections of all Food Service Establishments. Food Establishments range from complex meal service in full service restaurants, hospital and school kitchens to convenience store packaged food sales.

In September 2018, the Massachusetts Department of Public Health adopted revisions to the Massachusetts Food Code which incorporate the 2013 Federal Food Code with Massachusetts amendments. In February 2019, the Health Division hosted training on the new code and required all food service operators to attend to familiarize themselves with the new requirements. The Health Division webpage was updated to incorporate the code changes and to provide new guidance documents and templates which can be used by food establishments to meet Food Code requirements.

In 2019, the Health Division began using innovative software, FoodCode Pro, to conduct food service inspections using an iPad. The software creates very detailed inspection reports including pictures, full regulatory language for each violation, and the ability to email reports directly to operators and managers so that any violations observed can be corrected in a timely manner.

#### *Food Inspections & Temporary Food Events*

Temporary Food Event applications are reviewed

### Communicable Disease

	2012	2013	2014	2015	2016	2017	2018	2019
Amebiasis	0	0	0	0	0	0	1	
Arbovirus								1
Babesiosis	0	0	2	7	0	2	1	2
Borelia miyamotoi							3	0
Calicivirus/Norovirus	0	0	0	0	0	1	2	0
Campylobacter	5	8	7	10	6	5	3	5
Cryptococcus	0	0	0	0	0	0	0	0
Cryptosporidiosis	1	0	0	0	1	2	1	0
Cyclosporiasis							1	4
Dengue	0	0	-	0	0	0	0	0
Encephalitis	0	0	0	0	0	0	0	0
Giardia	2	0	2	2	6	0	4	3
Haemophilus influenzae					2	1		0
Hepatitis A	0	0	0	0	0	0	0	0
Hepatitis B	0	0	0	0	0	0	5	0
Hepatitis C	2	10	33	20	6	8	11	4
HGA (anaplasmosis)	1	0	2	5	4	7	9	4
Legionnaire's Disease	1	0	0	1	1	0		0
Malaria							1	0
Lyme Disease**	7	11	17	9	58	0	62 (supect)	0
Measles	0	0	0	0	0	0		0
Meningitis	0	0	0	0	0	0		0
Pertussis	2	0	0	1	0	2	3	0
Salmonella	2	12	2	5	7	5	9	3
Shiga Toxin producing organism						1	1	0
Shigella	0	0	0	0	1	0	0	1
Streptococcal Pneumonia	0	1	1	1		0	2	1
Streptococcus Type B	0	0	2	1	1	2	2	3
Streptococcus Type A								1
Tuberculosis	0	0	0	0	0	0	4 (latent)	0
Varicella (Chicken Pox)	0	0	0	0	0	0	1	0
West Nile Infection						1	0	0
Zika					1	0	0	0
Vibrio					1	0	2	0
Nonspecified influenza					7	9	57	28

by staff to identify and address any potential food safety risk factors that could impact the public health. During 2019, 73 Temporary Food Events/Catered Events were permitted, including Patriots Day Festivities, Chamber of Commerce Spring/Fall Festival, the Memorial Day and Fourth of July Parades, and the Fall Agricultural Fair.

#### *Recreational Camp Program*

In March 2018, the Massachusetts Department of Public Health adopted updated regulations for recreational camps for children. The definition of a camp now includes any program which operates for four or more days in a two week period where previously, only programs that operated for five or more days were considered as camps. This change has significantly increased the number of programs which need licensing and inspections. The revised regulation also requires more emphasis on medical protocols and the role of the health care consultant.

The Public Health Inspector reviewed 34 programs for possible licensure as recreational camps and ultimately licensed 24 of these programs which served 3070 campers in Concord. Programs were reviewed for compliance with the regulatory requirements of 105 CMR 430.000: Minimum Standards For Recreational Camps For Children: background checks on staff, health records, trained personnel, medical protocol, and safety checks on all facilities with high risk activities such as ropes courses are reviewed and inspected. There are 15 sites which either host their own camp programs and/or serve as a rental location to “out of town” programs.

In recent years, the Health Division has encountered a growing number of summer youth programs that are exempt from licensure because they operate for less than four days in a two-week period and therefore do not meet the regulatory definition of a recreational camp. These programs are not inspected or licensed by the Health Division and do not necessarily meet the regulatory requirements of a recreational camp. Residents who have a question regarding whether a summer youth program is licensed and inspected may call the Health Division for this information.

#### *Bathing Beach Program*

The Health Division continued its contract with G&L

Laboratories to provide services for collection and analysis of bathing beach water samples. In 2019, the Town of Concord assumed operation of the former White Pond Associates beach, which was sampled weekly. The other three semi-public beaches, Dover St. Property Owners Association, Silver Hill Association and Annursnac Hill Association, were also sampled weekly during the 2019 season. Samples are taken weekly, from Memorial Day through Labor Day, for compliance with 105 CMR 445.00, Minimum Standards for Bathing Beaches. Sixty four water samples were collected from the 4 beaches over a 16 week time period.

There were no beach closures during the 2019 season due to bacterial levels exceeding acceptable limits for bathing beach waters. White Pond continued to have occasional public health advisories posted due to visible cyanobacteria (blue-green algae) blooms which were intermittent throughout the summer.

#### *Swimming Pools*

There are 14 sites in Concord which hold recreational pool permits, which include 4 general purpose pools, 14 lap pools, 6 children’s pools, 3 special purpose pools and 1 diving well. The Public Health Inspector conducts water tests at each pool as well as monitors safety equipment and trained personal for each site.

#### *Animal Permits*

The Public Health Inspector serves as the Town’s Animal Inspector. Recent years have demonstrated a growing trend for keeping of backyard animals. The number of permits for keeping of animals has more than doubled in the past ten years: 132 permits were issued in 2019, compared to 48 in 2009. The Public Health Inspector conducted annual site visits at all permitted properties to inspect for sanitary conditions, health of animals and prevention of odors and pests from proper manure storage/removal.

#### *Rabies Control Program*

During 2019, 3 domestic animals were quarantined and followed by Dog Officer because of animal bites to humans. In 2019, 9 animals were submitted to the Department of Public Health to be tested for the rabies virus because of potential human or domestic animal contact 1 dog, 1 fox, 2 bats, and 5 raccoons. One raccoon tested in May 2019 was positive for the rabies virus.

At the Health Division's Annual Rabies Clinic in March 2019, Concord Animal Hospital veterinarians administered the rabies vaccine to 26 dogs and 7 cats.

## WEIGHTS AND MEASURES INSPECTIONS

The function of the Weights and Measures official is to safeguard the public in matters involving the commercial determination of "quantity" and ensure that whenever merchandise or service is bought or sold, that honest weights and honest measures are delivered, and that fraud, carelessness or misrepresentation of such transactions are eliminated. The accuracy of all weighing and measuring devices used for sale to the public are inspected, sealed or condemned as required. Inspections are conducted at all gasoline and diesel dispensing devices (pumps), home heating (fuel oil) delivery trucks, scales used at supermarkets, delis, meat/seafood markets, retail checkout counters, farm stands, pharmacies, and any other facility using a weighing or measuring device for sale of product. Bar Code pricing devices (scanners) are also inspected for accuracy and proper operation. State law requires that scanners be inspected once every two years for businesses with three or more electronic checkout systems. On alternating years, scanners are verified if the Health Department is contacted via a complaint and/or a new device is installed.

The Town of Concord contracts with the Massachusetts Division of Standards (DOS) through

### 2009-2019 Animal Census Information

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Chickens	716	1056	1368	3211	3418	2903	973	538	973	553	1027
Horses	166	164	163	182	171	119	146	154	163	131	114
Cattle	217	243	178	255	220	180	199	186	226	199	223
Rabbits	70	78	112	200	0	100	8	10	0	4	4
Goats	17	10	13	21	21	7	11	12	41	33	15
Geese/Ducks	23	29	38	37	46	35	52	20	44	21	39
Guinea Hens	14	9	8	7	7	12	5	5	3	6	1
Quail	-	-	-	-	-	30	40	62	50	100	80
Sheep	10	15	1	4	14	12	4	22	31	0	15
Beehives	4	4	-	-	-	-	-	-	-	-	-
Llamas	0	0	-	-	-	-	-	-	-	-	-
Donkeys	2	2	3	2	6	5	5	0	9	11	8
Turkey	5	7	8	57	57	2	0	0	0	0	0
Pigs	12	10	2	15	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>1,256</b>	<b>1627</b>	<b>1894</b>	<b>3991</b>	<b>3960</b>	<b>3405</b>	<b>1443</b>	<b>1009</b>	<b>1540</b>	<b>1058</b>	<b>1526</b>

the Concord Health Department. The Health Department Administrative Assistant and DOS Inspectors work closely together to coordinate and ensure that any complaint received by a consumer is addressed in a timely manner as well as ensuring that proper invoicing and payments are received by the Town. In 2019, inspections were performed at 60 establishments throughout Concord: 128 gasoline meters, 105 weighing scales, 38 electronic scanning devices, and 17 fuel delivery trucks. The Health Department invoiced \$7320 in Weights & Measures fees in 2019.

## EMERSON HOSPITAL HOME CARE SERVICES

Christine Dixon, RN, BSN, MMHC  
Executive Director, Emerson Hospital Home Care

Emerson Hospital Home Care is a Medicare/Medicaid Certified, Joint Commission accredited, provider of home care services in Concord, as well as 29 surrounding cities and towns. The mission is to deliver high quality, safe, and cost effective services to our patients and families in the community we serve. We provide skilled nursing, physical, occupational, and speech therapy, home health aide, medical social work and our new Telehealth monitoring service.

Emerson Hospital Home Care provides patients and families community health, education, and communicable disease follow up in accordance with our Board of Health contracts with the Town of Concord. This collaborative approach to allows Home Care to make home visits to qualifying individuals who have no source of payment to cover our services. This remains an important aspect of our work with the Board of Health. Emerson Hospital Home Care also works closely with Concord Council on Aging to promote health and wellness to seniors through lectures and other community programs. The influenza vaccination clinics serves both residents and employees of the Town of Concord.

Emerson Hospital Home Care looks forward to a continued partnership with the Board of Health and other community organizations as we continue our commitment to care for the residents of Concord.

## NATURAL RESOURCES COMMISSION

Gregory E. Higgins, Chair  
Lynn G. Huggins  
Edward Nardi  
Nicholas Pappas  
Judith R. Zaunbrecher



*Left to Right: Ed Nardi, Judy Zaunbrecher, Nick Pappas, Greg Higgins, Lynn Huggins.*

The Natural Resources Commission (NRC) and staff are responsible for the overall stewardship of the natural resources of the Town, and the establishment of Town environmental policy in conjunction with the Select Board and Town Meeting. The NRC administers the state Wetlands Protection Act (MGL Chapter 131, Section 40), the Rivers Protection Act (MGL Chapter 258 of the Acts of 1996) and accompanying regulations (310 CMR 10.00), and the Concord Wetlands Bylaw and Regulations. The NRC also plays an important role in open space planning pursuant to its authority under the Conservation Commission Act (MGL Chapter 40 Section 8c).

### *Wetlands Protection Act*

The majority of Commission and staff time is dedicated to administering and enforcing state and local wetland regulations. The NRC held 27 public meetings, which included review of 48 Notices of Intent, one Abbreviated Notice of Resource Area Delineation, and 12 Requests for Determinations of Applicability for a total of 61 new applications. The NRC closed out many completed projects, issuing 27

Certificates of Compliance and five Partial Certificates of Compliance. Division staff reviewed 38 Administrative Approvals for very minor projects including limited tree and invasive species removal. Four Emergency Certificates were issued, three for beaver related issues and one to replace a failed roadway culvert. The NRC's approval of a 4 lot subdivision at Keuka Road was further appealed to the Office of Appeals and Dispute Resolution in 2018, and the adjudicatory judge ruled in favor of the subdivision in 2019. In 2019, the Denial issued by the NRC for a single family home construction at Keuka Road was appealed to DEP and a decision is expected in early 2020.

Projects of interest reviewed by the NRC this year include construction of Phase 2B of the Bruce Freeman Rail Trail, a 0.6 mile segment between the Acton town line and Commonwealth Avenue, universal trail access improvements and a renovated bathhouse at Walden Pond, expansion of the assisted living facility at Concord Park, and an updated 5 year Vegetation Management Plan at Hanscom Field.

#### *Conservation Land*

The Natural Resources Commission accepted deeds to nearly 52 acres of land for conservation purposes. At Baptist Brook, nearly 29 acres of were conveyed to the NRC as part of a 22 unit Planned Residential Development (PRD) at Black Horse Place; nearly 11 acres of farmland and woodland were conveyed from the White Pond Associates as part of the Associates' overall gift of the White Pond beach and associated holdings to the Town; more than six acres of farmland and woodland, as well as portions of the Emerson Thoreau Amble, from the Ralph Waldo Emerson Memorial Association; and more than 5 acres at Sweet Birch Lane associated with a 16 unit Alternative PRD off Forest Ridge Road.

Conservation Restrictions: The NRC accepted a Conservation Restriction at Hartwell Meadow, a 5.4 acre parcel of farmland and open space acquired by the Concord Land Conservation Trust under a right of first refusal assigned by the Select Board.

## NATURAL RESOURCES DIVISION

Delia R. J. Kaye, Natural Resources Director  
Colleen Puzas, Natural Resources Assistant Director  
Karen T. Bockoven, Administrative Assistant

#### *Natural Resources Management*

In addition to providing technical and administrative support to the Natural Resources Commission, Division staff are responsible for the stewardship of nearly 1,500 acres of Town conservation land (including White Pond Reservation), maintaining over 28 miles of trails, and mowing 84 acres to maintain trails and open meadows. Natural resources management also includes staff support to three NRC active subcommittees, as well as coordinating with other local and regional stewardship initiatives. After 9 years of service with the Town, Assistant Director Lori Capone moved to a new position in Sudbury and the Division welcomed new Assistant Director Colleen Puzas.

#### *White Pond Slope Restoration*

The Division completed extensive restoration efforts at Sachem's Cove, involving substantial slope restoration and replanting, improved access points through replacement of dilapidated concrete steps, and fencing to direct visitors to appropriate access points. The project fulfills a recommendation of the White Pond Watershed Management Plan to reduce nutrient and sediment loading to the pond, and is anticipated to assist in preventing toxic cyanobacteria blooms.

#### *Pollinator Meadow Establishment*

The Division worked with community members to begin to establish three pollinator meadows in town: at Barretts Mill Farm, Harrington Park, and Heywood Meadow. Site preparation and seeding/planting was the goal for 2019, and accomplished at Harrington Park and Heywood Meadow. Barretts Mill Farm proved more challenging, with invasive plants to contend with, and efforts will continue next year. This multi year effort is aimed at improving the habitat for native pollinators as well as non-native pollinators such as honeybees.

#### *Old Calf Pasture Restoration*

Division staff oversaw the tenth year of invasive

species control at Old Calf Pasture, in part with funding received through Community Preservation Act funds. New areas of invasive glossy buckthorn were treated by Native Plant Trust (formerly the New England Wildflower Society), as well as spot treatments of previously managed areas, expanding areas of improved habitat for native flora and fauna, including the rare Britton's violet.

#### *Community Preservation Act*

An application for a portion of dredging costs at Warner's Pond to improve the ecological health and recreational opportunities of the pond was submitted and recommended for approval at 2020 Town Meeting.

#### *Rangers*

MJ Connell and Kyle Griffiths joined the Division as Rangers this summer, educating the public on rules and regulations at White Pond and conservation lands around Town. Rangers also worked with the Conservation Crew and Trails Committee members to remove invasive plants and install native plantings at several conservation properties, build a new bridge at Baptist Brook, and other land management efforts.

#### *Conservation Crew*

Jessica Duquenois and Marina Garwood joined the Division this summer to perform trail maintenance, remove invasive vegetation, and conduct general maintenance on conservation lands throughout Town. The crew removed extensive invasives from Baker Avenue and installed new plantings there and at Second Division Brook, as well as several other conservation lands, and assisted in construction of a new bridge at Baptist Brook. The crew also replaced, repaired, and/or repainted conservation land signs and kiosks, and maintained and constructed new boardwalks along seasonal trails.

#### *Cooperative Invasive Species Management Area*

Division staff continued working with other towns, organizations, and individuals in the Sudbury, Assabet, and Concord Rivers (SuAsCo) watershed to develop strategic regional plans for invasive species management in the watershed, and to promote collaborative approaches to achieve these priorities.

#### *Conservation Restriction Stewardship Committee*

The CRSC continued to assist the Division of Natural Resources with its land management responsibilities of

the 80 plus parcels with Conservation Restrictions that have been granted to the Town by monitoring their care and condition. Committee members performed 19 monitoring visits and prepared two Baseline Documentation Reports. Former chair David Bell and Kathy Angell left the Committee after completing their second terms and were thanked gratefully for their service. New committee members Richard Higgins and Michelle Wiggins joined committee members John Ferguson (chair), Mary Ann Lippert, Neil Ryder, Arthur Schwope, and Jane Wells.

#### *Heywood Meadow Stewardship Committee*

The Heywood Meadow Stewardship Committee continued its mission to preserve and protect this historic meadow. The West Meadow was increasingly full of wildflowers and their pollinators as a result of wildflower planting efforts. Assisted by volunteers Marcia Schloss and Lyell Slade, as well as the Thoreau 5th graders, a new demonstration pollinator garden was prepped over the summer and planted in the fall. One of the Meadow's great champions was celebrated when Marian Thornton's memorial was held on the Meadow over the summer. Members of the HMSC: Lola Chaisson, Susan Clark (co-chair), Mary Clarke, Joanne Gibson (co-chair) Stan Lucks, Bev Miller, Murray Nicolson, Independent Battery representative Sandy Smith, and new Committee member Cris Van Dyke.

#### *Trails Committee*

In 2019, the Assabet River Boat Launch / Picnic Area at Baker Avenue was completed, with the construction of a handicap accessible picnic area near the trailhead, a split rail fence around the parking area, a wood-chip covered walkway routed to the Assabet River, and hundreds of native plantings.

A ½-mile trail was relocated from the Thoreau Club onto Black Birch conservation land. Recovered narrow gauge railroad rails, once used for transporting gun powder materials in horse-drawn carriages, are on display as a point of interest. The area was mapped and a trail guide prepared for this property called the Powder Mill Woods. Other trail improvements completed this year include: a 16-foot long footbridge built across the Baptist Brook to provide a reliable dry crossing, installation of additional bog bridges by a group of volunteers organized by the Appalachian Mountain Club to improve wet conditions on the



*Sunset on the Sudbury River*

Emerson-Thoreau Amble behind the Emerson House. A new ½-mile long trail at Old Rifle Range was created and extensive matting with wood chip cover at the West Concord Park entrance to suppress invasive growth, with additional plantings to be added in 2020.

A developing need for bicycle etiquette was addressed by developing a policy and designing signage for posting at trails, to be recommended for approval to Town boards and committees with land stewardship responsibilities and coordinating with any future town-wide bicycle initiatives.

Being vigilant of trail needs and correcting obstructions to assure access is handled by Stewards and Trail Committee members, with assistance from Division staff. Committee members include Spencer Borden, David Clark, Carlene Hempel, new member Bill Kemeza, Jonathan Keyes, Ken Miller and Bob White (Chair).

#### *Conservation Land Use Permits*

A total of 20 permits were issued to various groups using Town conservation land for wetlands training, drag hunting, and research projects. A permit was

also issued to the Musketaquid Arts and Environment Program for the fourth annual Art Ramble to display temporary art installations at Hapgood Wright Town Forest.

#### *Environmental and Educational Activities*

The Division continues to sponsor the longstanding tradition of early morning Conservation Coffees on the first Tuesday morning of most months at 7:30 a.m. These lively and stimulating gatherings of citizens, conservation organization representatives, and federal, state, and local officials provide an interesting and effective forum to exchange information, ideas, and concerns about conservation and the environment.

The Division continues to host an annual spring migratory bird walk, led by Peter Alden. This popular walk, generally held on the second Saturday in May, brings together local birders to welcome the return of many colorful migrants back for the season or on their way to more northern breeding grounds, as well as observe resident birds in a variety of habitats.

The NRC continues to support Dr. Bryan Windmiller's research and headstarting efforts on the Blanding's turtle, a threatened species with a population at Great Meadows which he has studied in depth since 2003.

## **FARMING AND COMMUNITY GARDENS**

### *Agricultural Farming Agreements*

The Division continues to work with local farmers to retain land in agriculture, overseeing 15 agreements over 200 acres of actively farmed land.

### *Marshall Farm*

Marshall Farm is in its third generation of successful farming. The first volume crop of cantaloupes and watermelons was successfully harvested this year. Black plastic eliminated weed pressure but was labor intensive.

This year saw the third and final mobile chicken tractor, allowing the farm to move the tractors between three fields, with chickens eating weed seeds and adding nutrients back into the soil. This year, the first batch of broiler chickens and turkeys were grown and sold on

the farm. Five bee hives were added, and rotating crops of sunflowers provided a constant supply of pollen and nectar even in dearth months. The first harvest saw about 15 gallons of honey. Cut flowers continued to be very productive. The pumpkin crop was less than ideal, with large pumpkins succumbing to powdery mildew early due to the wet weather. Small and decorative pumpkins were unscathed and normal numbers were harvested.

### *McGrath Farmstead*

Barrett's Mill Farm completed their sixth season on the McGrath Farmstead and fourth season on the parcel at 41A Barrett's Mill Rd. Produce grown on 41A became certified organic for the first time in the spring of 2019 (fields on the McGrath Farm land had become certified in 2017). 2019 was also the first season utilizing two new high tunnels on the McGrath property. These unheated protected growing structures were used to grow spinach, tomatoes, scallions, swiss chard, lemon-grass, and ginger.

Produce grown on the properties was sold to the general public through the farm store as well as through CSA and Barrett's Bucks programs from May until Thanksgiving. The farm employed 13 crew members in the fields and farm stand, some of whom returned for their fourth season at the farm. Barrett's Mill Farm remained committed to increasing access to fresh produce by providing weekly vegetable donations Boston Area Gleaners as well as reduced-price CSA memberships for six households in the SNAP program, and free CSA memberships for the non-profit groups Minute Man ARC and Dignity in Asylum.

A third unheated high tunnel was constructed in the fall of 2019 using funding from NRCS to allow rotation of the critical tomato crop as well as increase what the farm is able to offer for sales in the early spring and late fall in response to customer demand.

### *Thoreau Birthplace*

Gaining Ground, a non-profit farm that grows food for hunger relief organizations with the help of community volunteers, cultivates land at the Thoreau Birthplace and adjacent Massport land. In 2019, in its 25th growing season, the farm donated over 126,000 pounds of organic produce to twelve local food pantries, shelters, meal programs, and direct donation markets in Boston, Lowell, and the

Metrowest region. Gaining Ground now supports approximately 750 food-insecure households each week during the growing season. The farm continues to achieve annual production increases due to our innovative no-till agricultural methods, and has been selected to take part in no-till studies led by NOFA, MDAR and USDA/NRCS, testing the soil health and nutrients of our produce. As of 2019 there are 4 hoop houses, 8 caterpillar tunnels and 10 perennial hedgerows on the property. Gaining Ground continues to take part in the New England tradition of maple sugaring in February and March, this year harvesting 175 buckets of sap and finishing 28 gallons of syrup to be donated. Farm staff worked alongside more than 2,500 volunteers throughout the growing season, educating school, corporate, and community groups, as well as individuals and families, about its hunger relief mission and no-till farming.

### *Community Gardens*

The long standing tradition of the organic community gardens continues to thrive under the helpful guidance of volunteer coordinators Terry Marzucco, Rebecca Sheehan Purcell, and Michelle Wiggins at the Hugh Cargill Community Garden, Dale Clutter, Trish Ng, and India Rose at the East Quarter Farm Community Garden, and Sabrina Haber at Cousins Community Garden. Carol Aronson, Mark Del Guidice, and Mary Hartman provided guidance for Rogers Community Garden. Coordinators assign garden plots, coordinate annual meetings and cleanups, and offer guidance to gardeners to produce beautiful and bountiful harvests. New gardeners are always welcome!

**Cousins Field:** The summer of 2019 was a successful season for the gardeners at Cousins Community Gardens. The gardeners had bountiful crops of tomatoes, lettuce, kale, herbs, all kinds of squashes, and many other vegetables. Many gardeners planted spectacular flowers, some of which attracted many monarch butterflies and other visitors to the garden. While the June crop of raspberries was lost, the fall harvest seemed to go on forever and was sweet and delicious. Next year, the perennial beds will be expanded to make room for perennial flowers, garlic, and expanded rhubarb. No-till garden plots will also be piloted next spring.

**East Quarter Farm:** The summer of 2019 marked the 10th anniversary for the East Quarter Farm (EQF)

community garden. The gardeners enjoyed abundant harvests this year thanks to a good balance of sun and rain. A delicious bumper crop of blueberries and raspberries resulted from time spent learning the best methods for growing berries. EQF has varied in the number of gardeners over the years and after losing some long-term gardeners who moved in 2017, EQF has remained steady at 22 gardeners for the last two years. New gardeners are welcomed in 2020.

Hugh Cargill Community Garden: The Hugh Cargill garden, established in the 1970's on land donated to the town in 1793, enjoyed another productive year. The 2019 season brought the usual changes – older gardeners retiring and eager new members joining us. A long-awaited goal was attained this year: a beautiful new garden shed, allowing common equipment and supplies to be stored on-site. Aging footbridges were replaced this year, thanks to Scout Jeffrey Moberly Chan from Concord Troop 132, who managed and directed the project for his Eagle Scout rank.

Rogers Community Garden: Interest in Concord's newest community garden continues to grow. This was the fourth growing season at the Rogers land, and nearly all available plots were gardened by individuals and families. Efforts continue to improve the organic content of the soil and to remove rocks, and harvests of tomatoes, peppers, potatoes, beans, various types of squash and flowers have been productive.

## PLANNING BOARD

Matt Johnson, Chair  
Kristen Ferguson, Vice Chair  
Burton Flint, Clerk  
Allen Sayegh  
Nathan Bosdet  
Kate McEneaney  
Haley Orvedal

Marcia Rasmussen, Director  
Elizabeth Hughes, Town Planner  
Nancy Hausherr, Administrative Assistant



The Planning Board's authority is contained in MGL Ch. 41 "Improved Methods of Municipal Planning" and MGL Ch. 40A "The Zoning Act". The Board is responsible for making rules and regulations relating to subdivision control, initiating Zoning Bylaws, holding public hearings on all Zoning Bylaws submitted to the Select Board, evaluating various developments through Site Plan Review, revising and updating the Comprehensive Long Range Plan, and from time to time making studies of the resources and needs of the Town. Additional responsibilities are found in the Town Bylaws and the Town Charter.

The Board met twenty-eight times in 2019. Meetings are audio recorded and videotaped by the Town's Minuteman Media Network for broadcast on MMN's YouTube channel. In addition to their regular meetings, two public hearings were held. One was for

Zoning Bylaw amendments to be considered at the 2019 Annual Town Meeting. The other was to consider the Formula Business special permit application for a retail store at 4 Walden Street.

Gary Kleiman and Robert Easton ended their terms and the Board welcomed new members Kate McEneaney and Haley Orvedal.

### *Residential development*

Nineteen "Approval Not Required" (ANR) plans were submitted to the Board for endorsement. Thirteen plans approved changes of lot lines that did not create additional lots. Six endorsed plans created a total of six additional lots.

A common driveway special permit application for 2160 Main Street was filed and later withdrawn in May. Subsequently, in November, the applicant filed another application and the Public Hearing for that is scheduled for January 2020.

In June, the applicant and developer of the "Center & Main" Planned Residential Development application withdrew their application for a 22-lot subdivision, which was filed in December 2018.

In September, the Board made an affirmative recommendation to the Zoning Board of Appeals to grant a special permit with conditions to construct a 4-unit Planned Residential Development at 430 Old Bedford Road.

Also in September, the Board granted approval, with certain waivers and conditions, of a two-lot Preliminary Subdivision Plan for property located at 136 Barnes Hill Road.

The Board's ongoing review of the now proposed 34-unit Planned Residential Development application "Center & Main" at 1440, 1450, & 146B Main Street continued throughout 2019 over the course of seven meetings. The Planning Board's role is to make a recommendation to the Zoning Board of Appeals, which is the permit granting authority for this matter. At the December 26 meeting, the Board deliberated on their recommendation and provided guidance to the Town Planner for the drafting of a recommendation letter with conditions for review and vote in January 2020.

### *Commercial, Institutional and Other Development*

In March, the Board granted Site Plan Approval to the Middlesex School to allow the construction of additional faculty housing on campus.

In June, the Board granted a special permit to allow one new formula business in Concord Center, a retail store at 4 Walden Street.

The Board made affirmative recommendations to the Zoning Board of Appeals on the following site plan/ special permit applications in 2019:

- The Concord Free Public Library renovation and expansion at 129 and 151 Main Street
- Work in the Floodplain Conservancy District at 394 Monument Street, 198 Southfield Road, and 83 Pilgrim Road
- Site plan approval for 185 Fitchburg Turnpike and 142 Sudbury Road.

### *Zoning Amendments and Town Meeting Actions*

For the 2019 Annual Town Meeting, the Planning Board sponsored nine Zoning Bylaw amendment warrant articles.

Passed were:

- An article to amend Zoning Bylaw Section 3.3 to extend the formula business regulations to the Concord Center Business District and to limit the number of such businesses to twelve in that District
- An article to amend Zoning Bylaw Section 2.2 Zoning Map to expand the Personal Wireless Communications Facility Overlay District near 1400 Lowell Road
- An article to amend Zoning Bylaw Section 7.7.3.7 Handicapped Parking to update language and terminology
- An article to amend Zoning Bylaw Section 7.6 Groundwater Conservancy District to update language
- An article to delete Zoning Bylaw Section 4.8 Marijuana Establishment Temporary Moratorium in entirety
- An article to amend Zoning Bylaw Section 7.1.5 Nonconforming Single & Two Family Residential Structures to fix formatting of the subsections
- An article to amend Zoning Bylaw Section 5.4.5 Fairs, Bazaars, Antique Shows etc. for clarity and grammatical corrections

- An article to amend Zoning Bylaw Section 2.2 Flood Plain Conservancy District Map to update language and make grammatical corrections
- An article to amend Zoning Bylaw Sections 4.4 and 4.4.5 – Government and Utility Uses and Table I Principal Use Regulations and Large Scale Ground-Mounted Solar Photovoltaic Installation to correct omissions to those sections when Section 7.9 was adopted in 2012

### *Other Actions*

Reviews of draft language for potential Zoning Bylaw amendments were held at several of the Board's meetings in anticipation of submitting ten Zoning Bylaw amendment warrant articles for the 2020 Annual Town Meeting. Time at many meetings was devoted to discussions about housing and zoning initiatives, and affordable housing.

Also, throughout the year, the Board:

- Developed goals and objectives for 2019 – 2020
- Recommended that the Select Board not exercise the Town's right of first refusal option for land classified, under M.G.L. Chapter 61B, at 82 Shadyside Avenue (January)
- Hosted a Comprehensive Plan Smart Growth Analysis Presentation by CivicMoxie (January)
- Reviewed the MAPC Consulting Services Scope - 59 Walden Street Zoning & Visualization Analysis (March)
- Discussed the MAPC District Local Technical Assistance Grant Application for a Thoreau Depot Smart Growth Study (March)
- Met with the Chair of the Town's Affordable Housing Funding Committee Chair to discuss affordable housing (March)
- Met with the MA Housing Choice Program Director and received a presentation (March)
- Reviewed the Metropolitan Area Planning Council's Parking Policy Analysis Report (March)
- Met with representatives of the Concord Housing Development Corporation and the Regional Housing Services Office to discuss affordable housing (March)
- Held a strategy discussion on public input process and Envision Concord (Long-Term Plan) implementation checklist for potential housing initiatives (April)
- Received a Tree Bylaw Implementation update and held a discussion (April & June)

- Elected officers and board liaison appointments (June)
- Met with the Select Board in July to discuss potential housing initiatives and potential Zoning Bylaw Amendments (July)
- Held a working session and discussion on the 2020 Annual Town Meeting potential Zoning Bylaw Amendments with members of the Zoning Board of Appeals (August)
- Met with the Regional Housing Services Director to discuss Concord's housing inventory (September)
- Received an update and held a discussion with the Chair of the Nuclear Metals Inc. – Starmet Re-use Committee regarding the disposition of 2229 Main Street (September)
- Met with the developers to discuss the proposed building design for 13B Commonwealth Ave (October)
- Discussed a potential Thoreau Depot Zoning Boundary Amendment -159 Sudbury Road (November)
- Held a well-attended Zoning Initiatives Forum (November)

The Board recommends members to the West Concord Advisory Committee for nomination by the Select Board and nominates members for the Community Preservation Committee and Historic Districts Commission. Members of the Planning Board serve on the following regional committees: MAGIC (Minuteman Advisory Group on Interlocal Coordination) and HATS (Hanscom Area TownS) and participate on other Town Committees by providing liaisons to the Comprehensive Sustainable Energy Committee, West Concord Advisory Committee, Community Preservation Committee, and Climate Action Advisory Board.

#### *Open Meeting Law Complaint*

On December 9, 2019, the Board responded via a written letter to an Open Meeting Law complaint filed in November by a resident. A letter dated 12/18/19 was received by the Board from the Attorney General's Office acknowledging the notification and Board's response. The letter indicates that, unless the complainant requests additional review by 2/10/20, the AG's Office will presume that the action taken by the Board was sufficient and the file will be closed.

#### *West Concord Advisory Committee (WCAC)*

The West Concord Advisory Committee (WCAC), a

subcommittee of the Planning Board with seven regular and two associate members, serves as a resource for the Planning Board by providing input to developers and property owners as well as the Board when plans and concepts are proposed for development, renovation, circulation, etc. in West Concord. Village business owners and also residents in and around the West Concord Village use the WCAC as a sounding board for ideas to communicate to Town administration as well as to pose questions they have. All members of the WCAC also have liaison responsibilities with other Town boards and committees and report back about issues related to the Village and its surrounding neighborhoods. The WCAC worked on several initiatives in 2019. Those included:

- Reviewing revised proposed designs for 13B Commonwealth Ave, the final portion of the approved Brookside Square development project. An initial proposal in 2018 consisted of a single story commercial building at the corner of Commonwealth Ave and the northern intersection with Beharrell Street. In 2019, the Committee hosted a presentation and review of revised plans that include a two-story building with commercial on the first floor and four residential apartments on the second floor. Upon review of the plans and a discussion among its members, the Committee sent a letter to the Planning Board to encapsulate its feedback on the revised plans as well as feedback from members of the public as heard at its public meetings.
- Providing feedback and specific proposals to the Planning Board on potential 2020 Town Meeting changes to the zoning bylaws specific to West Concord zoning districts.
- Reviewing and providing feedback on the proposed PRD development at 1440 Main Street which is in the permitting stage.
- Partnering with the newly formed West Concord Junction Cultural District Committee to preserve and enhance the artistic and cultural aspects of the village that provides its unique character.
- Monitoring and providing feedback regarding the upcoming long-range planning for 2229 Main Street.
- Monitoring aspects of the Bruce Freeman Rail Trail in and around the village center, and working to understand what its impacts will be to the village center and West Concord more broadly.
- Hosting an Open House in May to showcase the

various projects and efforts affecting West Concord in the near-term and longer-term. Items highlighted included CPW Complete Streets project, proposed improvements to the Gerow Property, 2019 management and plans for White Pond, opening of the Bruce Freeman Rail Trail, efforts of the West Concord Junction Cultural District Committee, and ongoing efforts of the WCAC itself.

- Continuing outreach through the town hosted website and a Facebook page to encourage participation and information exchange.

The WCAC finished the year with plans to work on a number of projects in 2020, including continuing to monitor and review major proposed development projects such as 13B Commonwealth (Brookside Square) and 1440 Main St., and continuing partnership with the Recreation Department on development of the Gerow property. The Committee also sees an increased effort towards working with the Planning Division on the proposed pedestrian bridge over the Assabet River that will connect the village with 300 Baker Avenue.

## PLANNING DIVISION

Marcia Rasmussen, Director of Planning & Land Management  
Elizabeth Hughes, Town Planner  
Heather Gill, Senior Planner  
Nancy Hausherr, Administrative Assistant  
Heather Carey, Administrative Assistant

The Planning Division provides professional and administrative staff support to multiple standing boards and committees including: the Zoning Board of Appeals (ZBA), Planning Board, Historic Districts Commission (HDC), Historical Commission and Community Preservation Committee (CPC). Planning Division staff coordinated the town staff review of all development proposals submitted for regulatory approval to the HDC, ZBA and the Planning Board. Planning Division staff assisted the Community Preservation Committee with the required Community Preservation Act (CPA) Plan update and the CPA application and funding distribution processes.

This year the Division continued to provide staff support to the Bruce Freeman Rail Trail Advisory Committee (BFRTAC), the NMI/Starmet Reuse Committee, the West Concord Advisory Committee (WCAC), a subcommittee of the Planning Board, as well as the Concord Center Cultural District Committee and West Concord Junction Cultural District Committee. Planning staff participated in the Battle Road Scenic Byway Task Force, the HOME Consortium and Regional Housing Services Office. The Division's agenda includes initiatives in the area of open space protection, affordable housing production, traffic and transportation planning, economic development guidance, historic resources protection, public facilities planning, development regulation creation and sustainable practices.

Director Marcia Rasmussen continued to provide project oversight of the final construction of the Bruce Freeman Rail Trail Phase 2C through West Concord with a ceremonial ribbon cutting and dedication in September. She provided support and coordinated with the Town of Acton, State agencies and design consultant Greenman-Pedersen, Inc. on the design/construction plans for Phase 2B (the bridge over Route



*Ribbon cutting at the Grand Opening of the much anticipated  
Bruce Freeman Rail Trail in West Concord*

2) that was advertised for construction in the fall of 2019. The Director worked closely with the West Concord Junction Cultural District Committee on the successful grant award for \$6,000 from the Massachusetts Cultural Council to study how to retain creative and arts oriented businesses and the Concord Center Cultural District Committee with a \$5,000 grant to promote tourism and visitors in Concord Center. She also coordinated the initial site visit and introductory meeting of the NMI-Starmet Reuse Committee at 2229 Main St.; this Committee held 2 workshops in October to hear resident's ideas for potential re-use of the property at 2229 Main Street.

Both the Director and Town Planner continue participating in and promoting the Town's involvement in the CrossTown Connect Transportation Management Association to seek mechanisms to foster and promote alternative transportation options for the community. In October, CTC and the Town submitted to the State a Workforce Transportation Grant application for \$250,000 for the implementation of a fixed route shuttle to various employment sites and the

two commuter rail stations. As of January 1st, 2020, the Town was still waiting for word from the State on the grant. A \$40,000 grant was received from the Metropolitan Area Planning Council to conduct a community visioning workshop for the potential redevelopment of the Thoreau Depot Business District.

Town Planner Elizabeth Hughes provided professional support to the Planning Board and the ZBA in addition to shepherding the plan review process for all development proposals submitted to these boards. Town Planner Elizabeth Hughes worked closely with the Planning Board on the presentation of Zoning Bylaw amendments at the 2019 Annual Town Meeting and the development of nine warrant articles for the 2020 Annual Town meeting. In January, the Town hired a consultant from the UMass Edward J. Collins, Jr. Center for Public Management to assist the Town in selecting a vendor to provide a Town-wide on-line permit and application software package. Ms. Hughes provided coordination and support between the consultant, the various Town departments and the selected vendor on the implementation of the new

on-line permitting software, which will be implemented by various Town departments throughout 2020.

Senior Planner Heather Gill provides professional support to the Historic Districts Commission (HDC), Community Preservation Committee (CPC) and Historical Commission. She supported the Historical Commission's review of 12 applications under the Demolition Review Bylaw; administration of the historic house marker program; and potential amendments to the Demolition Review Bylaw. She coordinated the acceptance and review of 13 applications to the Community Preservation Committee for CPA funding, and conducted the annual CPA project status updates for all open/ongoing projects. Additionally, supporting the Historic Districts Commission's review of 76 new applications for Certificates of Appropriateness for alterations to buildings located within Concord's six local historic districts. Senior Planner Heather Gill also worked closely with the Historical Commission on the development of a historic preservation restriction for the house at 316 Garfield Road

Administrative Assistants Nancy Hausherr and Heather Carey continued to provide exceptional support to the numerous residents and applicants dealing with a range of questions and issues, as well as, all of the boards, committees and Division staff. To help keep the public informed, they post information on current applications before the Planning Board, ZBA, and HDC and update the information and materials on the BFRTAC, CPC and WCAC pages. The two also participated in a Town staff working group in reviewing the administrative procedures for the execution of consultant contracts and the processing of invoices. To everyone's delight, the Town now utilizes a paperless purchase order process.

## COMMUNITY PRESERVATION COMMITTEE

Terri Ackerman, Chair (Select Board Appointee)  
John Cratsley, Vice Chair (Select Board Appointee)  
Dee Ortner, Secretary (Select Board Appointee)  
Judy Zaunbrecher, Treasurer (Natural Resources Commission Appointee)  
Tom Kearns (Select Board Appointee)  
Hester Schnipper (Concord Housing Authority Appointee)  
Burton Flint (Planning Board Appointee)  
Peter Ward (Recreation Commission Appointee)  
Melissa Saalfield (Historical Commission Appointee)

The Community Preservation Committee had a busy year with an increasingly competitive application process. The Community Preservation Committee (CPC) recommended that \$1,811,419 in CPA funds be appropriated for projects involving community housing, historic preservation, open space, and recreation to the 2019 Annual Town Meeting. These funding recommendations were approved without alteration as noted below:

### *Community Housing Projects*

- Town of Concord - \$19,000 for the Town's participation in the Regional Housing Services Office, an inter-municipal organization which provides professional housing staff for the administration of the affordable housing programs in Concord and six neighboring communities.
- Town of Concord - \$300,000 for the Junction Village Assisted Living project. Funds will be used towards the development of an 83 unit, fully affordable assisted living complex on former State land in West Concord, with 43 units available at deeply affordable levels. The Concord Housing Development Corporation is working with the Grantham Group, on this development.

### *Historic Preservation Projects*

- Concord Free Public Library - \$500,000 to preserve the exterior of the Heywood Benjamin House and to ensure that the new interior spaces comply with ADA accessibility regulations as they relate to bathrooms, corridors, ramps, elevator, and adjacent handicap parking.
- Concord Home for the Aged - \$20,800 for the preparation of the architectural designs, specifications

and supporting documents needed for permitting for the preservation work identified in the recently completed Historic Structures Report. The identified work includes structural repairs, masonry repairs, site drainage, roofing, gutters, flashing, bird control, windows and door replacement and repair, and building envelope insulation.

#### *Open Space and Recreation Projects*

- Town of Concord - \$200,000 for Phase I of the Gerow Recreation Area Improvements project. The project includes the design and engineering of a new park entrance driveway and parking areas, construction of new walking paths and connecting pathways from the Bruce Freeman Rail Trail to the parking areas and amenities, development of a waters-edge dock system, and the creation of accessible paths through densely wooded areas of the park with new drainage and filtration systems for stormwater runoff.
- Town of Concord - \$250,000 for accessibility improvements to the newly acquired White Pond beach area. The project includes the creation of a sloped and accessible walking pathway connecting the parking area to the waterfront, and renovation of the restroom facilities to make them fully accessible.

#### *Open Space Projects*

- Town of Concord Division of Natural Resources - \$90,000 towards the purchase of a 6.4 acre parcel of land located between the Ralph Waldo Emerson House and the cart path on Walden Street across from the Hugh Cargill Community Garden
- Town of Concord Division of Natural Resources- \$21,619 to replace the bollards at the intersection of Heywood Street and Lexington Road with approximately 70 feet of fieldstone wall.
- Town of Concord Division of Natural Resources- \$5,000 for the continued removal of the invasive species glossy buckthorn, in an effort to protect the largest population of the state listed Britton's violet at the Old Calf Pasture.

#### *Recreation Projects*

- Town of Concord Public Works - \$300,000 to begin improvements at Emerson Field, including irrigation system upgrades, on-site water supply well redevelopment or replacement, infield and outfield renovations of the two baseball fields and one softball field, and sustainability and operational

improvements to the spray fountain. Pathway installation and ADA upgrades, replacement of fencing, backstops, and player bench areas, and potential improvements to the seasonal winter ice skating rink.

#### *Administration*

- Town of Concord - \$30,000 for administration of the CPA. Funding provides staff support, signage, legal and consulting services, public notices, copying, and other administrative expenses.

In addition to the funding recommendations noted above, the CPC worked closely with funding recipients and the Finance Department throughout 2019 to ensure that the reimbursement process went smoothly and efficiently and that completed projects were closed in a timely manner.

### **2019/2020 Town Meeting Funding Cycle**

John Cratsley, Chair (Select Board Appointee)  
Tom Kearns, Vice Chair (Select Board Appointee)  
Burton Flint, Secretary (Planning Board Appointee)  
Judy Zaunbrecher, Treasurer (Natural Resources Commission Appointee)  
Hester Schnipper (Concord Housing Authority Appointee)  
Paul Grasso (Recreation Commission Appointee)  
Nancy Nelson (Historical Commission Appointee)  
Peter Ward (Select Board Appointee)  
Diane Proctor (Select Board Appointee)

The CPC held informational meetings in June and September for potential applicants. At the end of September, the Committee received 13 new applications for 2020 Annual Town Meeting funding. As in previous years, the nearly \$2.6 million in CPA funds requested far exceeded the just over \$2 million in CPA funds estimated to be available for distribution. From October through December, the CPC has been meeting with applicants and evaluating these projects in order to make its recommendations for the 2020 Annual Town Meeting.

On December 3, 2019, the CPC voted to recommend an allocation of \$1,960,000 in CPA funds to 10 projects, which will be included in a warrant article for the 2020 Annual Town Meeting.

## HISTORIC DISTRICTS COMMISSION

Commission Members:  
Peter Nobile, Chair  
Justin King, Vice Chair  
Luis Berrizbeitia, Secretary  
Mark Giddings  
Nea Glenn

Associate Commission Members:  
Kate Chartener  
Melinda Shumway  
Paul Ware  
Abigail Flanagan  
Katherine Mast

The Historic Districts Commission (HDC) is charged with “the preservation and protection of buildings, places and districts of historic or literary significance” within Concord’s six local historic districts - the American Mile, Barrett Farm, Church Street, Hubbardville, Main Street, and Monument Square/ North Bridge. Concord’s Historic Districts Act (Chapter 345) was one of the first such Special Act in Massachusetts when it was passed by the State Legislature in 1960, and over the intervening years the HDC has worked diligently to preserve the Town’s unique historical and architectural character by encouraging the retention of original building materials and the advancement of new elements that are in keeping with the character of each District.

As part of its mandate under the Historic Districts Act, the HDC regularly reviews applications for changes to exterior features which are visible from a public way or place and issues Certificates of Appropriateness for their approval. In 2019, the HDC held 22 regularly scheduled public meetings at which 76 new applications for Certificates of Appropriateness were reviewed; the Commission issued 76 Certificates of Appropriateness. Nine of these Certificates of Appropriateness were for extensions of existing Certificates or for modifications to previous approvals. The Commission also conducted ten official site visits during the year.

The Commission reviewed applications from numerous private homeowners, with notably excellent designs for additions and renovations by local architects. The Commission’s work also included

reviews of ongoing and new applications for several larger projects including an addition and renovation at the Holy Family Parish Hall on Monument Square, an addition and renovation at the main branch of the Concord Public Library, site work at the Orchard House, and renovation work at the Colonial Inn. Meetings were often well attended by the public, occasionally filling the hearing room to capacity.

Commission Member Peter Nobile served as Chair over the last year with Justin King serving as Vice-Chair and Luis Berrizbeitia as Secretary. The Commission bid goodbye to Mark Giddings, whose six years of hard work, expertise and contributions to the HDC were greatly appreciated. The Commission also bid goodbye to Justin King, who served on the HDC for seven years. The HDC welcomed one new Associate Member to the Commission in 2019, Katherine Mast (nominated by the Planning Board). The Commission will be continuing its work to fill the two vacant associate member positions in 2020.

The following is a list of applications by category (a single application may involve several categories):

Addition - 4  
Deck/Porch - 3  
Doors - 1  
Fencing - 4  
Garage - 1  
Garage Doors - 2  
Lighting - 1

Paint Colors - 4

Paving/Hardscaping - 12  
Roofs/Gutters/Roof Guards/Chimneys/Vents - 10  
Outbuildings/Shed - 1  
Siding - 1  
Signage - 8  
Windows - 7  
Equipment - 7  
Other - 2  
Extend/Amend - 9

## HISTORICAL COMMISSION

Commission Members:  
Melissa Saalfeld, Chair  
Nancy Nelson  
Robert Gross  
Thomas Beardsley  
Michael Capizzi

Associate Members:  
Alan Bogosian

2019 was a productive year for the Concord Historical Commission (CHC). This year's projects and programs include the following:

### *Archaeology Program*

In 2014, the CHC began working with Brandeis University to develop a multi-year cooperative archaeological survey project. In March of 2018, the program submitted the interim report of the first phase of reconnaissance and intensive survey of McGrath Farm, currently identified as the Col. James Barrett Farm. The survey details the first phase of fieldwork designed to assess the archaeological integrity of the property to provide a guide for future activity on the land. In 2019 the CHC considered a proposal for an archaeological project at Walden Woods.

### *Ball Benson House and Barn Project*

In 2016, the CHC began working with the Town to develop a plan for reconstruction of the Ball Benson house and Barn, two 18th century timber frame structures rescued from demolition and stored by a private citizen several years ago, until a new use and location could be found. Since then the Commission has been working with the Planning Division and a consultant to research the former buildings and to evaluate the feasibility of the buildings' reconstruction. Five possible sites have been identified and we will proceed to investigate reconstruction, function, and funding possibilities when the consultant report is received and evaluated in the near future.

### *Community Preservation Act Project Reviews*

The CHC reviewed two applications submitted for review in the Historic Preservation funding category of the Community Preservation Act, to be voted on at the 2020 Annual Town meeting. Projects

included the renovation of the Heywood-Benjamin House, as part of the Main Library's expansion project. Additionally, architectural design work needed for the preservation of the historic Timothy Wheeler House. The Commission also reviewed an application submitted under the Open Space funding category, which concerned the extension of the stone wall at Heywood Meadow.

### *Demolition Delay Bylaw*

The CHC received twelve applications for Demolition Review in 2019. Four of these structures were found to be Historically Significant and required a public hearing. At the public hearings, three structures were determined to be "Preferably Preserved" and demolition was delayed one year from the date of application. One of the applications for Demolition Review was reviewed as an emergency demolition, and was determined to be dangerous and posed a threat to public health and safety.

### *House Marker Program*

The CHC did not receive any Historic House Marker applications in 2019. The CHC would like to encourage interested homeowners to visit their website to learn more about the program and application requirements.

### *State and National Register Program Reviews*

The CHC reviewed the Bruce Freeman Rail Trail Phase 2B, and two projects proposed at Walden Pond, as part of their wider responsibilities concerning Section 106 Federal funding and other government-mandated reviews of proposed projects with potential impacts on local historic sites and structures.

The CHC is currently planning the 2020 Preservation Awards and looks forward to continuing work on all of these projects and more in 2020.

## BRUCE FREEMAN RAIL TRAIL ADVISORY COMMITTEE

James Lyon, Chair  
Kent Carlson  
Suzanne Knight  
John Soden  
Carol Steele

The purpose of the Bruce Freeman Rail Trail Advisory Committee (BFRTAC) is to advise the Select Board and Town Manager on matters concerning the design, development, and long-term maintenance of the Bruce Freeman Rail Trail (BFRT) in Concord.



*A large crowd listens to speakers at the Bruce Freeman Rail Trail Ribbon Cutting*

**Phase 2A (Acton, Westford & Carlisle):** This phase of the trail construction was completed in 2017 and is open for all to enjoy!

**Phase 2B (Trail and Bridge over Route 2 – Acton & Concord):** The plans, specifications, and estimates (PS&E) plans were finalized in the summer of 2019, incorporating changes to the existing BFRT 2C parking lot on Commonwealth Ave. to accommodate access to the new Gerow Park Recreation Area and connections between the Recreation Area and BFRT 2B. Construction is expected to begin in the spring of 2020 with the target substantial completion date of November 25, 2021.

On November 9, 2019 local residents and town officials met with Senators Michael Barrett and Jamie Eldridge to walk the Phase 2B portion of the trail that will connect Acton and Concord.

**Phase 2C (Concord):** This phase of the trail construction has been completed and is open for all to enjoy! The official ribbon-cutting celebration to open Phase 2C was held on Friday, September 27th. It was a festive day marked by impassioned speeches by local and state officials touting the trail and Concord's efforts to combat climate change. Special thanks to the Friends of the BFRT for providing refreshments and bright yellow bandannas to those attending.

The BFRTAC worked with Town staff from Police, Planning and IT-GIS to prepare a Pedestrian and Bicycle Safety brochure and a map of the trail, which were available to people attending the celebration and are now available online.

Some additional enhancements along Phase 2C have been completed by others. Eagle Scout Nolan Roberts raised funds needed to install a bicycle Fix-It station in West Concord, with the project completed in November. Additional landscaping was installed by the Garden Club at the intersection of Main Street and Commonwealth Ave. opposite Junction Park in early fall.

The BFRTAC is working with the Village Art Room in West Concord in support of public art installations along the trail in 2020. This includes a mural at 40 Beharrell Street and the "Out of Doors" door installation along the trail.

The BFRTAC continues to work with the Concord Journal and local social media to write and publish articles to raise overall awareness and safety on use of Phase 2C and the Phase 2B work to be completed.

**Phase 2D (Sudbury):** After a long delay, the field work to acquire the necessary geotechnical data to complete the 25% design for the rail trail in Sudbury was resumed. Town of Sudbury staff is coordinating with design engineers and MassDOT to consider alternate boardwalk designs. Meanwhile, Jacobs Engineering has advanced the sketch plans for the 2 bridges (over Pantry Brook and Hop Brook), and the hope is to submit the initial structural design (sketch plans) package to MassDOT soon, to complete the 25% design submission.

Concord staff will continue to work with MassDOT

and the Town of Sudbury to ensure that the Concord section of trail from Powder Mill Road to the Sudbury town line is included in the final design package for Phase 2D.

## CONCORD LAND CONSERVATION TRUST

### *Concord Land Conservation Trust Trustees:*

Joan D. Ferguson, Chairman  
John M. Stevens, Jr., Secretary  
Pauline Cross Reeve, Vice-Chairman  
Jeff Wieand, Treasurer  
Lynn G. Huggins  
Frederic H. Mulligan  
Gordon H. Shaw, Trustee Emeritus  
Jonathan M. Keyes

### *Concord Open Land Foundation Directors:*

Thomas C. Tremblay, President  
F. Robert Parker, Treasurer  
Lynn G. Huggins, Secretary  
John G. Bemis  
Nancy A. Nelson

The Concord Land Conservation Trust (P.O. Box 141, Concord, MA) is a tax exempt, 501(c)(3) charitable organization established in 1959. Our membership and the properties that we own are open to all. The Land Trust's mission is to conserve the natural resources of Concord and the town's traditional landscape of woods, meadows and fields. Its programs complement other conservation efforts of the town, state and national governments as well as other nonprofit organizations. The Land Trust works closely with its affiliate, the Concord Open Land Foundation.

The Land Trust welcomed the spring with a campaign to help the Town acquire the 5.8 acre "Emerson Land". This property is located behind the Ralph Waldo Emerson House and includes frontage on Mill Brook, an active farm field and a segment of the Emerson-Thoreau amble connecting Heywood Meadow and the Town Forest. With donations from our supporters, we were able to contribute \$50,000 to offset the \$200,000 purchase price; the Town completed the purchase in July.

The Land Trust's first executive director and first full-time staff person came on board in April. Laney Widener is a botanist who came to us from the Native Plant Trust with experience in plant conservation and volunteer activities. In addition to managing the office and maintaining our properties, Laney will be expanding opportunities that we offer for people to learn about, enjoy and help take care of the conservation lands that we own.

This year, the Land Trust and our community mourned the loss of Marian Thornton – Board member, past Chairperson and the heart and soul of our organization for 25 years. Marian's efforts in land conservation transformed the very nature of Concord. She was instrumental in preserving properties such as Mattison Field, Newbury Field and the Soutter Land, where grazing cows define an iconic landscape at the corner of Route 2 and Sudbury Road. One of Marian's most important legacies was the protection of the Estabrook Woods. With her leadership, the Campaign for the Estabrook Woods culminated in the preservation of 672 acres of Harvard's land and over 500 acres of private land put into permanent conservation. We celebrated Marian's life with our Spring Walk in the Estabrook Woods and the sighting of wildflowers such as rue anemone and marsh marigold that she so treasured.

The entire conservation community in Concord celebrated the protection by Nancy and Reinier Beeuwkes of 143 acres of land now called "Brewster's Woods". The Beeuwkeses accomplished this feat in two steps: first purchasing 131 acres and then donating this land, as well as their abutting property, to Massachusetts Audubon Society. Although the transactions occurred over the course of 2018, the news of this remarkable gift was announced in 2019 and was received with great excitement and gratitude. Brewster's Woods is just north of the Town's and the Land Trust's October Farm Riverfront. Together, these properties tell the story of William Brewster's life and work as an eminent ornithologist and preserve 1 ½ miles of Concord River frontage. Mass Audubon is making plans for how this, their newest wildlife sanctuary, will be used and managed.

Many of the Land Trust's activities this year were focused on the stewardship of our 978 acres of land. In the upper Spencer Brook valley, beavers worked to

dam the stream on two of our properties. In consultation with Beaver Solutions LLC, we are trying to accommodate the beavers while insuring our access for recreation and property maintenance. Exotic invasive plants continue to colonize and expand on our properties and throughout Concord. We prioritize our efforts to control these plants according to the ecologic value of the property being threatened; to this end, we retained a licensed contractor to remove glossy buckthorn at Gowing's Swamp, a rare bog habitat, and Newbury Field, a little bluestem meadow. We also worked to prevent new invasives such as black swallowwort from getting a foothold in town. And, as part of a 10-year effort, we hired two interns to pull water chestnut in Fairhaven Bay throughout the summer.

The Land Trust is governed by a volunteer board and its operations are supported almost exclusively by annual membership donations. We are grateful to the many residents of Concord who have been so generous in donating land, conservation restrictions on land and the funds necessary to acquire and maintain conservation land. We are privileged to live in a town that places such a high value on maintaining a balance of land uses characteristic of the traditions of a New England town and hope that all Concord residents enjoy this open space that so many people have helped to preserve.



*Spring Walk in the Estabrook Woods.*

As the year ended, the Land Trust completed the process of granting a Conservation Restriction on our Hartwell Meadow property to the Town. This allows a wide range of agricultural activities to be undertaken there in the future while insuring that no residential or other development can occur. We also were granted a Conservation Restriction on some of the land that the White Pond Association donated to the Town; the permanent preservation of the 10.98 acres covered by the Restriction was one of the conditions of the transfer of the entire 18.14 acre-property.

**Concord Land Conservation Trust**  
**Statement of Activities**  
**September 30, 2019 and 2018**

	2019		2018
<b><u>Revenue and Support</u></b>			
Membership dues	\$ 162,189	\$	150,784
Contributions	128,427		172,986
Rental income	10,061		10,061
Trail guide fees	35		36
Investment income, net	44,602		145,738
Total revenue and support	345,314		479,605
<b><u>Expenses</u></b>			
<b><u>Program services</u></b>			
Salary and wages	29,579		44,002
Property maintenance	31,861		56,414
Education studies	1,200		1,365
Insurance	6,068		5,077
Amortization	1,444		-
Printing and postage	3,795		2,163
Professional fees	9,358		13,062
Payroll taxes	2,321		3,502
Organizational dues	1,300		1,300
Office rent and utilities	4,950		4,435
Annual meeting and events	4,740		574
Telephone	704		678
Real estate taxes and other taxes	-		1,837
Donations	55,000		2,500
Other	732		3,499
<b><u>Support Services</u></b>			
Salary and wages	12,912		17,437
Printing and postage	4,464		1,284
Office rent and utilities	2,475		2,218
Professional fees	9,774		8,112
Payroll taxes	1,246		1,754
Office supplies and services	1,100		488
Telephone	352		348
Real estate taxes and other taxes	7,787		6,051
Bank and credit card fees	1,014		1,313
Conference fees and training	-		65
Insurance	2,888		1,433
State filing fees and other taxes	36		510
<b><u>Fundraising Expenses</u></b>			
Salary and wages	4,621		8,812
Office rent and utilities	2,475		2,218
Payroll taxes	368		654
Office supplies and services	850		893
Telephone	352		344
Printing and postage	405		382
Total expenses	206,171		192,229
Increase (decrease) in net assets	139,143		287,376
Net assets at beginning of year	32,236,252		31,948,880
Net assets at end of year	\$ 32,375,395	\$	32,236,256

**Concord Land Conservation Trust**  
**Statements of Financial Position**  
**September 30, 2019 and 2018**

		2019		2018
<b><u>Assets</u></b>				
Current assets				
Cash and cash equivalents	\$	281,658	\$	190,724
Investments		2,690,583		2,645,567
Promises to give - net - current		11,500		11,500
Prepaid expenses		4,230		4,189
Total current assets		2,987,971		2,851,980
Non-current assets				
Promises to give - net - long-term		-		10,952
Land - held as open space		29,370,475		29,356,340
Website costs		24,556		20,000
Deposits		600		600
Total non-current assets		29,395,631		29,387,892
Total assets	\$	32,383,602	\$	32,239,872
<b><u>Liabilities and Net Assets</u></b>				
Current liabilities				
Accrued expenses	\$	5,696	\$	-
Accrued payroll		2,511		3,620
Total current liabilities		8,207		3,620
Net assets				
Without donor restrictions		2,395,572		2,331,374
Unrestricted net assets		10,000		10,000
Board-designated net assets		2,405,572		2,341,374
Total unrestricted net assets		29,969,823		29,894,878
With donor restrictions		32,375,395		32,236,252
Total liabilities and net assets	\$	32,383,602	\$	32,239,872

## AGRICULTURE COMMITTEE

Carolyn Goethert, Chair  
Lise Holdorf, Clerk  
Brian Cramer  
Steve Verrill  
Emily Wheeler  
Jo-Ann Lovejoy, Associate

The Agriculture (Ag) Committee provides a forum for matters of interest to farmers in Concord and reports to the Select Board on how best to support farming in Concord. The Ag Committee is comprised of 3 members who are actively engaged in the business of farming and 2 associate members from the population who have an active interest in farming referred to as “friends of farming”. We currently are looking for 2 associate members. Carolyn Goethert accepted the chair post for a second year.

2019 was again a year of various weather patterns which has become a “new normal”. The early spring gave way to flooding of fields and the river which often kept heavy equipment from the fields. The summer provided the same range of warm balmy weather followed by many overcast days. There were stretches of hot and humid days but no real drought in Concord farms. The fall was mild and pleasant but again many overcast days. Corn was abundant through the growing season followed by squash, tomatoes and green beans.

Construction on the Cambridge Turnpike began in earnest with some disruption to Millbrook Farm and had a late summer location of a pop-up stand at a site near the Concord Rotary. Construction at Cambridge Turnpike is scheduled through 2020.

The Committee launched a summer passport program to encourage visits to all retail outlets of the Concord farms. Participants collected a stamp in their passport from each farm visited and at the end of the summer a winner who had collected the most stamps was selected and given \$50.00 in “Ag Bucks” to spend in the fall season produce at the farm of their choice. Ag Day was held September 14 on Main Street and was a success despite a shower in the last 30 minutes of the market. The market was well attended by approximately 9 local agricultural members as well as several Concord based non-profits dedicated to

farming, land conservation and sustainability. The Veggie racetrack returned with great enthusiasm.

The annual Stone Soup dinner which supports Concord agriculture was held at Verrill Farm September 28<sup>th</sup> and catered by several local restaurants using produce from the local farms.

An early deep snow abruptly heralded winter and the Spring Forum planning for 2020 is under way at the writing of this report.

## CONCORD HOUSING AUTHORITY

Richard Eifler, Chair  
Todd Benjamin  
Edward Larner  
Fatima Mezdad  
Hester Schnipper

The primary mission of the Concord Housing Authority (CHA) is to develop and manage safe, good-quality affordable homes for low and moderate income Individuals and families while promoting community and self-reliance. The goals of the CHA are consistent with the Town’s historical commitment to foster a heterogeneous and integrated community.

The CHA was established in 1961 under M.G.L. Section 121.B as a local municipal agency for providing low income housing and is subject to state, federal and local regulations. The CHA is governed by a Board of Commissioners, four of whom are locally elected and one of whom is a state Appointee. All programs are dependent on state, federal, and vital local sources of funding and support.

The CHA operates 228 subsidized units in both Public Housing and Section 8 programs and currently serves more than 375 people. Our State/Federal Family and elderly units are scattered throughout the Town in over 20 locations. In July 2019, the CHA became part of the centralized state wait list. Tenant turnover rates for CHA units remain low and waiting lists for available units remains high, translating into lengthy times for the next unit availability.

Various capital improvement projects completed this year include flooring, bathroom renovations, landscaping and roof replacements.

Roofs and boilers will be replaced at scattered sites developments this spring as well as ongoing updates and renovations at turnover. New back doors and sliders will update kitchens at many of our family developments and 20 bathrooms at Everett Gardens will become ADA compliant upon completion of a modernization project in the spring of 2020.

The CHA is very excited to begin the design on a two-bedroom energy efficient sustainable home to be located on land donated to the CHA by the Town and designated for affordable housing by Town Meeting vote. Design for the Commonwealth Ave. project has been funded by Town of Concord Affordable Housing Fund and the Community Preservation Committee has voted to recommend funding for this project at the 2020 town meeting.

The CHA Board continues to focus on expanding affordable housing opportunities within the Town of Concord by working alongside other housing groups to identify the need and by pursuing funding sources for development.

## CONCORD HOUSING FOUNDATION

Charles Phillips, President  
Nancy McJennett, Treasurer  
Barbara Powell, Clerk  
Jane Blumberg  
Steve Carr  
Holly Darzen  
Frank Feeley  
Terry Rothermel  
Win Wilbur

Since 2001, the Concord Housing Foundation (CHF), a private, non-profit, volunteer organization, has fought to keep Concord more affordable. We have continued to raise private funds for affordable housing, and this year donated \$75,000 to help the Town and other organizations to purchase a small house for that purpose.

This year the Select Board took the lead in bringing five articles to the 2019 Annual Town Meeting concerning affordable housing. Two of these are Home Rule Petitions designed to provide continuous funding for preserving and expanding the affordable housing stock in Concord. All of the articles passed with the help of CHF-organized publicity. One of these petitions, a real estate transfer tax to raise funds dedicated to affordable housing, is similar to petitions being submitted by several cities and towns in the Boston area. The CHF has joined a coalition of these municipalities to pressure the State Legislature to pass a version of that tax.

The Foundation's newsletter, The Concord Housing News, is usually published in the spring and fall. The newsletter reports on topics related to affordable housing, including the current activities of the Concord Housing Authority, the Concord Housing Development Corporation, the CHF, and housing issues at Town Meeting. This year's March 2019 newsletter briefly described the five affordable housing articles for the benefit of citizens attending the April Town Meeting.

The CHF is supported by an Advisory Board whose members meet annually with the Directors for advice and comment.

## CONCORD HOUSING DEVELOPMENT CORPORATION

Douglas Bacon  
James Burns  
Jerry Evans  
Barbara Morse  
Nicole Palmer  
Lee Smith  
Yannis Tsitsas

The Concord Housing Development Corporation (CHDC) is a non-profit corporation established by a special act of the Massachusetts Legislature in August 2006, as a successor entity to the Concord Housing Trust, and the Concord Affordable Housing Committee before that.

All Board members are appointed by the Select Board, and are volunteers and Concord residents. The CHDC works under the charge developed by the Concord Select Board to investigate and implement alternatives for the provision of affordable housing for persons of low, moderate and middle income and others whose needs may be identified from time to time in the Town. The corporation works closely with all Town boards, Committees and Departments to support the Town's goal of housing diversity.

In the last 13 years, the CHDC has made great strides towards its mission. The CHDC has constructed and sold eight income-restricted units in the Lalli Woods mixed income housing development, contributed funds to a lower level of affordability for several new housing units, allowing them to be counted on the town's subsidized housing inventory (SHI), and preserved the affordable housing restrictions on several units at Emerson Annex by purchasing, renovating and reselling the units. Most recently in 2019, the CHDC, in partnership with the Town and Concord Housing Foundation, purchased a small home in Concord for conversion to a hopeful duplex of affordable housing as a Habitat for Humanity project. Occupancy is planned for 2021 with design and permitting in 2020.

The CHDC has also continued its Small Grants Program in FY2019, which helps low to moderate-income residents of Concord make repairs to their homes to improve health and safety. The Small Grant Program has two grant cycles with maximum grant amounts of \$5,000. The grants are awarded based on availability of funds and the health and safety justifications of the requests. Over the life of the Program, the CHDC has awarded 48 grants for \$147,000, 44% to senior residents. Further information regarding the CHDC Small Grant Program is available on the Town website or from the Town Planning Office.

The CHDC continued on its Junction Village development initiative in 2019. The CHDC owns a 12-acre property on Winthrop Street, known as Junction Village, which was given to the CHDC by the Commonwealth specifically for affordable housing and open space purposes. The current plans include a residential development proposal for 83 units of permanently restricted affordable assisted living, developed and managed by the Grantham Group, and

an open space passive recreation area protected by a conservation restriction. The residential portion will be funded with state subsidies, and the development is currently applying for those awards for the third time, with a possible award in July 2020. The open space engineering is planned to start once the state funding is awarded.

The CHDC is an important part of Concord's housing "family", collaborating with the Concord Housing Authority and the Concord Housing Foundation to promote affordable housing in Concord and increase housing diversity. Concord remains an expensive town in which to live, and the need for affordable housing remains constant. We will continue to seek out and support responsible additions to the Town's affordable housing inventory to help maintain and increase our housing diversity. The CHDC is well positioned to advance Concord's housing agenda, and looks forward to new initiatives and activities.

The Board typically meets on the fourth Monday of each month, with meeting agendas and minutes posted on the Town's website. Interested residents are welcome to attend a meeting and get a sense of how the Board operates.

## **METROPOLITAN AREA PLANNING COUNCIL: MINUTEMAN ADVISORY GROUP ON INTERLOCAL COORDINATION (MAGIC)**

The Minuteman Advisory Group on Interlocal Coordination (MAGIC) includes the towns of Acton, Bedford, Bolton, Boxborough, Carlisle, Concord, Hudson, Lexington, Lincoln, Littleton, Maynard, Stow, and Sudbury. MAGIC was established as a growth management committee in 1984 and has become a respected voice in regional decision-making; focusing on transportation, the environment, energy, open space, affordable housing, economic and community development, and legislative issues.

### *MAGIC Highlights*

MAGIC held annual elections at its November 7th meeting. MAGIC's three leadership positions are one

Chair and two Co-Chair positions. Together, they work with the MAGIC Coordinator, to steer the ship and ensure MAGIC encourages regional collaboration and discussion of issues of regional interest and concern. Congratulations and thanks to all three MAGIC leaders, who were re-elected: Adam Duchesneau, Chair, Director of Planning & Community Development in Sudbury; Kristina Johnson, Assistant Director of Planning and Community Development in Hudson, Co-Chair, and Margot Fleischman, Bedford Selectman, Co-Chair.

All of MAGIC's 2018 representatives continued their service into 2019.

MAGIC was coordinated by three MAPC staff over the year. A huge thanks goes to Heidi Stucker, Assistant Director of Public Health, who served as the Subregional Coordinator to MAGIC for three years. Alex Koppelman, Regional Housing & Land Use Planner II, served as the Interim Coordinator from June – September, and Lizzie Grobbel, Regional Planner II, took over as MAGIC Coordinator in September.

#### *MAGIC Meetings*

MAGIC held six regular business meetings in 2019. Highlight meeting topics included the following:

- MPO Transportation Planning & Projects discussion
- MPO UPWP & TIP discussion
- MAGIC Age-Friendly Plan and Aging in Bedford (UMass)
- MetroCommon 2050, the update to the regional plan
- MAGIC FY2020 Work Plan discussion
- MAGIC Special Assessment Funds to priority projects allocation
- Making the Connections Micro-transit Project discussions
- Living Little – smaller housing options presentation

#### *Regional Projects*

MAGIC communities make a voluntary annual contribution to a Special Assessment Fund, to increase the region's capacity to pursue projects of regional interest. FY2018 and FY2019 MAGIC Special Assessment allocations to regional projects are as follow:

Fiscal Year 2019:

- MAGIC Stormwater Partnership: \$10,000.00
- MAGIC Micro-transit Project: \$10,000.00

#### *Fiscal Year 2020*

- MAGIC Age Friendly Plan: \$10,562.27
- MAGIC Micro-transit Project: \$10,000.00
- Climate Change & Transportation Forum: \$3,000.00

#### Special Events

MAGIC held two special events in 2019.

2019 MAGIC Legislative Breakfast Local officials, municipal staff, and other members of the MAGIC gathered at the Lexington Community Center on Friday, May 3rd to hear from and ask questions of their state and Congressional representatives over coffee and quiche. Rep. Ciccolo, MAPC's former president, who was elected to her seat in November, highlighted her Master Plan bill (H.180) and her transit improvement legislation (H.2983), which would generate operating funds for transit improvement programs. Rep. Gouveia, also elected in November, spoke about healthcare access, climate change, the importance of funding public transit, and her legislation establishing a net zero energy code. Rep. Benson emphasized carbon pricing, reducing healthcare costs, education, and the environmental budget as key areas she's addressing. Her carbon pricing bill (H.1726) allocates money to transportation, green housing, and affordable housing for gateway cities and other communities in need. Sen. Barrett spoke about the importance of reducing emissions in the transportation, building, and heating sectors. Read more about the Legislative Breakfast and see photos on the MAPC blog.

Boxborough Agricultural Forum On January 29, MAGIC held an Agricultural Forum in Boxborough from 7-9pm to discuss the MAGIC Agricultural Plan and discuss other agricultural topics of interest. Presenters included Brad Mitchell, Massachusetts Farm Bureau, and Cheryl Sbarra, Massachusetts Association of Health Boards. Topics included:

- Boards of Health and Agriculture
- Agricultural Exemptions for Planning
- Zoning and Building Permits
- Explaining Zoning Agricultural Provisions, and
- Farm Bureau Legislative Priorities.

## RIVER STEWARDSHIP COUNCIL OF THE SUDBURY, ASSABET, AND CONCORD WILD AND SCENIC RIVER

Dave Witherbee, Concord Council Representative  
Sarah Bursky, NPS Community Planner

This year marked the 20th anniversary of the designation of your Wild and Scenic River, the Sudbury, Assabet and Concord Rivers. The River Stewardship Council celebrated this by distributing the new Conservation Plan Update, produced with the feedback of all 8 Wild and Scenic Towns, and a multitude of nonprofit, state and Federal partners.

The 20-member Council was hard at work in beginning to implement this Plan, which is the road-map for collaborative work to protect river resources. A strategic plan with 5 year priorities was developed, and two work groups dove in – a stewardship work group, and a recreation and outreach work group. The Stewardship Work Group will be working to compile and coordinate Municipal Vulnerability Planning feedback from each town, as well as developing a river obstruction-clearing guidance paper. The recreation and outreach group will be developing some communication pieces in the coming year. We look forward to Town input in the coming year.

In June, the anniversary was the theme of our annual RiverFest celebration, with the Council and over 20 partners hosting events up and down the River, engaging over 1,000 people in paddles, hikes, fishing, kids events, and so much more. At the annual kick-off party, Joan Kimball, retired MA Riverways Director, keyed off the Awards Ceremony with her reflections on 20 years of River conservation, and Framingham Mayor Yvonne Spicer shared a few remarks about her work along the River. Concord residents Nancy and Reinier Beeuwkes received a River Steward Award for their gift of land along the River, and Bethany Baryames received an Award for her local volunteer efforts. On Sunday in Concord, the annual Riverfest cardboard boat race was once again a hit, as teams attempted to race on the Concord River in their own ecology themed boats.

As of this fall, two boat access areas have been

improved along the Assabet River in the Town of Concord, thanks to funding from the National Parks Foundation. The National Park Service has been working more closely with the Foundation to provide for Wild and Scenic River funding, and our region benefited. The Baker Ave site and the Second Division Brook Site now have been cleared of invasives and provide trails and pull-out spots for boaters.

The Council participated actively this year in conversations with the Town and the Middlesex Canal Association about the future of the Talbot Mill Dam; potential fish restoration efforts and/or future removal of the dam would greatly improve the health of the Concord River. Grant funding supported work by Lowell Parks and Conservation Trust in Lowell, counting and tracking fish that pass through the fish ladder in Lowell. Council members joined the conversation at the Middlesex Canal Museum when author Robert Thorson spoke in October about the history of the Dam. It was an engaging discussion!

The Council once again funded important projects through our Wild and Scenic budget, leveraging hundreds of hours of volunteer time and local resources and funds. The Council supported land protection by partner organization Sudbury Valley Trustees. The Council continued its support of water quality through partner organization OARS' long-term water quality monitoring program; OARS recently unveiled a "River Report Card", a comprehensive assessment of river data. Mass Audubon River Schools Program was funded to support students learning river science and stewardship on our River, with over 1,000 students getting field experiences across four towns. We also funded the CISMA invasive species network, helping to combat water chestnut and other invasive species in our towns.

### *The impact of the Wild and Scenic River Program for your local community*

Federal dollars granted to community efforts: \$90,300

Federal dollars matched: \$1,700,000

Towns directly benefitting from grants: 13

Towns indirectly supported: 36

Boat access areas improved: 2 (Concord)

Progress on invasive species: 28 work days funded, across 4 towns, and 3 organizations

Schools supported: 1500 students, across 5 school districts  
Land conservation projects: 518 acres (conserved or in process)  
Partner organizations engaged: 27  
Events run on the River: 45  
Participants engaged: Over 1,200

There are many ways to get involved in the work of the Sudbury, Assabet, and Concord Wild and Scenic River. We meet monthly in Sudbury at the Great Meadows Wildlife Refuge and our meetings are open to the public. Find us online at [sudbury-assabet-concord.org](http://sudbury-assabet-concord.org).

## WEST CONCORD JUNCTION CULTURAL ARTS COMMITTEE (WCJCDC).

Harry Bartlett  
Lisa Evans  
Carlene Hempel, Chair  
Margot Kimball  
Jen Montbach  
Ann Sussman  
Kate Yoder

The West Concord Junction Cultural District Committee (WCJCDC), appointed by the Select Board with seven regular members, serves as a planning group to support a thriving creative/artist community through events as well as initiatives in the Village district. The WCJCDC also seeks to illuminate the notion that art is an important economic engine that can strengthen Village businesses and serve as a magnet for visitors who want to shop and recreate here. The WCJCDC spent its first full year in existence concentrating on three major efforts.

West Concord Goes Bluegrass and ArtScramble: As part of ArtWeek on April 26-May 4, the WCJCDC organized a series of events including a free bluegrass concert at Three Stones Gallery; two free art-making parties at Village Art Room and Nashoba Bakery; a bluegrass literature display at the Fowler Library; a bluegrass-themed flavor, Fingerpicking Good Bourbon, at Reasons to be Cheerful; a bluegrass-themed drink (Ben's Banjo) at Salt Box

Kitchen and two finale events that brought together hundreds of people. Those were "ArtScramble," which involved creating a bluegrass-themed 6-foot-by-12-foot mural comprised of 288 squares, all painted by members of the community, and a free bluegrass lecture, following by a bluegrass concert with members of the community, at the Concord Conservatory of Music. The concert also served as the "reveal" for the ArtScramble mural, which hadn't been seen assembled until then.

From January through June 2019, the WCJCDC worked with Boston-based consultants McCabe Enterprises to produce the West Concord Junction Cultural District Action Plan, made possible with a \$5,000 grant we received, and the Planning Division matched, from the Massachusetts Cultural Council (MCC). Our work involved four separate surveys to various constituencies, residents, business owners, artists, and visitors, in the Village. It also included an Open House at the Bradford Mill Wheelhouse space with community members to discuss the intersection of the arts and business interests. The effort culminated in an 80-page report that details a multi-point action



*Local musicians performed bluegrass music at the WCJCDC's "West Concord Goes Bluegrass" event held at Concord Conservatory of Music in May 2019.*

plan for encouraging and supporting the arts in West Concord Village. The report is available on the Town Website.

- On September 21<sup>st</sup>, the WCJCDC hosted its first annual Porchfest grassroots music festival with more than 1000 people in attendance. The Harvey Wheeler

Community Center served as home base where the high school radio station broadcast live and Reasons to be Cheerful sold ice cream. More than two dozen “stages” were within walking distance and were established on residents’ porches, driveways, and yards, showcasing local musicians for the afternoon.

- In November, the WCJCDC applied for and received a \$1000 grant from the MCC to support local businesses on the Saturday after Thanksgiving. With some of these funds, members of the WCJCDC bought and served hot chocolate to passersby in front of storefronts on Main Street and Commonwealth Avenue and hired a Santa Claus to hand out candy and encourage patrons into the stores.

- In late November, the WCJCDC applied for and received a grant from the MCC to build upon and continue our ArtScramble mural project. With this money in 2020 we will create a community mural project with a theme that honors the opening of our new performing arts theater, the Kay DeFord Performing Arts Center, on Church Street in September. The goal is to extend our annual mural project over a series of three more years for a total of five, each with a different theme specific to the Village.

The WCJCDC finished the year with plans to work on better wayfinding for the Village, its businesses and artists and a plan to develop a more sophisticated internet presence including a web page, Instagram and facebook sites.

## POLLINATOR HEALTH ADVISORY COMMITTEE

Sarah Grimwood, Chair  
Christian Krueger, Clerk  
Brian Cramer  
Mark Hanson  
Stanley Lucks  
Sig Roos

Pollinators are under threat from many quarters, including:

- Habitat Loss: Fewer wild areas and more areas managed as manicured lawns and landscape can mean dramatically less forage for honeybees and wild pollinators
- Homeowner/landscaper pesticide use: Increased use of highly toxic and persistent pesticides by homeowners or their hired landscapers can have dire consequences for bee and pollinator populations
- Agricultural pesticide use: Areas used to produce crops and areas adjacent to them can be exposed to levels of pesticide that are toxic to pollinators

In order to educate Concord residents on these issues, an informational flyer was distributed to Concord residents at Town Meeting, Musketaquid Earth Day, the Concord Sustainable Landscaping Fair, and Ag Day.

To assist Concord residents with determining whether nursery or farmstand plants have been treated with neonicotinoids (systemic pesticides which are absorbed by plants via the vascular system and can end up in the plant’s nectar and pollen as well as the soil and waterways) the Committee sent a questionnaire to 27 local vendors asking if they sell neonicotinoid-free plants or seeds. Responses will be used to create a “Pollinator Approved” list of vendors, which will be posted to the committee’s webpage on the Town’s Website.

In July the Committee took a field-trip to the Peter Spring Field turtle nesting area at 509 Bedford Street, a good example of pollinator habitat. Members of the Committee are also participating in creating a pollinator friendly environment at the Wheeler-Harrington House at 249 Harrington Avenue in Concord.

For more information visit: [concordma.gov/1935/Pollinator-Health-Advisory-Committee](http://concordma.gov/1935/Pollinator-Health-Advisory-Committee)

## 2229 MAIN STREET OVERSIGHT COMMITTEE 2019 ANNUAL REPORT

Paul Boehm  
Ray Bruttomesso  
Len Rappoli  
Pam Rockwell  
Fred Seward

Deborah Farnsworth, Board of Health representative  
Judith Zaunbrecher, Natural Resources  
Commission representative  
Linda Escobedo, Select Board liaison

The 2229 Main Street Oversight Committee was formed to monitor the cleanup at the site previously occupied by defense contractor Starmet, formerly Nuclear Metals, Inc. (NMI). This site was put on the Environmental Protection Agency (EPA) national priorities list in 2001 and is now a Superfund site. The EPA has completed the building removal action, so at this point, the covered building slabs, construction trailers, sampling well-heads, and fences are the only structures that remain at the site. In 2019, a pump and treat system to remediate organics in the water was brought online, the Town NMI/Starmet Reuse Planning Committee began meeting to develop a reuse strategy for the Town, and the Consent Decree for the remediation of the entire 2229 Main Street site was lodged with the court and entered, starting the final remediation process.

Previous testing determined that 1,4-dioxane, had moved off the site and was heading under the Assabet River, in the direction of Acton's drinking water wellfield. In 2019, the site contractor installed and activated a pump and treat system between the Starmet site and the drinking water wellfield to remove the 1,4-dioxane in accordance with the risk based cleanup levels specified in the Record of Decision (ROD) issued on September 30, 2015. The committee toured the new facility and viewed the sulfate and ozone based oxidation system which removes 1,4 dioxane from the water before it is discharged in the river. The design includes filters and reaction vessels housed in a small building on the Acton side of the river, and can be expanded if there is a need for additional wells in Concord if the data from the first few years of operation shows a need for further treatment to protect the Assabet River. The Committee also reviewed data that demonstrates that

pumping contaminated water at this site does appear to interrupt the plume before it reaches the Acton wells.

In April 2018, Concord Town meeting voted to encourage taking ownership of the property promptly and to allocate funds for a redevelopment plan. This year, the Town has created a new committee, the NMI/Starmet Reuse Planning Committee to develop ideas about how the Town could reuse the site. The 2229 Main Street Oversight Committee has supported the new committee during an ambitious public forum to collect ideas from the public.

In October, the Justice Department lodged the consent decree with the court and asked for public comment. The consent decree is the contract for the remediation between the principal responsible parties and the Federal government, and it includes an ambitious timetable to develop a remediation workplan in the first 18 months. The committee spent considerable time reviewing the details of the consent decree and developed comments for the Town that support the cleanup process. In December, the consent decree was entered into the Federal record, and remediation planning has begun.

Currently, depleted uranium in surface soils near building slabs and in groundwater deep below the surface is confined to the 2229 Main Street property, and moves slowly, so EPA has ample time to ensure that the uranium never moves off the site.

Contaminated soils up to a 10 foot depth will be dug up and removed from the site so that a person living, working, and growing their own food at the site for 70 years will have less than an increased cancer rate of one in a million because of their exposure. Groundwater at the site will be protected by chemically sequestering the large mass of depleted uranium deep below the old holding basin, surrounding it with a waterproof barrier like concrete or bentonite, and capping it.

Contaminated soils will be shipped to a proper mixed waste disposal area and not buried at the site.

More information about the 2229 Main Street cleanup can be found at the following websites:

- [www.nmisite.org](http://www.nmisite.org) from contractor de maximis inc.
- [www.epa.gov/superfund/nmi](http://www.epa.gov/superfund/nmi) from the EPA

## NMI-STARMET RE-USE PLANNING COMMITTEE

Gary Kleiman, Co-Chair  
Paul Boehm, Co-Chair  
Pam Rockwell, Clerk  
Andrew Boardman  
Jim Burns  
Steven Ng  
Karl Seidman

The purpose of the NMI-Starmet Re-use Planning Committee (NSRC) is to assist the Town with identifying possible ways to reuse the property at 2229 Main Street for maximum public benefit. While the Charge was approved in April 2018, members were not appointed to the Committee until the spring of 2019. The first meeting was held on June 20th, when the planning process was launched with a site visit led by members of the Environmental Protection Agency (EPA) and the on-site contractor at 2229 Main Street, deMaximis. At that time, the Committee members were also introduced to the consultant team from Skeo, provided to assist the Town and the Committee through efforts of the EPA.

The committees' initial meetings were to gain an understanding of the site clean-up initiatives and areas for future site re-development, discuss initial thoughts about potential uses, develop a set of principles for redevelopment and prepare for a community workshop/forum to be held in the fall.

The NSRC, representatives from the EPA, and consulting firm Skeo conducted two workshop sessions on October 17<sup>th</sup> to gain input and feedback on initial planning concepts for the NMI/Starmet site at 2229 Main St. Over 75 residents participated in the two workshops. Information and ideas developed during the workshops were then organized by NSRC members, who were asked to develop conceptual development models for discussion in December. This information will be presented to the Select Board early in 2020 before being brought back to the public for consideration and further input.

# SCHOOLS

## CONCORD SCHOOL COMMITTEE

Heather Bout, Chair  
Court Booth, Vice-Chair  
Wallace Johnston  
Yuval Erlich  
Cynthia Rainey

### *Mission and Core Values*

Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become independent lifelong learners, creative thinkers, caring citizens, and responsible contributors to our increasingly diverse global society. The core values are: academic excellence, empathic and respectful community, professional collaboration, educational equity, and continuous improvement. Core values were updated in 2018: excellence, engagement, perseverance, inclusions, and innovation. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, as well as for infrastructure and operations.

### *Enrollment*

Concord Public Schools (CPS) serves 2047 students in grades K-8; there was a decrease of 27 students from the previous year.

### *Student Achievement and Activities*

The School Administration and School Committee focus on improving student learning. Teachers and Administrators work hard to ensure an appropriate educational experience and learning environment for each student. The district uses a variety of assessments to monitor student progress and continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

There are robust music and arts programs in Concord schools and all students receive music and art instruction. Most students participate in supplemental music programs for orchestra, band, and chorus that are offered in grades four through eight. Activities beyond the school day extend the learning experience for students in a multitude of areas that enhance academic studies including athletics, the arts, technology, games and student interest groups.

### *Strategic Planning Implementation*

Following a comprehensive planning process that was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both Districts. The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness. The strategic plan will be utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

### *CPS Budget and Finances*

The goal of the School Committee is to develop budgets that meet the needs of our students and are sensitive to the impact on taxpayers. Concord residents approved a fiscal FY20 operating budget recommendation of \$39,390,163 at Town Meeting, which represents a 2.99 percent increase from the previous year's operating budget and was consistent with the Concord Finance Committee guideline. The main cost-drivers for CPS are the contractual increases in teacher salaries and special education costs. The newly created School Committee budget subcommittee worked with the Superintendent to adopt a zero-based budgeting model for the FY20 budget.

### *Town Approves Feasibility and Schematic Design for a New Concord Middle School*

Concord residents authorized a feasibility study and schematic design options for a new middle school

building that would be designed and constructed in a manner consistent with Concord’s sustainability goals and principles. The measure was approved overwhelmingly at both the Concord Town Meeting in April and at a town ballot vote in June.

The votes followed a multi-year process that included a comprehensive analysis of the current middle school buildings and denials from Massachusetts School Building Authority (MSBA) to access financial assistance. It has become clear that moving forward without MSBA was the financially responsible decision to avoid increased costs to Concord taxpayers in the future and to provide Concord students with continued opportunities for educational excellence.

#### *School Committee Continues Cultural Proficiency and Awareness Efforts and Training*

The School Committee and Superintendent continued to set goals and implement training and other programs regarding cultural proficiency and awareness. While there have been consistent and on-going efforts in both districts prior to 2019, members of the School Committee and Superintendent Hunter have made this conversation a priority. The goal of these efforts is to ensure an inclusive learning environment where all are welcome, safe and accepted.

The School Committee adopted a policy in 2018 that policy allows for excused absences for religious or cultural observances. During 2019, the Superintendent and School Committees initiated an implementation plan which includes providing the teachers, staff and community with the necessary support to ensure the policy achieves the stated goals. This plan includes provisions for comprehensive professional development for teachers and administrators. A Cultural Competency Committee continues its work to ensure that teachers, students, staff, parents and administrators have a voice throughout this process.

#### *Communication and Community Engagement*

The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee held several School Committee - Community Coffees as forums beyond their regular business meetings, where members of

the public can comment and ask questions of School Committee members. Individuals who are interested in knowing more about the role of the School Committees as well as receiving the latest updates on school budgets and informational events are encouraged to enroll in the “School Committee News” Subscriber List. These updates will include timely information such as meeting dates and agendas, minutes, event announcements, and the School Committee Report. Individuals can sign up at [www.concordps.org/school\\_committee\\_subscriber\\_list](http://www.concordps.org/school_committee_subscriber_list)

#### *Appreciation*

Members of the School Committee are grateful to have exemplary school leadership and an exceptional faculty and staff, whose dedicated work makes Concord Public Schools amongst the top districts in the Commonwealth of Massachusetts. In addition, members want to express their appreciation to all of the parents and community members who volunteer their time on behalf of Concord Public Schools. Most of all, members want thank the citizens of Concord for their ongoing support of our schools.

In addition, members wanted to acknowledge and thank Johanna Boynton and Robert Grom for their service on the School Committee; their terms expired following 2019 Town Meeting.

## **CONCORD-CARLISLE REGIONAL SCHOOL COMMITTEE**

Wallace Johnston, Chair  
David Model, Vice Chair  
Heather Bout  
Court Booth  
Yuval Erlich  
Eva Mostoufi  
Cynthia Rainey

The citizens of Concord and Carlisle have continued to provide significant support to the students, faculty and Administrators of the Concord-Carlisle Regional High School. Members of the Regional School Committee continue to be very proud of the accomplishments both inside and outside the classroom. CC at Play has

made the campus athletic facilities second to none and members of the Regional School Committee salute the many donors and volunteers who made this possible in addition to the contribution from the Community Preservation Coalition fund.

#### *Mission and Core Values*

Members of the School Committee use the vision articulated in the District's mission statement and core values to guide decisions. The mission statement is available on the District website, [www.concordps.org](http://www.concordps.org). Core values were updated in 2018: excellence, engagement, perseverance, inclusions, and innovation. In addition, the School Committee and Administration set annual goals for student achievement and instruction, learning environment, professional collaboration, communication and community engagement, as well as for infrastructure and operations.

#### *New Members of the Regional School Committee*

In the spring of 2019, David Model and Eva Mostoufi were welcomed to the Regional Committee as the representatives from Carlisle and Yuval Erlich and Cynthia Rainey were elected in Concord.

#### *Enrollment*

Concord-Carlisle High School has 1281 students in grades 9-12. CCHS experienced an increase of nine students in FY20. The Superintendent and School Committee carefully monitor enrollment projections as well as other factors that could impact enrollment such as new housing developments.

#### *Student Achievement and Activities*

The School Administration and School Committee focus on improving student learning. Teachers and Administrators work hard to ensure an appropriate educational experience and learning environment for each student. The District uses a variety of assessments to monitor student progress. The District continues efforts to integrate technology into the daily curriculum as one of many tools that enhance teaching and learning, with teachers exploring new strategies and serving as mentors to each other. The School Committee supports these efforts by providing resources through the school budget.

There are robust music and arts programs at CCHS and all students have the opportunity to receive music

and art instruction. Activities beyond the school day extend the learning experience for students in a multitude of areas that enhance academic studies including athletics, the arts, music, technology, games and student interest groups. Outside organizations such as the Concord Education Fund provide funding for many of these activities. The CCHS community is extremely fortunate to have teachers, parents and citizens who facilitate and support these opportunities for students.

#### *Strategic Planning Implementation*

Following a comprehensive planning process that was driven by a 50-member stakeholder group that included faculty, students, school committee members, parents, community members and school administrators, a strategic plan was formed to shape a shared vision for both CPS and CCRSD.

The plan features efforts in key areas such as reducing student stress, maintaining academic excellence and work related to cultural proficiency and awareness. The strategic plan will be utilized to guide and prioritize decision making regarding teaching and instruction, curriculum, budgets, and planning for facilities amongst other matters. Also, it will include provisions for analysis and review of the plan's on-going success as well as for on-going input from the public.

#### *CCRSD Budget and Finances*

The District continues to maintain excellent academic programs while working in a challenging funding environment. Core budgeting principles remain focused on prioritizing resources to support student learning and growth while being sensitive to the impact of budgets on residents of the District communities. Members of the Regional School Committee successfully worked to develop an operating budget recommendation that achieved alignment with the Concord Finance Committee recommendation and was subsequently approved at both Town Meetings. The FY20 operating budget was \$34,687,733 which represented a 2.78% increase over the previous year. The newly created School Committee budget subcommittee worked with the Superintendent to adopt a zero-based budgeting model for the FY20 budget.

### *Cultural Proficiency Initiative and Accommodations for Religious and Cultural Observances*

The Regional School Committee and Superintendent made cultural proficiency training a priority for professional development at CCRSD in addition to CPS.

Members of the Regional School Committee and the Concord School Committee built upon a policy adopted in 2018 that allows for excused absences for religious or cultural observances upon notification by a parent or guardian and calls for teachers to plan curriculum, major assignments, assessments and testing based on their awareness of their students' attendance plans. In 2019, there was professional development support provided for teachers and administrators to further cultural proficiency and awareness efforts and to support the implementation of the new policy.

### *New Hires*

Kathryn Stahl was hired as the new Assistant Principal at Concord Carlisle High School (CCHS).

### *Communication and Community Engagement*

The School Committee has an ongoing goal of continuously improving communication with stakeholders. The Committee held several School Committee - Community Coffees as forums beyond their regular business meetings, where members of the public can comment and ask questions of School Committee members. Individuals who are interested in knowing more about the role of the School Committees as well as receiving the latest updates on school budgets and informational events are encouraged to enroll in the "School Committee News" Subscriber List. These updates will include timely information such as meeting dates and agendas, minutes, event announcements, and the School Committee Report. Individuals can sign up at [www.concordps.org/school\\_committee\\_subscriber\\_list](http://www.concordps.org/school_committee_subscriber_list)

### *Appreciation*

Once again, members of the Regional School Committee extend the citizens of Concord and Carlisle deep appreciation for your active support of the students and faculty at CCHS. The School Committee is grateful to have exemplary school leadership and an exceptional faculty and staff whose commitment to excellence consistently place CCHS among

the top districts in the Commonwealth of Massachusetts.

In addition, members wanted to acknowledge and thank Mary Storrs for her service on the Regional School Committee.

## **SUPERINTENDENT'S REPORT**

Dr. Laurie Hunter, Superintendent

The mission of the Concord Public Schools and the Concord-Carlisle Regional School District is to educate all students to become lifelong learners, creative thinkers, caring citizens, and responsible contributors in our diverse global society. We are able to achieve our mission through the investment of educators, staff, parents, and community members who work tirelessly to improve our schools.

District Goals are available on the District's website, [www.concordps.org](http://www.concordps.org)

### *Student Learning*

All district efforts focus on improving student learning and teaching. The focus on curriculum areas during 2019 included: music, writing and STEAM (Science, Technology, Engineering, Art, and Mathematics). In each area, there is some new curricula and/or pedagogy which is intended to make students' learning experiences more relevant, more engaging, and more rigorous.

Exciting efforts are underway in the area of STEAM engineering. A team of pre-K - 12 educators created a strategic plan to ensure all students are involved in engaging STEAM tasks so that more students consider a future in this field. The fruits of this labor are coming to bear. At the preschool level, faculty worked over the summer designing age-appropriate tasks for their students. At the elementary level, students began to visit Ripley and the temporary STEAM lab while the permanent STEAM innovation Lab is under construction. At the middle school level, all students participated in the creation of a sculpture that represents measuring time as modeled on the work of Sarah Sze. At the high school, an exciting two-week experience called, "Q5," allows all students to choose

among over 80 interdisciplinary courses in lieu of the traditional last two weeks of school in June.

There were exciting updates in the teaching of world languages. Spanish classes are offered at each of the three elementary schools having completed the first full year of the program. A certified teacher of Spanish is available for each school. Spanish has been integrated into Music classes and individual classrooms to promote the generalization of these Spanish speaking skills across our schools.

This year CMS created a comprehensive new advisory program named homeBASE. Advisory programs, common in many middle schools, fill a number of purposes. At CMS we anticipate that student-teacher relationships will be enhanced, ensuring each student feels connected to at least one adult in the building. HomeBASE groups meet daily and include extended meetings addressing topics such as bullying, academic advising, social and emotional support and entertainment and fun. Early feedback has been extremely positive from both student and staff participants.

Concord Carlisle High School (CCHS) remains one of the top achieving public high schools in the state of Massachusetts. When evaluated solely on academic performance, particularly on state and nationally standardized tests, CCHS ranks near the top of every list.

Overall, 95% of our students participated in a club, group, or athletic team. Last year proved to be another stellar year for our athletic program. Many CCHS teams were victorious with state championships awarded in girls' cross country and Nordic skiing.

Approximately 135 students of color in grades K-12 who reside in Boston attend the Concord Public Schools and Concord-Carlisle High School via METCO. Our METCO Program is the sixth largest in Massachusetts. CPS provides a comprehensive orientation process for families of students entering Kindergarten, concluding with a four-week summer readiness program at Alcott School to prepare students for the transition to Kindergarten. CPS also maintains a robust Family Friends Program and a strong relationship with Concord Recreation to provide enrichment opportunities for METCO students in grades K-8.

### *Student Achievement*

CCHS and CPS students continue to achieve at high levels both in state and district assessments. For students in grades 9-10, CCHS participated in the new MCAS 2.0 online assessment. This is a more rigorous assessment than the old MCAS/PARCC and Concord-Carlisle students continue to score at high levels. The 2019 results reflect the shift in the test with a very strong performance of 80% or more student meeting or exceeding expectations. As has been historically true, CCHS was among the top performing schools in the state with 92-98% of student demonstrating proficiency across English, math and science.

For more information on the robust range of student achievements and activities, please visit the district website [www.concordps.org](http://www.concordps.org).

### *Special Education*

External reviews of special education were completed for both K-8 and CCHS. The schools are reviewing the recommendations and beginning to implement changes. CCHS and CMS created a new approach based on cohorts of disabilities. Intensive programs to serve developmentally delayed and social and emotional needs formed at Alcott, Thoreau and CMS. This continuum now provides extended, intense services so that more students can remain within the local school districts. Out of district numbers are projected to drop over the coming years creating both improved service to students and greater fiscal stability.

### *Professional Development*

The district continued to invest considerable resources in professional development, providing educators with learning opportunities in curriculum development and technology integration.

### *Human Resources*

The majority of the new hires filled vacancies created by retirements, resignations, and temporary leaves of absences. Retention rates for educators continue to remain strong in both Districts at approximately 97%. Other activities include ongoing efforts to align professional development offerings with educator plans and goals, school improvement plans, and district goals and implement initiatives to build community through district-wide wellness activities. Contract negotiations concluded with the CPS and CCRSD

Building Workers as well as the CCTA Tutors and K12 Maintenance Associations. In addition, there was a one- year contract with CPS in order to align the timing with the 2020 renewal of the CCTA contract. An agreement was reached with the CCTA Tutors.

### *Finance and Operations*

The districts continue to maintain excellent academic programs while meeting challenging funding goals. Our core budgeting principles remain focused on using resources to support student learning and growth. The district goals approved by the school committees provided direction to the budget process to support student learning opportunities. Following extensive discussion, FY20 budgets met the Finance Committee revised guidelines.

### *Summary*

The major highlights of 2019 are the outstanding student achievement and the implementation of the strategic plan. We are extremely proud of our students, faculties, and staff, and we are grateful for the Concord and Carlisle communities' support. The schools made significant progress in achieving the district goals by increasing student learning, improving curriculum and instruction, integrating technology into the classrooms, supporting faculty and staff, increasing teacher collaboration, developing responsive and responsible budgets. For more information, please visit the districts' website, [www.concordps.org](http://www.concordps.org).

## **MINUTEMAN VOCATIONAL TECHNICAL SCHOOL**

Dr. Edward A. Bouquillon, Superintendent-Director

The Grand Opening and Ribbon Cutting Ceremony of the new \$145 million Minuteman High School building on October 4, 2019, marked a pivotal and historic moment in the school's history, launching the next chapter of state-of-the-art college and career academy-style education for students, where they will learn essential skills for school and work-based environments for years to come.

It took a momentous effort over the past several years to arrive where we are today. Despite the many expected and unexpected challenges involved with opening a widely comprehensive career technical high school such as Minuteman, there were many stakeholders who were unyielding in their determination to succeed, including Superintendent-Director Dr. Edward A. Bouquillon and Mr. Ford Spalding, Dover representative to the Minuteman District School Committee and Chair of the Minuteman School Building Committee, who spearheaded the construction project.

At the forefront of the campaign for a new Minuteman was Dr. Bouquillon, who, like so many others associated with the school, is jubilant at the outcome – an architecturally stunning building with every amenity, one that fosters collaboration, provides a safe



*The newly constructed Minuteman Vocational Technical School*

and secure environment, and will serve as a showplace where exceptional technical and academic learning is offered to Minuteman students for decades to come.

During the opening ceremonies, Dr. Bouquillon stated the importance of having built a school that lets students and educators dream big and be brave. The school will unite the disciplines and promote the commitment to deep integration of academics and high-quality career and technical education.

The new Minuteman High School was designed to promote a college and career academy model that integrates rigorous academics with relevant technical programming in occupational areas. The academy model was adopted to create smaller “schools within a school” for more personalized learning founded upon close relationships between students and teachers.

The new facility accommodates project-based learning across disciplines, requiring students to learn how to work on a diverse team, solve problems and think critically. These are essential 21st-century skills that students practice and apply in a variety of school and work-based environments.

As an accredited member of the New England Association of Schools & Colleges (NEASC), Minuteman inspires all students to attain their full potential, accelerate their learning, and become purposeful citizens in the global community.

*Minuteman Superintendent Dr. Edward A. Bouquillon Semi-Finalist for 2019 National Superintendent of the Year*

Dr. Edward A. Bouquillon, who has been Superintendent-Director of Minuteman High School since 2007, was named semi-finalist for the 2019 National Superintendent of the Year Award by the National Association of School Superintendents. The award criteria included encouraging the success of students and staff, creation of a safe learning environment, collaborating with family members and people in the community, acting in an ethical and exemplary manner, and displaying leadership. In his nomination, Dr. Bouquillon was lauded for his leadership and accomplishments, along with demonstrating inclusion, an open-minded process of working alongside constituencies and stakeholders, innovation, boldness, and thoughtful, dynamic

leadership. In 2018, Minuteman received the National Blue Ribbon School Award from the U.S. Department of Education —one of only three high schools in Massachusetts to do so.

*Class of 2019 Achievements*

Of the Class of 2019, 63% enrolled in a two or four-year college/university, 33% entered a career, and 3% began advanced technical training. Nearly all students who sought certifications in their respective fields received them prior to graduation, which includes various certifications from Occupational Safety and Health Administration (OSHA) in hazardous materials removal, biotechnology, plant science, and health care, among others. Members of the Class of 2019 were accepted to 80 different colleges and universities, including Boston University, Carnegie Mellon, Roger Williams University, George Washington University, Worcester Polytechnic Institute, and many more.

Among the Concord graduates are Nicholas Delorey, a biotechnology major who is now attending University of Vermont; Henry Dionne (biotechnology), now attending University of Massachusetts Amherst; Jake Dionne (engineering technology), now attending University of Maine Orono; Benjamin Keaton (biotechnology), now attending George Washington University; and Ethan Scerra (programming and web development), now attending Middlesex Community College.

*Minuteman Showing at Battlegreen Run in Lexington*

Students and faculty from Minuteman raised about \$3,000 through their participation in the 24th annual Genesis Battlegreen 5K/10K Run in Lexington on November 3, 2019, which benefited the Minuteman Parent Association, the Minuteman Futures Foundation, and the Pam Briggs Memorial Scholarship. Minuteman had 28 runners and walkers and 23 volunteers, which included culinary arts and design and visual communication students who provided food and publicity materials, respectively, for the event. The top three runners were senior Otto Rademacher of Arlington, parent Benner Ih, and Minuteman Principal George Clement.

*Minuteman High School Students Participate in Youth Remodeling Career Day*

A group of about 40 Minuteman students in the

Electrical, Plumbing, Carpentry and Metal Fabrication programs at Minuteman participated in Youth Remodeling Career Day at the Bolton Fairgrounds in Lancaster, MA, an event which allowed them to learn about careers in the remodeling industry and have mock interviews with experts. The hands-on, practical nature of this endeavor made it especially valuable for the students, as did the chance for them to speak one-on-one with representatives from prominent companies specializing in all aspects of remodeling. Seventeen other schools took part as well.

*About Minuteman*

Minuteman is an award-winning regional career and technical high school and continuing education institution that integrates robust academic and technical learning. As an accredited member of the New England Association of Schools & Colleges (NEASC), Minuteman challenges all students to aspire to their full potential, accelerate their learning, and achieve success in the 21st-century global community. Located in Lexington in a new state-of-the-art facility, Minuteman’s member towns are Acton, Arlington, Belmont, Bolton, Concord, Dover, Lancaster, Lexington, Needham, and Stow.

**THE SCHOLARSHIP FUND OF  
CONCORD AND CARLISLE**

*Executive Committee*

- Rebecca Britten ‘Bee’ Loprete - Chair
- Travis Minor - Assistant Chair
- Welles Hatch - Treasurer
- Albert Powers - Assistant Treasurer
- Elaine DiCicco - Secretary
- Paul Ressler - Past Chair
- Lucy V. Miller - Past Chair

*Trustees*

- Kenneth Anderson - Associate Trustee
- Dorothy Bean - Emerita Trustee
- Edward Bernard - Associate Trustee
- Hanna Bruno
- Nick Carter
- Jeanne DeTemple
- Molly Q. Eberle
- Devra Feshbach-Meriney
- Janet Rhodes Friedman
- David Gould - Emeritus Trustee



*The Scholarship Fund of Concord and Carlisle 2018-19 Trustees  
Left to Right Back: Welles Hatch, Danae Laura, Leah Levinger,  
Elaine DiCicco, Hanna Bruno, Nick Carter, Deb Mayerson, Jeanne  
DeTemple, Paul Ressler, Priscilla White Sturges, Julie Hagan  
Left to Right Front: Lucy Miller, Travis Minor, Janet Rhodes  
Friedman, Bee Loprete, Devra Feshbach-Meriney, Al Powers*

- Julie Hagan
- Danea Laura - Associate Trustee
- Leah Levinger - Associate Trustee
- Deb Mayerson
- Tom Rutledge - Associate Trustee
- Priscilla White Sturges

The Scholarship Fund of Concord and Carlisle (formerly known as the Concord-Carlisle Scholarship Fund) was established in 1966 to provide need-based grants to deserving young men and women from Concord or Carlisle to obtain additional educational opportunities after secondary school. The Fund is a tax-exempt charitable trust. Recipients must either live in or have attended school in either town.

The Scholarship Fund of Concord and Carlisle celebrated its 50th anniversary in 2016. Grateful for the continued support from the townspeople of Concord and Carlisle, we look forward to the next 50 years of supporting our young men and women who aspire to higher levels of education.

The Fund is administered by a 22-member volunteer board of trustees. Scholarships are financed through an annual appeal, a student-staffed phonathon, and by income generated from memorial gifts, bequests, and named funds. For more information about The Scholarship Fund, please see the website: [thescholarshipfundofcc.org](http://thescholarshipfundofcc.org)

In 2019, the trustees awarded \$218,250 supplemented by \$53,140 from The Scholarship Fund’s affiliated organizations, bringing the total to \$271,390 awarded to 73 high school seniors and in-college students. Since its inception, The Scholarship Fund has

assisted over 1,400 students.

The Scholarship Fund of Concord and Carlisle Trustees are pleased to announce that the following students have been awarded scholarships for the 2019-2020 academic year.

\* Scholarships marked with one asterisk are managed by the Scholarship Fund of Concord and Carlisle.

\*\* The scholarships marked with two asterisks are managed by the Trustees of Town Donations of the Town of Concord.

All other scholarships are managed by the named affiliate organization.

### Scholarship Recipients

The Abby Memorial Scholarship\*  
Andrenae Jones

The Acton Toyota of Littleton Scholarship  
James Rice

The William W. Anderson Memorial Scholarship\*  
Mahera Malek

The Janet Babb Memorial Scholarship\*  
Christopher Secunda

The Bean Family Scholarship\*  
Yoonjae Song

The Trudy Biernson Memorial Scholarship\*  
Kira Johnson

The Carlisle Policemen's Scholarship  
Jai-Anah Bennett  
Fiona Sills

The Eleanor Winstanley Childs Memorial  
Scholarship\*  
Jillian Cupp

The Class of 1962 John F. Donovan Scholarship\*  
Kira Johnson

The Concord Children's Center Scholarship  
Marin Gerstmyer

The Concord Firefighters' Relief Association  
Scholarship  
Denkeis Hunter

The Concord Lions Club Scholarship  
Joshua Glazer  
Hugo Zhang

The Concord Policemen's Relief Association Scholarship  
Tyler Heber  
Andrenae Jones

The Concord Women's Club – Ruth Bullerwell  
Scholarship\*  
Yeruksew Hoyt-Rouse

The Mary Connorton Memorial Scholarship\*  
Elizabeth Fineberg

The Guido S. D'Asti Memorial Scholarship\*  
Tyler Hebert

The Clair Day Memorial Scholarship\*  
Yeruksew Hoyt-Rouse

The Charles W. & Nancy I. Dee Memorial Scholarship\*  
Tyler Hebert

The Joan M. & Norman E. Dee Scholarship\*  
Minjae Song

The Elaine DiCicco Scholarship\*  
Kira Johnson

The Guy P. & Teresa E. DiGiovanni Scholarship\*\*  
Denkeis Hunter

The Engel & Völkers Scholarship  
Jai-Anah Bennett

The Charles Evans Scholarship\*  
Mahera Malek

The John B. Finigan Memorial Scholarship\*  
Catherine Whitlock

The Wilson Flight Scholarship* Fiona Sills	The Casper C. Jenney & Eleanor M. Jenney Memorial Scholarship* Tyler Hebert Denkeis Hunter Minjae Song Yoonjae Song	The Janet Gates Peckham Memorial Scholarship* Minjae Song
The Garden Club of Concord Scholarship Sara Fein		The Albert L. & June B. Powers Scholarship* Elizabeth Fineberg
The Essie Golden Scholarship* Sara Fein	The Diane Kenneally Memorial Scholarship* Benjamin Keaton	The David Prifti Memorial Scholarship* Christopher Secunda
The Bobby Gray Memorial Scholarship* Isabella Eliot	The Knights of Columbus Scholarship* Isabella Eliot	The Katrina J. Przyjemski Memorial Scholarship* Christopher Secunda
The Margaret Haggerty Scholarship* Marin Gerstmyer	The Sally Lanagan Memorial Scholarship* Maiya Bowen	The Marguerite Purcell Memorial Scholarship* Dalia Katerji
The Teresa (“Teri”) D. Hale Memorial Scholarship* Philip Haddad	The Norton Levy Scholarship* Benjamin Keaton	The Nick Ressler Memorial Scholarship* Benjamin Keaton
The Wells A. Hall Memorial Scholarship* Isabella Eliot	The Charles E. Manion, Jr. Memorial Scholarship* Maiya Bowen	The Rivercrest – Deaconess – Newbury Court Scholarship Joshua Glazer
The Anthony Halls-Keenan Smith Scholarship* Jai-Anah Bennett	The Adrian A. Martinez Memorial Scholarship* Philip Haddad Andrenae Jones Marinna Kaufman Gabriel Zeinoun	The Maura Roberts Memorial Scholarship* Maiya Bowen
The Thomas Hart Memorial Scholarship* Yoonjae Song		
The Christopher Hentchel-WIQH Scholarship* Philip Haddad	The Elizabeth A. Mattison Memorial Scholarship* Yeruksew Hoyt-Rouse	The Al Robichaud Scholarship* Philip Haddad
The Seitaro & Shina Ishihara Memorial Scholarship* Christopher Secunda	The Mary F. McHugh Memorial Scholarship* Mahera Malek	The Rotary Club of Concord Scholarship Jillian Cupp Marin Gerstmyer
The Jiro & Tama Ishihara Memorial Scholarship* James Rice	The Dr. Barbara Schips Miller Scholarship* Marin Gerstmyer	The Rotary Club of Concord Interact Scholarship Sara Fein
The Vinod Jalan Memorial Scholarship* Zoe Donovan	The Middlesex Savings Charitable Foundation Scholarship Elizabeth Fineberg	The Rotary Club of Concord William L. Eaton Memorial Scholarship Tyler Hebert

The Rotary Club of Concord  
Richard L. Hale Scholarship  
Jai-Anah Bennett

The Rotary Club of Concord  
Thomas R. Huckins Memorial  
Scholarship  
Andrenae Jones

The Scholarship Fund of Concord  
and Carlisle Scholarship\*

Anna Badalament  
Ryan Baker  
Laud Bosomprah-Bonsu  
Paris Brooks  
Jennifer Brown  
Alexander Burch  
Jessica Chin  
Ismael Cisse  
Chelsea Claggett  
Thomas Copland  
Alyssa Cucinotta  
Jillian Cupp  
Julia Dunn  
Serina Gaines  
Nicholas Gallant  
Joshua Glazer  
Jovan Grant  
Diamond Green  
Leah Hardacker  
Erika Hedden  
Elanna Honan  
Audrey Hunt  
Denkeis Hunter  
Aliya Huseni  
Julia Jacobs  
Lucy Jin  
Nancy Jin  
Willow Kangas  
Jillian Chelton  
Dalia Katerji  
Benjamin Keaton  
Liviya Kovacevik  
Chloe Koval  
Mahera Malek  
Jurgens Michel  
Maureen Moniz  
Matthew Moreau  
Angela Ortiz  
Isabella Parker

Julian Rojas Valvo  
Robert Sanderson  
Madison Seiss  
Charisse Stakutis  
Alexa Thomas  
Amanda Tong  
Nala Tull  
Sativa Unger-Laffin  
Catherine Whitlock  
Gabrielle Wilson  
Caroline Young  
Dante Zayas  
Tashim Zene

The Mark Teverovsky Memorial  
Scholarship\*  
Minjae Song

The Jeanne A. Toombs Memorial  
Scholarship\*  
Yoonjae Song

The Town of Concord  
Scholarships\*\*  
Zoe Donovan  
Sara Fein  
Erika HeddenCaroline Young

The Trustees Scholarship  
Isabella Eliot

The United Women's Club of  
Concord Scholarship  
Paris Brooks  
Zoe Donovan  
Yeruksew Hoyt-Rouse

The Video Revolution, Ralph & Ellie  
Grossi Scholarship\*  
Joshua Glazer

The Maureen Wesinger-Lewis  
Memorial Scholarship\*  
Jillian Chelton

The Doug White Memorial  
Scholarship\*  
Jillian Chelton

The Charles K. Yeremian Scholarship\*  
Minjae Song

The Tameji & Chiyo Yoshimura  
Memorial Scholarship\*  
Benjamin Keaton

# HUMAN SERVICES

## SENIOR SERVICES DIVISION / COUNCIL ON AGING



The mission of the Senior Services Division and the Council on Aging is to promote quality of life for Concord's seniors (age 60 and older) by helping them to maintain their dignity, self-esteem, personal independence and their roles as full participants in the life of the community. The COA strives to fulfill this mission by providing opportunities for seniors to enhance their physical, emotional, intellectual and spiritual well-being.

According to the January 2019 Town Census, there are 4903 Concord residents over the age of 60 and representing 32% of the total population of Concord. The percentage is up from 22.5% in 2006. The 2010 Federal census showed that the state average was roughly 16%.

The following is a sampling of service statistics for FY 2019:

- 2074 seniors were active at the COA
- 215 new seniors began participating for the first time at the COA
- 247 seniors used the van service and received 9456 rides
- 541 seniors used Outreach/Social Services
- 183 seniors participated in a fitness class
- 3560 meals were served at the COA to 237 seniors

### *Outreach and Social Services*

Our professional staff provides advice, assessment,

consultation, and referrals to seniors and their support network (family, friends and neighbors) while adhering to strict standards of confidentiality. Their extensive and specialized knowledge of resources helps to assist seniors to live independently as long as possible. Strong working relationships with various town departments, hospitals, home health care agencies, aging service access points, housing authorities, and businesses provide the best comprehensive service.

### *Wellness and Fitness*

The COA offers a wide diversity of program and fitness opportunities (Aerobics, Tai Chi, Yoga, and Strength and Flexibility) that contribute to the overall health of Concord seniors. We offer regular health clinics and screenings as well as a variety of speakers on an assortment of health topics. We continue to offer the free loan of durable medical equipment and 287 seniors borrowed 740 pieces of equipment this past year. Our geriatric health nurse is available to do home visits for seniors who have complicated medical situations who need extra support and advice.

### *Social, Recreational, and Educational Opportunities*

Because the opportunity to interact with peers, stay intellectually active, and feel valued and needed by the community is key to emotional and physical health, we offer day trips, speaker's series, movies, parties, computer tutoring, discussion groups, craft workshops, book groups, cooking classes, games, music classes, and guided walks just to name a few. We make an effort to film our presentations for public broadcast so that our homebound residents can benefit from the information. We continue to produce a 12 page monthly newsletter that details the many choices of activities to engage in and explains the services that we offer. Seniors that opt to receive the newsletter may do so by e-mail or postal mail delivery.

### *Transportation*

Our vans provide weekday local transportation for seniors who no longer drive or who have a temporary limitation. We offer transportation daily Monday through Friday and offer two vans every day in order to meet demand. In addition to providing

transportation around town to medical appointments, banks, pharmacies, grocery stores, hospitals, etc. We continue to provide transportation to the Annual Town meeting and to vote on Election Day.

### *Lockboxes and File of Life*

The COA continues to offer the installation of a lock box on the residence of any senior who requests it. This box, installed by a COA volunteer allows the resident to place a key to their home inside in case of emergencies. Only the Fire/Ambulance Service and the COA have master keys. In the case of any emergency, the locked home can be entered without breaking a door or window. The COA also continues to encourage the use of “File of Life”, which is a red plastic folder for the refrigerator and the wallet with important medical information in case of emergency. The COA provides these free of charge to all Concord seniors.

### *Additional Support Services*

The COA offers these additional services thanks to cooperative arrangements with other agencies businesses and churches:

- “Ask the Lawyer” program which provides seniors with a free 30 minute consultation with an attorney
- SHINE (Serving the Health and Information Needs of Everyone) counselors to help seniors with issues related to their health insurance
- “Ask a Pharmacist”
- AARP tax return assistance program
- Fall clean up days
- Flower delivery to home bound seniors
- Delivery of buckets of sand for winter.

We continue to offer a very successful Caregiver Support group.

### *Social Media*

The COA Facebook page provides an opportunity for seniors to follow the activities of the COA and to read important and relevant tips on successful aging. We encourage readers to like our page and share our story with your family and friends.

### *Volunteers and Public Relations*

Volunteers greatly enhance and support the work of the staff and thanks to their efforts and talents, we are able to offer a rich mixture of programming. We are always looking for new volunteers for a variety of

possibilities and encourage residents to step forward and see where they can help.

### *Financial Support*

In addition to receiving funding from the Town’s General Fund, the COA is grateful to the following funding sources for their commitment to Concord seniors and the financial support of our work:

Concord-Carlisle Community Chest: Grant allocations provide partial funding the Volunteer Coordinator, Social Service Supervisor and Outreach Coordinator.

Executive Office of Elder Affairs: The Formula Grant, based on the number of seniors in our community, provides full or partial funding for the following positions: Geriatric Health Nurse, Outreach Coordinator, and Activity Coordinators.

Harvey Wheeler Treasure Chest Gift Shop: Thanks to the many residents who donate quality goods for re-sale, the patrons who shop there and the many dedicated volunteers, proceeds are used to support many COA programs.

### *COA Gift Account*

We are grateful to the many people who chose to make a donation to the COA gift account. Most offerings at the COA are free of charge, but with the assistance of the gift account, we are able to provide scholarships or partial assistance for the cost of an event or trip to folks who could not otherwise afford to attend something they are interested in. The gift account also helps with program and building expenses that are not otherwise covered with in the budget.

### *COA Board*

The COA Board, which acts in an advisory capacity to the Director, consists of nine full members appointed for three year terms and two associate members appointed for one year terms by the Town Manager. Members of the COA Board serve as liaisons to the following committees: Disability, Housing and Minuteman Senior Services.

## COMMISSION ON DISABILITY

2019 was a busy year for the Concord Commission on Disabilities. Major projects were working with the Town to ensure safe handicap accessibility to the newly remodeled building at 55 Church Street, getting information from the Concord Fire Department to enable us to offer free lockboxes to citizens with disabilities, monitoring of White Pond accessibility, and follow-up/resolution on various citizen complaints about accessibility.

In November the Commission sponsored a seminar on Emergency Preparedness offered by the Massachusetts Office on Disability. Twenty-eight people attended, and each person received information about keeping themselves safe during an emergency whether they needed to evacuate or shelter in place. Every attendee received a red backpack full of emergency supplies including water, a foil insulated blanket, flashlight/ phone charger, hygiene supplies, and other needed items.

Another major project of the Commission has been working with the Library Corporation on the issue of handicap parking for the planned new addition to the library. The Commission was very pleased with the original plans and accessibility accommodations the Library included. Later plans changed the parking which was a concern for Commission members. The Commission continues to work with the Library Corporation on this issue.



*Pictured (standing) are members Jennifer Brooke, Karen Young, Linda Corbett, Bonnie Albright, Selectboard Member Teri Ackerman, (seated) Lloyd Price, Janet Beyer, Chair Jean Goldsberry, and Meryl Schwartz. Not pictured is Marybeth Barker*

## COMMUNITY SERVICES

Bonny Wilbur, Community Services Coordinator

The Community Services Coordinator provides resources, referrals, consultation, and education to Concord and Carlisle residents. The Community Services Coordinator assists residents in accessing a broad range of local, state, and federal support related to economic, social, physical and mental health needs. Services are confidential and open to all Concord and Carlisle families and residents under the age of 60.

The position was established in 2005 by the Town of Concord, in collaboration with the Concord Carlisle Community Chest. The position, originally part-time, was made full-time after it was clear there was a growing need for services. The increase in hours allows for more time working directly with residents, as well as more involvement and collaboration with community agency programs.

As the hours have increased, so has the Town of Concord's contribution to the funding for the position. In FY19, the Town's General Fund contributed 67%, with 33% coming from Community Chest grant monies. The Town has committed to funding the position entirely by FY22.

The Community Services Coordinator works collaboratively with many agencies and town entities, including the Concord and Carlisle Public Schools, Concord Housing Authority, Domestic Violence Services Network, Concord Carlisle Community Chest, The Society of St. Vincent de Paul, Concord's Veterans' Agent, Hugh Cargill Trust Committee, Salvation Army, Concord Police and Fire Departments, Concord District Court, Corinthian Lodge of Concord, First Parish Church, Concord Municipal Light Plant, First Connections, Concord Recreation, Massachusetts Department of Developmental Services, Concord Adult and Community Education, Open Table, The Concord Free Public Library, Concord and Carlisle Councils on Aging, Minute Man Arc for Human Services, State Head Injury Program, Concord Department of Public Health, Holy Family Parish, South Middlesex Opportunity Council, and the Massachusetts Department of Transitional Assistance.

In 2019, referrals were made to state and local food assistance programs, job assistance agencies, mental health services, state and local fuel assistance programs, low-income legal services, disability advocacy agencies, low cost health care options, homelessness assistance resources, financial and budgeting assistance, after-school and summer camp scholarships, and parenting support services.

The Community Services Coordinator continues to be a point of contact, along with the Council on Aging, and Concord's Police and Fire Departments, for the Concord Cares Emergency Fuel Assistance Program. Concord Cares provides 75 gallons of home heating oil to low-income Concord residents in emergency need.

The Community Services Coordinator manages the Back-to-School Backpack Program, which provides brand new backpacks and school supplies to students from low-income families. School supplies and backpacks are generously donated each year by Concord and Carlisle residents. In 2019, over 45 backpacks were distributed to Concord and Carlisle students.

Over the holidays, the Community Services Coordinator once again collaborated with the Community Chest to provide assistance to low-income families. Beacon Santa, the Corinthian Lodge of Concord, and Concord's Silent Fund all provided gift cards or cash to over 85 families. In addition, several thousands of dollars' worth of gifts, donated by Town of Concord employees and residents through the town's Holiday Gift Drive, were distributed to over 130 children. Concord's Corinthian Lodge generously provided \$5,100 in gift cards to help low-income families provide a happy holiday for their children.

The Community Services Coordinator also manages camp scholarship programs offered by the Community Chest and Concord's Silent Fund. Lower-income families are encouraged to apply for scholarships to help make it possible for children to attend camp during the summer, while parents are at work. In 2019, 17 families representing 28 children benefited from these camp scholarships.

The Social Services Resource Guide is produced by the Community Services Coordinator and is available in

hard copy in various locations throughout the town. A link to the guide can be found online at [www.concordma.gov/community](http://www.concordma.gov/community).

The Community Services Coordinator's office is located at 55 Church Street in West Concord. The space affords privacy for Concord residents wishing to meet, and is located just a short walk from the West Concord train depot. There is also ample parking available.

Residents are welcome to speak to the Community Services Coordinator by phone, via email, in their home, or by appointment at the 55 Church Street office. For additional information, or to schedule a confidential appointment, contact Bonny Wilbur, Community Services Coordinator, at 978-318-3034 or [bwilbur@concordma.gov](mailto:bwilbur@concordma.gov).

## **HUGH CARGILL TRUST COMMITTEE**

Judy Terry  
Sally Clutter,  
Bob Abraham  
Lucy Rosborough  
Deena Whitfield

In 2019, the Hugh Cargill Trust Committee (HCTC) continued to implement the mission of the Trust, established over 214 years ago by Concordian Hugh Cargill. The Trust's purpose is to provide short-term emergency financial assistance to residents of the town. The Committee acts on behalf of the Select Board in receiving and reviewing requests for assistance and in distributing funds in accordance with the provisions of the Trust. Concord residents request aid by leaving a phone message at the Town House: 978-318-3100, ext. 2030. Calls are returned promptly. The Committee can also be contacted through email at [hctc@concordma.gov](mailto:hctc@concordma.gov). All requests are kept confidential.

In 2019 the HCTC was responsible for distributing financial support from the following funds: the Hugh Cargill Trust (HCT) and HCT Donors, the Concord

Municipal Light Plant (CMLP), Concord Cares, Tax Relief Fund and the Silent Fund. The HCTC met monthly in 2019. A total of \$91,322 was received in 2019 for these funds and a total of \$98,664 was distributed from them in 2019. These generous contributions were crucial to the Committee's efforts to meet the ever-increasing needs of Concord's residents. The breakdown for each fund follows below:

**Hugh Cargill Trust:** Private donors gave \$33,650 to the Hugh Cargill Trust Fund in 2019. The Committee approved 82 grants totaling \$25,134 from this fund. Typically grants were made for the payment of rent, medical expenses, water, telephone and car insurance.

**CMLP Fund:** The Concord Municipal Light Plant donated \$14,000 to the CMLP Fund which has supplied grants in 2018 and 2019. In 2019 the fund distributed \$5,192 for 23 grants.

**Concord Cares:** The HCTC also administers funds dispersed by Concord Cares for citizens in need of emergency fuel assistance. In 2019 the fund received \$3,252 through solicitations and grants. The total funds dispersed in 2019 were \$925 to 4 Concord residents. These emergency requests are granted by the Committee plus other Concord services including, the Community Services Coordinator, the Police Department, the Fire Department and the Council on Aging.

**Tax Relief Fund:** The HCTC has been designated by the Select Board to administer the tax-relief fund from monies raised in response to the Select Board's annual appeal. Donations to this fund totaled \$36,290 in 2019. This past year, between 45 and 48 Concord residents received a reduction in their real estate tax bill each quarter. The total tax relief given in 2019 was \$51,468.

**Silent Fund:** In 2017 the Select Board designated the HCTC to administer the Silent Fund. This fund supports summer camp tuition for Concord children experiencing financial hardship and distributes small gifts during the winter holiday season to families who do not have enough resources for holiday purchases. \$16,170 was distributed by the Silent Fund in 2019.

The Committee continues to make known its existence and its mission through local communications such as the Concord Journal and the Adult & Continuing Education publications and contacts with the Community Services Coordinator, the Concord Housing Authority, the Council on Aging, the Recreation Department, the Community Chest, Open Table, local clergy, and other local groups.

In light of the current economic conditions, the Committee anticipates 2020 could be another difficult year for many residents. We welcome private donations to continue the mission of providing short-term, emergency assistance to Concord residents. Donations may be sent to: The Hugh Cargill Trust at the Town House, P.O. Box 535, Concord, MA 01742. All contributions are tax-deductible.

## TAX RELIEF COMMITTEE

Eric Van Loon, Chair  
Helena Long  
Virginia McIntyre

In prosperous Concord, it is easy to forget that some of our fellow townspeople face significant economic challenges. Our taxes are high to support good schools and excellent town services but are a major strain for some of our neighbors.

In 2011, the Select Board created a Tax Relief Fund to enable more financially-comfortable residents to help financially-limited families meet their town tax burden. Currently, our neighbors are being helped to pay their taxes by modest subsidies from this fund. Funds are administered by the Hugh Cargill Trust Committee, which provides confidential assistance to Town citizens in need. Beneficiaries are means tested. And they may own only one property, which must be valued below the town mean. Eligible residents receive a \$325 quarterly tax bill credit (\$1300 annually).

Tax relief grants made by the Hugh Cargill Committee have helped 40 to 50 Concord households in recent years. Common situations our neighbors experience include longtime residents whose tax bills increase with rising land values, households affected by job loss,

and one-income single-parent families struggling to remain in the town they and their children love. The Town tax-relief measure voted at the 2017 Annual Town Meeting began in 2018 and applies to seniors only. And voluntary donations to the Tax Relief Fund continue to aid seniors who receive tax relief from the Town as long as they continue to meet an income test that includes other Town aid.

Over the first 11 years, annual contributions to the Tax Relief Fund averaged approximately \$60,000 - from an average number of 200 donor households. Our 2019 solicitation letter was mailed in November to avoid conflicting with October Community Chest fundraising.

Every three years, solicitations are made town-wide. In 2015, that larger mailing nearly doubled the number of contributors. In 2018, donations to the Tax Relief Committee and the Hugh Cargill Trust were solicited on a single sheet of paper in a single envelope with a separate letter from each committee on either side. The two-sided dual solicitation letter approach continued in 2019 in mailings to previous contributors and a limited number of new people. Donations for the current campaign will continue to be gratefully received through June 30, 2020.

The Tax Relief Committee met four times during the calendar year 2019. We continue to be impressed with the generous contributions of so many to this purpose. And we are thankful for the many caring hours of Town House support from Andrew Mara and Jeremy Romanul.

## **CONCORD FREE PUBLIC LIBRARY COMMITTEE**

Tara Edelman, Chair  
Susan Curtin  
Dennis Fiori  
Krysten Morganti  
Lindsay Howard  
Pat Nelson  
Mavourneen "Mav" Mav Pardee  
Susan Curtin

The seven-member Library Committee is appointed by the Select Board. Committee members serve for

staggered three-year terms and work with the Library Director to help maintain the Library's financial stability and well-being, provide short term and long-range planning support, support policy development and update existing policies, as needed. The Library Committee also works to enhance patrons' experience using the Library, consider and implement new technologies to enhance services and facilitate the work of the Library staff. The Committee continues to promote the Library's leadership in organizing active programming for all ages, drawing on in-house resources and community collaboration and support community sustainability efforts through education and organizational practice.

The Library Committee has been busy this year as it has supported the Library as it continues to excel as the social, cultural, and literary heart of Concord.

The Library of Things, a collection of non-book items that patrons can borrow from the library, launched this year and is thriving. Some popular Library of Things items include the GoPro Camera and video-to-digital converter. The Library looks forward to continuing the program and expanding the range of items patrons can borrow.

The Long-Range Planning process is well under way and has featured wonderful discussions with library patrons about what they would like to see in their Library as libraries take on new roles in communities as gathering places and places where people can create and explore. We are grateful to those who have already participated in focus groups and conversations and we will continue outreach in 2020 in order to identify the community's needs. These efforts will include a Library Census, discussions with the organizations with whom the Library partners, like the Minuteman Arc and the Prison Outreach Program, and focus groups with underrepresented groups in our community.

The Library Corporation's plans for the Library Expansion have continued to feature in our meeting discussions as the Public Phase of the fundraising Campaign was launched and the Architectural Plans went through the Town's formal review process. The Committee will continue maintain its strong interest in staying up-to-date and providing our thoughts on how the Library can best serve the community as the

Corporation continues to work toward the expansion in 2020.

The Library wished Curator Leslie Wilson a happy retirement after her many years of valued service to the town of Concord and the Committee participated on the hiring committee. We are pleased to welcome our new Curator Anke Voss to the Library and are excited about to learn more about her vision for the Library's Special Collections, especially her goal to expand the community's knowledge of and access to Special Collections.

We are grateful the Library Corporation, the "Trustees", for agreeing to have members participate in our monthly meetings in order to increase communication and collaboration between the two bodies in order to ensure that the Library is best-positioned to meet the needs of our community, especially as their plans for expanding the Library have become more developed. They are welcome guests and valued partners.

For the first time in many years, a Concord Resident requested the opportunity to speak at a meeting. Courtney Whelan shared information about exposure to wireless signals. The committee and the Corporation Trustees who were attended appreciated her thoughtful and informative presentation and the contributions of the additional community members who attended to provide their insights. The Committee enthusiastically welcomes speakers and guests at our meetings. Please contact Library Director Kerry Cronin if you would like to be included on the agenda.

We are also grateful to the community members, observers, and speakers who have attended our meetings this year in order to ensure that the Library is well-positioned to meet the needs of our patrons and our Town. We continue to hold open meetings on the Third Tuesday of the month at 7:00 in the Trustees Room at the main Library. We welcome and encourage interested members of the community to attend.

## CONCORD FREE PUBLIC LIBRARY ADMINISTRATION

Kerry Cronin, Library Director

In 2019, the Concord Free Public Library (CFPL) enjoyed another successful year with marked increases in most service areas. On average, the Library hosts 1,050 visitors daily, which is a 17% increase over the prior year. In the fall of 2018, library staff increased publicity efforts with both social media and traditional media channels and benefited from a marked increase in program attendance and general awareness of library services.

A commitment to providing innovative programs to attract new users and identifying potential services for underserved members of the Concord community continues to be part of CFPL's core mission. The addition of a new Teen/Reference position has strengthened CFPL's partnership with local public and private schools and increased teen program attendance by 156%! Also noteworthy, due to a generous donation for large print books, the Library was able to develop a collection of high interest low vocabulary books in large print format called "Living and Learning" for both library locations. In addition, CFPL offered a long-term deposit from this collection to Minute Man Arc for clients to enjoy on-site.

The year was also very busy with planning for future services. In the months leading up to Town Meeting, library staff participated in community forums about the Main Library expansion project. It was great to hear supportive comments about the vision for future services as well as thoughtful ideas for improvements that the architect incorporated into future iterations of the plans. With the public permitting process complete, the Library looks forward to breaking ground on the building project in 2020.

As the Library prepares for future services, CFPL held a community visioning session with consultant Jay Vogt toward the development of a revised multi-year service plan. Approximately thirty people attended the engaging session. Library staff will work closely with the Library Committee in the coming year to finalize the new plan.

Three long-serving employees retired from their positions this year, Leslie Wilson, Curator of the

William Munroe Special Collections, Karen Ahearn, Supervisor of Children's Services, and Linda Schreiber, Staff Librarian, whose collective tenure totals more than eighty-four years. Congratulations and best wishes as they begin this next stage in their lives.

### *Children's Services*

During 2019, Children's Services staff created a collection of diverse materials, provided help and readers' advisory for patrons of all ages and interests, and hosted numerous innovative and exciting programs to help young patrons learn, thrive, and grow.

Outreach was a priority in 2019 as the needs and interests of young patrons and their families have changed in recent years. Children's Services developed the foreign language collection in 2019, adding books that mirror the ethnicity of patrons, and began a Spanish/English Storytime. Children's Services also committed to outreach targeting students, both in the Library and school visits, including a monthly storytime with preschoolers at Concord's Carousel. Beede and Books remains popular. Additionally, Children's Services continues to take part in the Concord Carlisle Children's Center Babies and Books program. Children's Services is particularly proud of hosting a "Librarian for a Day" prize through an online auction provided by the Recreation Department for Concord's Carousel. Two lucky siblings won a behind-the-scenes look at the Library. The children helped process books for circulation, created a display of some of their favorite books, and helped check out materials. They received awards for their work. This prize collected the highest number of bids from the Recreation Department's auction.

Children's Services hosted many programs throughout the year. Ongoing programs include weekly storytimes, the monthly BookEaters Book Group for 3rd graders, Toddler Singalong with Ed Morgan at both the Main Library and Fowler Branch Library, Winter Stay and Play events, and Read to Luna the Dog, which allows children to read aloud in a judgment-free setting.

Children's Services also continued some annual favorite programs in 2019. The popular Fall Scarecrow Festival took place in October. Local schools and organizations created scarecrows that greeted patrons

as they came into the building. Origami Master Michael LaFosse visited the Library for his annual workshop on folding origami shapes. Thy Toeum illustrated his method of making colorful paper snowflakes to appreciative patrons of mixed ages. Yoga instructor Ann Vigne led a two session Storytime Yoga based on children's books. Finally, the Commonwealth Ballet Company performed a reading and short dances at the ever-popular Nutcracker adaptation for young readers.

Children's Services continues to plan science programs based on STEAM principles. The department created a popular 3D Print and Design Workshop for Kids that the department hosts monthly in the Children's Room. Another new STEAM program is Nature Connect, which connects children with self-directed and explorative nature-based activities. In honor of the 50th anniversary of the moon landing the Aldrich Society led a program called the Legacy of Apollo, author Martin Sandler provided a lecture on the Apollo program, Bedford's iRobot visited the Children's Room, and Chef Dan Charbonneau led an Out-of-This-World Cake Decorating Workshop for teens.

In honor of the new Little Women movie, Children's Services worked with Concord's Tourism Manager, Beth Williams, to create programs based on the story of Little Women. Popular youth author Heather Vogel Frederick visited and talked about her creation of the Mother-Daughter Book Club series. Louisa May Alcott's Little Women inspired the first book in her series. Additionally, the Library Conservator led an Alcott-Era Bookbinding Workshop for Kids, illustrating bookbinding techniques through the ages.

The 2019 Annual Summer Reading Program was the most successful yet, with over 500 children and teens registered for the program. It is possible the uptick in registered readers is due in part to Beanstack's the new tracking program's ease-of-use. Another factor that likely contributed to the uptick in readers was the department's outreach efforts. The engaging and fun programs throughout the Summer Reading Program also generated quite a bit of excitement. The summer began with a kickoff event complete with Star Wars costumed characters and ended with an ice cream party.

Each summer, Children's Services plans the Summer Concerts on the Lawn series. Song and Dance around the Planet with Sagit Zilberman (World Music) and Headin' Home with Dan and Christine Hedden (Celtic Music) took place outside, but rain kept Didgeridoo Down Under (Australian Music) and Rolie Polie Guacamole (Children's Music) inside. The 2019 series was as popular as ever.

Children's Services enjoys collaborating with local institutions. The department works with the Concord Museum on the annual Family Trees display which favorite children's books are the inspiration for. The department created a display to help generate interest in the Umbrella Community Arts Center's exhibit of original picture book art.

The children from the Concord Recreation Department worked with a staff member to engineer a Coinector, a Dr. Seuss-inspired contraption to collect children's change for the expansion project. When the expansion is complete, the children can proudly announce that they contributed to it.

### *Circulation*

From January through early December the Circulation staff fulfilled more than 43,000 requests for items to be picked up at the Main Library. The department also managed 2,624 museum pass reservations. Courtesy of the Friends of the Library, museum passes provide free or reduced admission to a variety of locations. This year, the Friends enhanced the selection of passes with the addition of the Harvard Museum of Natural History.

Circulation's most exciting initiative was the launch of the Library of Things. This popular new collection includes several technology related items. Some of the very popular items include a GoPro camera, thermal leak detector, and devices to transfer VHS tapes to digital format and photo negatives to digital.

This year the self-checkout stations received credit/debit card readers to enhance payment options and the computers received upgrades. The circulation software used by the Minuteman Library Network is frequently updated as is the Commonwealth Catalog system for borrowing and lending items to libraries in other Massachusetts consortia. At the beginning of 2020, Circulation is looking forward to the launch of a

new auto-renewal feature. In an average week, Concord puts close to 3,000 items into the delivery system.

Community outreach is a priority and this year the Library was pleased to repeat its annual Food for Fines program. For one week in March, the Library cleared late fines in exchange for non-perishable items to benefit Concord's Open Table Food Pantry.

Additionally, the Circulation Department works closely with the public and private schools, MCI Prison Outreach, FMC Devens, New England Deaconess, Drumlin Farm (old newspaper donations), and home delivery through the CFPL's Direct To You Homebound Delivery program.

Professional development remains an important element of the department's work. The ability to hone skills and stay up to date on the latest topics, meet with colleagues in other libraries, attend conferences, and meet with authors allows Circulation staff to offer the Concord community the best in customer service. In 2019, the Circulation Department welcomed new staff members Circulation Assistant Rachel D'Amore-Bonish and Library Assistant Madeline Klein and we said goodbye to Library Assistant Reni Cunningham. We also extend our thanks to our dedicated volunteers: Kathy Dwyer, Susan Birge, Hannah Yelin, Kristen Whitehead, and Emma Weltner.

### *Fowler Branch*

The Fowler Branch Library continues to be an important community resource. Patrons frequently comment on the helpfulness of staff and they appreciate the inviting and intimate space of the branch library. In addition to providing readers' advisory, reference help, technology assistance, and fulfilling requests, the Fowler Branch was very active in 2019 with programming for all ages.

At the beginning of the year, Fowler introduced Next Chapter Book Club, a new weekly program for adults with intellectual and developmental disabilities. This book club has been a welcome addition for a previously underserved population and has been a wonderful opportunity to collaborate with Minute Man Arc. Successful middle school programs included a Star Wars Escape Room, where kids in grades 4-8 worked in teams to solve puzzles to escape the room.

Fowler also hosted a number of successful adult programs. The Friends of the Library ran their annual Friday Flicks at Fowler, held a hands-on Soap-Making Workshop for adults, and a popular cooking program called “Feasting on Grain Bowls.”

Fowler also investigated and introduced a new collection format for children known as Vox books. These books are audio-enabled readers within a traditional picture book, allowing children to listen to the story while following along in the book. The initial order proved to be so successful that the Library ordered additional titles later in the year.

Fowler continues to host successful ongoing programs such as Cookbook Club, Book-a-Mystery discussions, NaNoWriMo, Family Storytime, Toddler Time, and sing-a-longs with Ed Morgan.

In January, Branch Librarian Stephanie Rivera completed her duties on the 2019 John Newbery Medal Committee, helping to select *Merci Suarez Changes Gears* by Meg Medina. Fowler saw some staff changes this year with the departures of Reni Cunningham and Melody Alvarez. Later in the year we welcomed Madeline Klein as a full-time Library Assistant and Michelle John as a Library Assistant on Saturdays.

### *Reference*

The Reference Department continues to deliver valuable services to patrons of all ages, offering research assistance and an essential inter-library loan service, assisting with technology-related questions, providing proctoring services and helping patrons to download digital media to their devices through OverDrive, Libby, Hoopla, RBDigital, New York Times Digital and Kanopy. This year, Reference Librarian Debbie Yong began creating curated popular booklists featuring books for various genres.

The Reference Department staff answered 4,963 in-person reference questions, 1,441 phone reference questions, and 56 email reference questions in 2019. Reference staff helped 1,370 patrons with computer questions, and reserved meeting rooms 1,843 times.

The department provided several excellent adult programs in 2019. Cookbook Club continues to be a very popular monthly event, attracting an average of 30 participants each month. The Literary Book

Discussion Group also continues to draw an enthusiastic crowd. In addition, the department continued its partnership with Debra’s Natural Gourmet to offer a second monthly book discussion, which takes place in the evening.

Other well-received programs included lectures about film noir, Hollywood comedies, Hollywood musicals, and Christmas movies, by Randall Warniers. Additional programs included a talk on the Molasses Flood of 1919 by Ronald Mayville, an origami workshop for adults with Lisa B. Corfman, a six-week genealogy workshop with Linda MacIver, a one-man show by actor Stephen Collins about author Herman Melville, and a one-woman show by Marla Welsford on the life of Lidian Jackson Emerson. The Library also hosted several mindfulness workshops with Lara Wilson of Be Well Be Here, an Indian Cooking program with Rita Kapadia, a Colonial Experience program called “Abigail by Gail” with Gail Hamley, and a talk by Brent Ranalli on “Thoreau’s Indian Stride.”

The Library also hosted several well-attended author talks during 2019. Notable talks included *Hit Hard: One Family’s Journey of Letting Go of What Was--and Learning to Live Well with What Is*, by Pat and Tammy McLeod, and *The Other “Hermit” of Thoreau’s Walden Pond: The Sojourn of Edmond Stuart Hotham*, by Terry Barkley. In addition, members of the department proudly took part in the planning process of this year’s Concord Festival of Authors.

The Reference Department creates monthly displays on current and relevant topics that support community interests. Popular display topics included a display of Oscar-winning films, a Hidden Treasures display, a “Blind Date with a Book” display for Valentine’s Day, a display celebrating the 50th anniversary of the Moon landing and space exploration, and a display of winners of the Nobel Prize for Literature from 1969-2019.

In 2019, Teen Services, housed within the Reference Department, built on its 2018 successes and expanded its offerings to local students in grades 6-12. Over the course of the year, the Library hosted 103 programs for teens, with attendance of 1,834 teen patrons. Over 160 subscribers now receive the monthly email newsletter specifically for teens and their parents.

One of 2019's program highlights included a visit with renowned YA author A. S. (Amy) King in October. She spoke quite passionately about both her writing and teen mental health to a crowd of 32 teens and adults, and made time afterwards to visit personally with members of the CCHS YA Galley Club. In addition, the CCHS Study Days for January and June remain very popular, attracting almost 850 students in total to the Main Library to study for midterms and finals.

A Super Smash Bros. video game tournament in June, conducted by One Up Games at the Fowler Branch, was very also popular, and teens from as far away as Upton, MA attended to compete. The Girls Who Code program is in its third year. For the 2019-2020 school year, the club is at capacity and introduced a teen "teaching assistant" to help the girls with their projects. Community partnerships with Concord's Department of Sustainability, Caffe Nero, Axiom Learning, the CFA Society, and local schools continue to develop.

YA/Reference Librarian Olivia Durant successfully applied for the club's participation in the "Little Brown Faculty Lounge" program, which connects YA Galley Club from CCHS with advanced readers' copies of teen books from publisher Little Brown and solicits their direct feedback.

Not only has circulation of teen materials increased 11% over 2018, but Olivia is also developing a more formal teen volunteer program to give teens a sense of ownership in their library. An extension of that is the "Teens Teach" program, where local students instruct their peers in a skill. Teens led three workshops during the summer and fall on such topics as blogging and techniques for solving a Rubik's Cube.

### *Special Collections*

The department hosted numerous groups throughout the year, and most notably featured the exhibit, Curator's Choice: A Personal Perspective on Two Decades of Collection Building Exhibition, on display in the Art Gallery from May 3 – July 25, 2019. The show featured one hundred items from the many gifts and purchases acquired by the retiring Curator Leslie Wilson for the William Munroe Special Collections throughout her twenty-three-year tenure.

Before her retirement, Leslie Wilson worked with the Assistant Curator, Jessica Steytler, to ensure a smooth

transition for the new Curator, Anke Voss, who joined the Concord Free Public Library staff as the new Curator for the William Munroe Special Collections in early October 2019.

In addition to providing public service to researchers and other members of the public, Anke had numerous opportunities to meet with stakeholders, including representatives from the Concord Historical Commission, the Concord Museum, the Visitor Center, the Town Clerk, and the Town's Municipal Archivist.

Anke also met regularly with the Library's Special Collections Committee, to review policies and procedures, review plans to update the Special Collections staff and storage areas as part of the upcoming Library expansion, and share ideas about strategic planning for Special Collections.

Doris Kearns Goodwin donated a large number of books from her and Richard Goodwin's collection to the Library, after selling their home on Monument Street. In just her first week, Anke assisted the Library Corporation and Friends in determining which books to retain in the Library's collection and which items to sell at the Friends book sale in December.

The Corporation approved the loan of the Library's The Philosopher's Camp in the Adirondacks, by William James Stillman to the Smithsonian for an upcoming exhibition, Alexander von Humboldt and the United States Art, Nature, and Culture, March 20, 2020 - August 16, 2020.

Special Collections received a request from the Providence Athenaeum to make a replica of the portrait bust of Louisa May Alcott by Walton Ricketson, which is on display in the Main Library Rotunda. In preparation for the loan, the Athenaeum agreed to pay for the restoration and cleaning of the bust.

A noteworthy addition to Special Collections in December was the donation of the Amedeo (Al) Armenti (1924-2019) Papers. Armenti played a significant role in Concord's many equal rights organizations. He was a lifelong pacifist and anti-war protester. Renee Garrelick interviewed Armenti in 2001 for the Concord Oral History Program.

Leading up to the opening of Greta Gerwig's film adaptation of *Little Women on Christmas Day*, CBS Morning News anchor, Rita Braver, interviewed Professor Anne Boyd Rioux (University of New Orleans), at the Library in November on Rioux's recent publication, *Meg, Jo, Beth, Amy: The Story of Little Women and Why It Still Matters*. This also included Rioux's analysis of Alcott's *Little Women* manuscripts held by Special Collections. The segment aired on Sunday, December 15.

The department handled slightly more than 1500 on-site research visits over the year, plus hundreds of inquiries by mail, phone, and e-mail.

#### Technical Services/Technology

The Technical Services/Technology Department is responsible for library material/resource management and technology enhancements. Book conservation is another important responsibility of the department. In addition to managing the repair of the general collections, the Library's Book Conservator repairs and restores valuable archival materials owned by the Library's Special Collections.

In 2019, the Department ordered, received, cataloged, processed, and added to the library collections and Minuteman Library catalog more than 11,000 books, spoken CDs, DVDs, Blu-rays, and more. Staff members upload new items to the New Arrivals page on the Library's website for online display immediately before they are made available to the public.

The Library's digital media collection continues to grow, as does the usage. As of June 30, 2019, the Library offered 874,982 items in downloadable and streaming formats to Concord patrons. This represents a 20% increase over 2018. During the same period, the department saw a 40% increase in eFormat usage compared to the prior year. Starting January 2020, Concord residents will have "unlimited access" to RB Digital Magazines (formerly Zinio magazines) with hundreds of titles in English and 60 other world languages.

The Library's 3D printing service is 2 years old. In 2019, the department continued to fulfill 3D printing requests from the public and coordinate with Toys in

Box 3D Printing Learning Center to offer 3D design and printing classes for the public.

Staff members continued to offer regular computer classes and Drop-In Tech Help sessions at the Main Library through July 2019. During the first 7 months of 2019, Technical Services offered several classes, including Introduction to the Library's 3D Printer and 3D Printing Service, Introduction to MS Excel 2016, Introduction to The Library of Things, Google Slides 101, and Google Sheets 101.

Technical Services completed a number of major technology upgrade projects in 2019. Computers were upgraded with large monitors and PC upgrades significantly improved library patrons' experience. In addition, the department installed a new Toshiba photocopier at the Fowler Branch Library, which offers a scan-to-email function.

Book Conservator Luisa Granitto continued to provide high quality book repair and restoration to the Library's Special Collections. In observance of National Preservation Week in April, the Library recorded Luisa showing all the steps involved in the rebinding of an early 18th century leather book from Special Collections that is available for viewing via YouTube.

In early 2019, Technical Services welcomed Kate Oh back to the CFPL as Staff Librarian for the Technical Services Department.

## CONCORD FREE PUBLIC LIBRARY CORPORATION

Sherry F. Litwack, President  
O. Mario Favorito, Vice President  
Richard D. Briggs, Jr., Treasurer  
Lowell S. Smith, Clerk  
Jeffrey W. Adams  
Cristina Coletta Blau  
John W. Boynton IV  
Diana W. Clymer  
Pamela Gannon



*Concord Free Public Library Corporation Board Members. Back: John Boynton, Jeff Adams, Di Clymer, Rick Briggs Front: Pam Gannon, Sherry Litwack, Cristina Blau, Mario Favorito, Sandy Smith (not pictured)*

The Concord Free Public Library Corporation is a Massachusetts charitable corporation created by the Massachusetts Legislature in 1873 for the purpose of forming and maintaining a public library in Concord, which it undertakes to do in collaboration with the Town and the Library Committee.

The primary responsibility of the Trustees is to preserve, maintain, protect, and enhance the buildings and grounds of the Main Library in Concord Center and the Fowler Branch in West Concord as well as to preserve, protect, develop, interpret, and share the Special Collections. In FY 2018-2019 the Corporation contributed over \$600,000 to the Library, including more than \$125,000 to supplement the Town Budget for library books and materials. The majority of these funds come from the Annual Fund and income from

the Corporation's Endowment. Funding for large projects, such as a major expansion, are raised through a capital campaign.

Six years ago, we reported that the Corporation purchased the Heywood-Benjamin house next door to the Main Library at 151 Main Street. Since making the purchase, we have been actively exploring how this additional space could enhance services and programs at the Library to meet the future needs of the community as reflected in the Library's long-range plan. We have solicited ideas from the Library staff, Library Committee, Friends of the Library, as well as a wide range of Town groups and individuals representing all age groups.

There has been a wide-range of public engagement including public forums; brainstorming sessions; and presentations to and discussions with the Select Board, League of Women Voters, community groups, and neighbors. Through this process, we have identified many exciting possibilities, including improvements and enhancements in children's services, teen services, technology, energy efficiency, meeting and collaborative workspace, program space, social space, and special collections. We have an exciting architectural plan that reflects the needs identified in the Library's long-range plan as well as through community engagement.

We are actively engaged in raising money to make these plans a reality and are close to the \$10,000,000 goal. This includes \$500,000 from Community Preservation Act and \$550,000 from the Town's capital budget for FFE's (furniture, fixtures, equipment) as voted at Town Meeting. We are especially proud of reaching the goals of \$1,000,000 from the community phase of the campaign and 1000 donors since this shows wide-spread community support and excitement for the project. While the Corporation is responsible for raising the funds for the project through donations and grants, we will continue to work closely with Town officials and managers, as we have since the opportunity to purchase the property presented itself in 2013. Since the Town is committed to an 80% by 2050 goal, we are especially dedicated to providing systems that help reduce emissions.

The William Munroe Special Collections continues to be an outstanding resource not only for the community but also for researchers from around the world. Leslie Perrin Wilson, distinguished Curator for 23 years, retired in July. To celebrate her career, we presented an exhibition called “Curator’s Choice: A Personal Perspective on Two Decades of Collection Building.” The community had an opportunity to show their appreciation for Leslie’s tenure at the Library during the Exhibition Opening and a community reception. This fall, after a nation-wide search, our new Curator, Anke Voss, joined us. Her strong experience with archives, education, and outreach will ensure that our Special Collections continue to thrive and be accessible.

As Trustees of the Williams Scholarship Fund, made possible by a bequest from Charles H. S. Williams, we continue to award grants to several college students pursuing studies in the arts. This year’s recipients included Elanna Honan (Visual Arts), Helen Wargelin (Music), Thomas Kim (Visual Arts), and Rebecca Pasley (Music) as well as Honorable Mention to Beth Fineberg (Music) and Lily Cratsley (Music). The launch of our revamped program that reflects Williams’s original vision was very successful and culminated with a wonderful salon at the Library where recipients performed or displayed their artwork.

This past year has been another busy and productive one for the Library as the Library increasingly fulfills its role as a cultural community center offering a wide range of programs, exhibits, and services free and open to the public. The Library Corporation is committed to supporting the growth and development of the Library by ensuring that our spaces meet the community’s growing and evolving needs.

To learn more about the Library’s work and items in this report, please visit [concordlibrary.org](http://concordlibrary.org). For more information on the Corporation, please visit [cfplcorp.org](http://cfplcorp.org).

## THE FRIENDS OF THE CONCORD FREE PUBLIC LIBRARY

The Friends of the Concord Free Public Library is a nonprofit organization of members who love the Concord Free Public Library. We serve the Library and the community in a number of ways including funding book and media purchases, special programs, Library staff professional development, and museum passes including the Isabella Stewart Gardner Museum, the Museum of Russian Icons, the New England Aquarium, and many more. The Friends also develop and present free programs at the Library, including concerts, readings, and film series. Free programs at the Library for children and youth are developed and presented as well as community outreach which includes providing donated books to Open Table, Peter Bulkeley Terrace, and other organizations.

The Friends’ Holiday and June book sales are much-loved and well-attended community events as well as our biggest sources of revenue. The June Book Sale on the lawn raised over \$27,000 and the Holiday Sale in December raised over \$14,000 – both breaking records once again.

With Board member Lara Wilson at the helm we continued the Concord Festival of Authors with more writing programs and an extremely full schedule of author events at the Library and at our partner organizations in Concord. After a one year hiatus we brought back a favorite event: Breakfast with the Authors at the Colonial Inn. The success of the Concord Festival of Authors under the Friends has inspired its founder, Rob Mitchell, to support the transfer of the assets of the Angela Arkell Mitchell Foundation for Literature to the Friends for the sole purpose of facilitating the Festival’s production in years to come.

In 2019, the Friends presented the annual Ruth Ratner Miller Award for Excellence in American History to John Stauffer, the Sumner R. and Marshall S. Kates Professor of English and of African and African American Studies at Harvard University and author of *Picturing Frederick Douglass: An Illustrated Biography of the Nineteenth Century’s Most Photographed American*.

The Friends received a grant from the Middlesex Bank that allowed them to co-sponsor the program “Unconscious Bias: Interrupting the Cycle” with Concord-Carlisle Adult & Community Education.

The group also screened foreign films for the Friday Flicks at Fowler. The Poetry at the Library series hosted acclaimed poets Joan Houlihan and Frannie Lindsay and more. The Music from the Library Series presented the pianist Yuan Sheng; the Myra Melford Trio; and sarod player, Ken Zuckerman, with tabla player Nitin Mitta in the Main Library’s Rotunda. Authors spoke at the Library. Summer concerts were performed on the lawn.

Our gifts and programs are funded through memberships, sales of donated books, and sales of Historic Concord and the Lexington Fight, a book published by the Friends by Allan French that was updated by Leslie Perrin Wilson, former curator in the Special Collections Department. Online sales are managed by Larry O’Connor, and books are for sale every day on the Friends Book Sale shelves at the Main and Fowler Libraries.

If you have books you’d like to donate for our sales please see the reference librarian at the Main Library – and thank you!

To learn more, or to join the Friends pick up a brochure at the Library or visit online at the Library’s website under the “How We Work” section at [concordlibrary.org](http://concordlibrary.org).  
Follow us on Facebook  
[www.facebook.com/concordlibraryfriend](http://www.facebook.com/concordlibraryfriend)  
E-mail us at [friends@concordlibrary.org](mailto:friends@concordlibrary.org)

## RECREATION COMMISSION

Peter A. Hunter, Chair  
Casey Atkins  
Paul Grasso  
Jenn Lutz  
Jack Carlton  
Peter Ward

The Recreation Commission is a Town Manager-appointed, volunteer Committee of Concord residents that support the Recreation Department by providing advice and guidance on topics relevant to the town’s recreational pursuits. This year, the Commission played a critical role in supporting the Department as its management team navigated a variety of opportunities and challenges that faced our recreation community.

### *Strategic Planning*

The Recreation Commission, working with the Recreation Department continues to focus on strategic planning to help establish direction, set priorities and prepare for the future and to comport with the Town of Concord’s long term strategic plan - Envision Concord-Bridge to 2030 Comprehensive Long Range Plan. Thankfully, one of the many strengths of this year’s Recreation Commission is the members’ combined knowledge and expertise in the area of strategic planning. The Commission aided the Department in creating a shared vision that inspires and motivates a course of action and through this exercise the Department established a mission statement of, “supporting and promoting community through wellness and play”. When reflecting on the standards that serve as the foundation for which we work, the Department also defined “dedicated, innovative, inclusive, valued, and fun” as our values.

### *Finances*

Since the Recreation Department’s two primary budgets are primarily self-funded, managing the Department’s fiscal health continues to be a priority of the Commission. The Recreation Division operates with minimal tax support. In FY2019, the Department’s expenses (including the Beede Swim & Fitness Center) totaled \$4,534,118 for all programs and staff and received only \$204,306 from the General Fund (or under 5%) to cover the costs associated with the Director of Recreation and the operation of Hunt

Gym. According to data from the National Recreation and Park Association, the average Park and Recreation agency receives a tax subsidy of approximately 70-75% of their expense while our Department receives just over 5%. The Revolving budget experienced a healthy 2019 with \$2,191,500 in revenues and reporting a loss of (\$18,661) after expenses that included an atypical \$168,077 in Capital expenses. The Beede Enterprise Fund experienced a small surplus of \$23,427, after depreciation expenses.

### Awards

Since 1985, the Maureen Taggart Community Service Award has been presented annually to a high school student, public or private, who is a resident of Concord or Carlisle that has demonstrated a loving and giving spirit through voluntary service in the community. Maureen Taggart was a dedicated Concord Recreation Department employee for many years. She was passionate about giving back to the local community and volunteered frequently. The 2019 Maureen Taggart Community Service Award was presented to Lara Speer at the CCHS Class Act Awards in April. Lara has completed more than 250 hours of service for organizations such as Access Sports America, CCHS's pathways, open table and Concord Recreation, just to name a few. She has shown through her time and effort that her community is an important part of her life and she is willing to give

back to it. A main feature of this award is that the recipient has the privilege of designating a deserving organization to receive a financial grant in Maureen's name. Lara has chosen Access Sports America as this year's organization. This organization offers high intensity sports opportunities for people of all abilities.

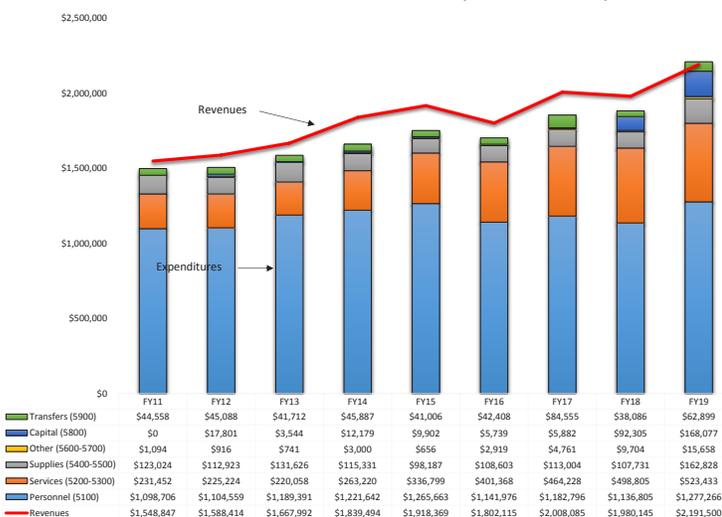
### Community Support

Thank you to our community sponsors and supporters that assure our events, programs and initiatives continue to thrive. Concord-Carlisle Community Chest, the Silent Fund, and the Alcott School Turkey Trot all provided funding towards scholarship programs in 2019. Additionally, many corporate sponsors assisted in offsetting event expenses including Abode, Adelita, Artemis Capital Partners, Black Birch, Concord Market, Concord Free Public Library, Dow Law Group, Greatscapes Landscaping, Lunig Construction, Middlesex Bank, Nashoba Brooks School, Orange Theory Fitness, Pure Barre, Sorrento's Pizza, Craft.ed, Dunkin', the Scout House, Strop & Blade Barber Shop, and Trails End Café. Lastly, a thank you goes out to Concord's schools that allow us to use space for programming, the Nashoba Brooks School, the Middlesex School, the Fenn School, and Concord Academy. And finally, the assistance from other Town Departments and committees that make things like Jazzfest, the Stow Street Block Party, and the Holiday Tree Lighting and Parade possible – the Department of Public Works, the Concord Municipal Light Plant, the Water Department, the Police and Fire Departments and the Facilities Department, the Public Ceremonies and Celebrations Committee to name a few.

### Projects

Recreation Projects completed in 2019 include: upgrades at Beede Swim & Fitness Center, White Pond upgrades for the operation of year 1, Phase 2 of Rideout Park updates (walking trails, batting cages, and fitness playground), repair & resealing of Emerson basketball and tennis courts, installation of the Minuteman Bike Share rental locations, renovation and revitalization of the Visitor's Center and the continued plans for development of the Gerow and White Pond properties. The Commission has continued to utilize the 2014 Recreation Facilities Strategic Plan as the guide for the direction of the Department and facilities improvements along the way.

Recreation Fund: Revenue and Expenditure History



## Employees

The success of the Recreation Department could not be achieved without the enormous commitment and dedication of the employees, led by Recreation Director, Ryan Kane, who make sure that all of the programs and events are of the highest quality and provide the citizens of the Town of Concord with healthy life style alternatives. The Commission is grateful for this commitment and dedication as it looks forward to continuing to provide guidance and advice. to the Recreation Department in the future.



*Summer Operation at White Pond*

## RECREATION DEPARTMENT

Concord Recreation is a leader in providing activities and facilities for the community to enjoy their leisure time. Recreation programs are the mainstay of the department and run the range from Carousel Preschool, Before/After School Care, Summer Camp, Youth Sports, Adult Sports, Community Special Events, and more. Additionally the department oversees the facility management of playing field permitting, playground management, basketball and tennis courts that the public enjoys in both organized and free play.

In 2019, the department focused on both continuing with the quality of program offerings for the community and to add new programs and facilities for the community. Some major accomplishments for the year include:

- Year 1 of operation as a public bathing beach at White Pond. 2,336 individual memberships were sold for the summer. New bathroom facilities were installed along with the lifeguard shed and updated parking lot and traffic paint.

- The addition of a New Visitor Center/Tourism Manager. Beth Williams joined the Recreation team in June and will be responsible for managing the Visitor Center and Tourism relations for the Town of Concord.
- The launch of the Minuteman bike share program, with two locations West Concord & Concord Centers. In the first year the bike share had over 300 riders.
- Concord Bike Fest became the newest Recreation Community event. The Bike Fest ran parallel with Stow Street Block party in May. Riders joined in on a bike parade, attempted the Concord Police Departments bike rodeo, experienced morning advanced rides, and more in this great community gathering.

Department-Wide Financial Assistance Concord Recreation wants to assure that all community members have access to participate in programing, regardless of their ability to pay. In total, the Department awarded \$75,705 in financial assistance to those in need. It will continue to be a priority of the Department to assure that no one is excluded for financial reasons.

With over 200 employees ranging from full-time to seasonal summer help, the Recreation team is committed to providing quality recreational experiences to the community. The passion that the staff and volunteers has for their work is visible in everyday events from the Before /After School program to Pickle ball coordinators. We are fortunate to have the quality, caring staff that make the programs come to light.



*A Recreation yoga class at 55 Church Street*

## BEEDE SWIM & FITNESS CENTER

The Beede Swim and Fitness Center, managed by the Recreation Division, is an affordable community swim and fitness facility. The Beede Center is self-supporting and does not receive tax dollars. Members and program participants provide all the funding to operate the Beede Center. The Beede Center welcomes an average of 500 visitors per day and is committed to serving the needs and interests of everyone in the community including children, adults, senior citizens, and individual with disabilities.

### Membership

A Beede Center membership gives members' access to all the aquatic and fitness facilities at Beede. In addition, a discount is given on any program offerings including: aquatic fitness, group exercise, personal training, and swim lessons. In addition to an Annual membership, the Beede Center also offers a 3 month membership and 10 visit pass. As of January 1, 2020 Beede Center has 1765 active memberships.

### Welcome New Beede Team Members

Two new Personal Trainers arrived at the Beede Center in 2019. Linda McGovern, a Concord resident, works with clients during weekday mornings. Nichell Latimore, also a Group Exercise instructor, works two closing shifts times and performs Point of Contact responsibilities. Recent hires on the aquatics side have been new swim coaches for both Masters and Otters.

### Program Offerings

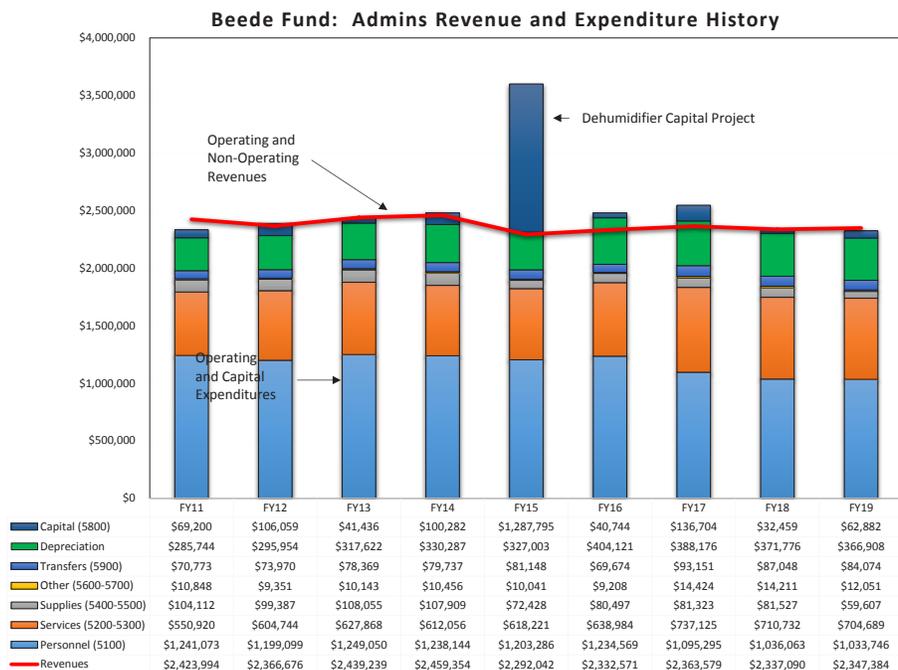
The Beede Center offers a wide variety of learn-to swim classes designed to meet a diverse range of needs and ability levels. The Center also offers a comprehensive water fitness program in deep and shallow water. Every member receives a free equipment orientation and workout plan from one of our certified trainers. The Beede Center offers affordable personal training and body composition testing. We also offer a large variety of group classes. Beede members receive a discount on classes. Our classes are open to non-members as well. The Beede Center also hosted many Community events including; the Egg Hunt, Trunk or Treat, and the CCHS Swim Boosters Masters Meet.

### Swim Teams

The Beede Center is the official home to both the CCHS Bobcats Swim & Dive teams, along with the Beede Centers own Concord Otters program. Both programs have an extensive number of swimmers CCHS (83) and the Otters (237). Making Beede a "hub" for local swim meets.

### Facilities

Improvements to the Beede Center in 2019 include the following: new Matrix treadmills, new Mondo flooring in the Cardio Room, expansion of the LED light program to all rooms, updated HVAC units, new energy efficient hot water tanks, new energy efficient hot water piping, and a Therapy Pool cover.



## PICNIC-IN-THE-PARK

Doug Ellis – Chair, Fund Raising  
Peter Gilman – Booths  
Johanna Ellis – Secretary  
George Herbolsheimer – Treasurer  
Maynard Forbes - Master of Ceremonies  
Karen Ahearn – Entertainment  
Jennifer Hatfield - Publicity  
Ann Lang – Children’s Parade  
Anne Edgar – Hot Air Balloon  
Michael Rudd – PA System, Posters

Concord’s annual July 4th celebration, Picnic-In-the-Park, was again a great success! It was a wonderful summer day full of smiles and great family times. The event took place at Emerson Field and the Hunt Gym. Once again, we had the REMAX hot air balloon and the kids parade led by the Concord Police.

Entertainment included David Polansky, Southern Rail Band, The Working Man’s Band, Lizzie the Clown, the Roving Railroad, yoyo performer Brett Outchunis and the Concord Band. The 911 House was sponsored by the Concord Fire Department and the Concord Police timed baseball pitches and welcomed everyone to check out a cruiser.

Many local non-profit organizations provided information about their groups and a variety of food and beverages were available for purchase. The Picnic-In-The-Park committee members organize and seek donations for the event, but the day’s programs would not be possible without the invaluable assistance of the Town of Concord. The Concord Public Works Highway Division, the Concord Light Department, the Concord Fire Department and the Concord Police Department are essential to the day’s success. Concord resident Rob Beyer organized the field games.

Members of the Concord branch of the National Charity League, a national organization of mothers and daughters, provided tremendous assistance during the day. It was great to have Maynard Forbes as the Master of Ceremonies for the parade and announcements throughout the day.

The following corporate sponsors and private donors provided financial backing for the entertainment: Charles and Gloria Clough, Middlesex Savings Bank, Barrett/Sotheby’s Real Estate, Dunkin Donuts of Concord, Cambridge Trust Company and the

Picnic-In-The-Park Backers-private donors.

The Committee encourages Concord citizens to support this annual event with financial contributions and volunteer efforts both behind the scenes or on the event day, on the committee or during the day.

Thank you Concord for another great year! Visit us on Facebook at <https://www.facebook.com/PicnicintheParkConcordMa/> for more information.



## PUBLIC CEREMONIES AND CELEBRATIONS COMMITTEE

John Arena, III (Co-Chair)  
Julissica Navarro-Norton (Co-Chair)  
David Bell  
Tom Valle  
Sue McCrory  
Trish Ng

The Public Ceremonies and Celebrations Committee has the responsibility of organizing, coordinating and managing several ceremonies and celebrations sponsored by the Town of Concord. Celebrations for 2019 included: Honored Citizen Ceremony, Meriam’s Corner Exercise, Dawn Salute on April 19, Veterans’ Day Flag Retirement Ceremony on November 11, and Concord’s annual Tree Lighting. The committee is grateful to the many

people and organizations that helped make 2019 such a successful year!

These especially include Parade Marshall Robert Norton and State officials, various Town departments especially the Fire, Police and Public Works Departments, Honored Citizen Di Clymer, local Veterans, Concord Minutemen, Concord Independent Battery, Middlesex County 4H Fife & Drum Corps, participating clergy from Concord, Concord Girl and Boy/Cub Scouts, CCHS music volunteers, and the many others and organizations who participated in and attended the 2019 events. The committee is comprised of up to seven members who understand the importance of upholding these valued town traditions.

#### *Honored Citizen Ceremony & Reception (Honoring Di Clymer)*

Each year, since 1962, Concord honors a deserving citizen(s) who has demonstrated extraordinary town service and volunteerism by being selected as Honored Citizen.

A proud Concord resident for over 50 years, Di has “worked tirelessly and with quiet enthusiasm” to support the efforts of various town organizations. She has proved to be an active volunteer and contributor in many capacities, including the Concord Free Public Library, League of Women Voters, Concord Historic Districts Commission, Concord Art Association, and the Concord Cultural Council. As an active member of First Parish, her role on the church’s Social Responsibility Committee in the 1960’s began her mission to Concord Prison Outreach, and as an initiator of Communities of Restorative Justice, which has spread from a one-town program to a 24-town organization.

Of the many nomination letters and messages of support received, a common theme that was evident includes her high integrity, commitment, and concern for the town and its citizens. As one nomination letter states, “Everything Di touches turns to gold. And she has touched and helped so many people and organizations during her long tenure as a Concord resident.” Another nominator wrote “thanks to Di’s enthusiasm, commitment, energy, and charm, Communities for Restorative Justice has become a leader in the restorative justice movement. More

broadly, she has made our town a much better place to live for all of us.”

#### *Meriam’s Corner Exercise*

This ceremony commemorates the assembly and actions of militia and Minuteman units that arrived at Meriam’s Corner during the British retreat from Concord on April 19th, 1775. After the Regulars’ withdrawal from the Old North Bridge, they began a retreat back to Boston. By the time the Regulars arrived at Meriam’s Corner, at half past noon, there were reported to be about 1,100 Minutemen in the area from more than a dozen towns. On that April 19th, at Meriam’s Corner, a day of relatively small but violent skirmishes blossomed into a running, 16-mile battle that became the opening salvo to the eight-year American Revolutionary war.

#### *Patriot’s Day*

This year’s Patriot’s Day marked the 244th anniversary of the Concord Fight and the beginning of the American Revolution. The Town’s annual parade takes place in the morning with a 9 am step-off. The parade route covers a distance of about 3 miles over a period of approximately two hours. At least fifty units are expected to march this year. The parade begins at the Hunt Recreation Center on Stow Street and proceeds through Concord Center to the Old North Bridge where a brief ceremony commemorates the events and soldiers of April 19, 1775. The parade returns to the Hunt Recreation Center by way of Concord Center where each unit is officially acknowledged at the town reviewing stand.

#### *Dawn Salute*

The Dawn Salute is held at the Old North Bridge every year on April 19th to commemorate the opening battle of the American Revolution in 1775. Church bells toll at 5:45AM from the First Parish to sound the alarm. “Dr. Prescott” arrives at the Bridge after riding across the countryside warning towns and villages that the Regulars were on the march and their destination was Concord. Minutemen firing salutes, volleys by the Concord Independent Battery from Buttrick’s Hillside and a performance by the “Old Guard” contributed significantly to the event.

#### *Memorial Day*

Memorial Day parades and remembrance ceremonies were held in West Concord at Percy A. Rideout Field

## CONCORD LOCAL CULTURAL COUNCIL

and Kenneth J. Dunn Square and in Concord Center at Monument Square. Concord's proud Role of Honor was read at Monument Square. Commemorative wreaths were placed by Concord veterans at the West Concord locations as well as several monuments in the Square. The Concord Independent Battery and Concord Minutemen fired multiple times throughout the morning to commemorate the brave men and women who lost their lives in the line of service.

### *Veterans Day*

Concord's Flag Retirement Ceremony is held each year on Veterans' Day and provides Concordians with the opportunity to retire their worn American Flags in a respectful and appropriate manner. The ceremony was established in 1965 by James Carroll, Dr. Francis McDonald, Bernard Rushe, Former Fire Department Chief Thomas Tombeno, and Clark McClevin. This group of Concord residents, and the Town at large, felt that worn, torn and/or faded flags, left in place through the fall and winter months, honored neither our nation's colors nor our departed veterans. For the past fifty four years, this ceremony has been conducted to remedy this situation by properly retiring flags by burning with assistance from the Concord Fire Department and participation from veterans, local officials, Concord Independent Battery, Concord Minutemen, and the Military Family Support Group. Each year, local Girl and Boy Scout troops assist the committee with properly folding the flags at Hunt Gym, a few days prior to the retirement ceremony. The committee is grateful to the years of participation from our Concord Scouts!

### *Tree Lighting*

2019 marked the third year that the Public Ceremonies Committee assisted with the annual Tree Lighting and Parade. With additional assistance and direction from the Concord Recreation Department, the committee planned a small parade from Hunt Gym to Monument Square, with the grand finale featuring Santa on top of a Concord fire truck.

Tom Martin (Chair)  
Alicia Cleary  
Tracy Winn  
Terry Yanulavich  
Betsy Levinson

The Concord Cultural Council (CLCC), whose members are appointed by the Select Board, supports community cultural projects through its grant program. Funds are received from the Massachusetts Cultural Council (MCC) whose mission is "to promote excellence, access, education and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of our communities." This year the CLCC received a combined total of \$6,859.00 from the MCC and the Town Of Concord, enabling the CLCC to enrich its support of the many cultural projects requesting funding. The CLCC received 33 grant applications this year and were able to issue 21 grants.

Individuals and organizations may apply to the CLCC for funding for projects and presentations in music, dance, visual arts, poetry, literature, drama, humanities, and scientific interpretation for all age groups. Preference is given to applicants who live or work in Concord or who offer programs, projects, or presentations that specifically benefit Concord.

Information about applying for FY 2019 grants was publicized in the Concord Journal and on the Massachusetts Cultural Council website ([www.mass-culture.org/Concord](http://www.mass-culture.org/Concord))

Guidelines and applications were available at the Town House and both locations of the Concord Free Public Library. The application deadline for FY 2019 was October 15, 2019. Public meetings were held in 2019 on September 04, October 02, October 23, November 20, December 04, and the Final meeting took place on January 08, 2020. On November 20, December 04, 2019, with the final vote taking place on January 08, 2020 applications were reviewed and voted on in accordance with both State and Local guidelines.

Additional information on the CCC grant program is available at <https://www.mass-culture.org/Concord>

## CONCORD-NANAE NETWORK JAPANESE SISTER CITY RELATIONSHIP

Jill Block  
Court Booth  
Heather Bout  
Leslie Burnard  
Holly Cratsley  
John Cratsley  
Lee Flight,  
Bev Gauthier  
Dick Gauthier  
Daisuke Matsukura  
Nancy McJennett  
Jack Nevison  
David Nurenberg  
Wade Rubinstein  
Jim Terry  
Sue Curtin

The annual delegation of Nanae, Japan adults and students arrived in Concord on October 28th and were welcomed at CCHS, sister high school with Nanae High School. Homestays hosts took the adults and students to their homes for the week's visit. On the 29th, the students went to school with their student hosts and the adults were greeted by Select Board members and the Town Manager at the Town House.

During the week of the visit the adults toured Monument Square and its learned of its history, Stow Street and the repurposed old school buildings, attended a welcome lunch at CCHS, Walden Pond where they met Henry David Thoreau (played by Richard Smith), visited the North Bridge and learned of its history, toured the Concord Museum, and the Orchard House where the adults were led on a tour by Louisa May Alcott (played by Jan Turnquist). They also received tours of the refurbished Umbrella by Jerry Wedge and the Main Library Branch by Library Director Kerry Cronin. The adults also visited the Thoreau Elementary School where they saw some Spanish, Art, Music, Library and Physical Education classes and toured the cafeteria to see the lunch preparation. The visitors shopped in Concord and West Concord.

Individual adults had special tours one morning that reflected their Nanae work and interests. These

included a tour by Holly Cratsley of architecture in Concord, and a tour by Town Manager Stephen Crane, of the Police and Fire Departments and the Waste Water Treatment Plant led by Superintendent Alan Cathcart.

On that Friday evening the Nanae visitors joined the Concord and Nanae students and the homestay families at a traditional Friendship Dinner at a home in Concord. Everyone joined in the traditional Hokkaido Ikka (squid) dance and the American Hokey Pokey dance. Homestay families hosted their visitors on Saturday and Sunday in different activities and site visits. On Sunday evening, the Nanae adults and their hosts joined the CNN Committee for a farewell dinner that included warm goodbye speeches by both the Japanese and the Americans.

Concord committee members and all homestay families joined in a traditional "Bye-o-nara" goodbye early Monday morning, as the delegation boarded a large bus that would take them to New York City for a short visit.

Concord-Carlisle High School has a unique sister-school relationship with Nanae High School, in the town of Nanae, Hokkaido, Japan. As an outgrowth of the Massachusetts-Hokkaido relationship begun in 1875 and formalized as sister states in 1990, Concord and Nanae became sister-towns in 1997. Since 1998, the Concord-Carlisle HS Concert Band has undertaken five concert tours to Japan, most recently in April 2019 involving 58 students and 12 adults. Highlights included full immersion through homestays and cultural activities as well as performances with the Nanae Middle and High School Bands and the Iai Joshi Womens Academy Brass Band of Hakodate. In the past, the Science-Fiction Club students have also traveled to Nanae and other parts of Japan on several trips.

## PEG ACCESS ADVISORY COMMITTEE

Scott Hopkinson, Chair  
Peggy Wargelin, Clerk  
Vince Carlson  
Eugene Chang  
Ruth Lauer  
Karlen Reed

Wally Johnston, School Committee Representative  
Jane Hotchkiss, Concord Select Board Liaison  
Erin Stevens, Concord Public Information and  
Communications, MMN Liaison



In 2019, the PEG Access Advisory Committee (PAAC) prepared the first PEG Survey for Concord and Carlisle and analyzed its results, created a budget subcommittee, adopted a position on the 2019 PEG Budget Warrant Article 44 and appeared before the Finance Committee and Town Meeting, and created the PAAC goals. The committee analyzed Comcast subscribership and complaint data and met with the Town's Comcast Representative. The committee also monitored the development of a regional school / MMN studio security protocol, celebrated the one-year anniversary of the founding of MMN.

### *PEG Access Advisory Committee 2019 Survey*

The PAAC extends its appreciation to Minuteman Media Network (MMN) and the Town of Concord for collecting and tabulating the 2019 PAAC Survey data. The results from this first-time survey of PEG viewer opinions offer these highlights:

1. The PAAC Survey garnered nearly 300 written or electronic responses to 11 standardized questions from citizens of Concord and Carlisle. While this appears to be a large sample size, the PAAC notes that the Survey

did not contain any detailed demographic questions ("What is your age bracket? Are you male or female? Do you have children enrolled in the Concord or Carlisle school system?"). The absence of this information prevents the data set from being characterized as a fairly representative sample of residents from Concord and Carlisle. Therefore, the data in the Report reflect the opinions only of those 300 people who chose to answer the survey; a broader assertion (i.e., "This is what Concord or Carlisle citizens as a whole want") is not supported. The committee has decided that the next PAAC Survey should include some demographic data so that the conclusions can be broader so that the data set will be more representative of Concord and Carlisle citizens' views.

2. Based on the responses to Questions 1-7, the Government channel is the most watched channel (77 responses), followed by the Public channel (30 responses) and the Education channel (10 responses). Many respondents (94) said it was not easy to find what programs are being broadcast over TV. The MMN videos are watched more on-line than on broadcast TV, and more PEG viewers have Comcast broadband service than the Town of Concord's municipal broadband service. Streaming video via other programs and devices (e.g., using Netflix, Apple TV, YouTube, or Hulu) is about as popular (50/50) an entertainment source as is cable television. A significant portion of the responses (66) said they intend to "cut the cable cord."

3. Based on the responses to Questions 8-9, the PEG services of MMN overall ranked somewhat less than good, with an average score of 2.27 on a scale of 1-5, where 5 = "good." This means there is room for improvement.

4. Based on the responses to Question 10, PEG survey respondents prefer TV programming about local issues (172), local news (169), and the local art scene (134) far more than showcasing local non-profits (86), local businesses (66), or school sports (43).

### *PAAC Recommendations*

Based on the 2019 PAAC Survey results, the PAAC made recommendations which included that the next PAAC Survey should include demographic questions to create a more representative sample. This survey should occur in 2021, using many of the same questions so that comparisons can be made to detect changes in PEG viewer preferences.

While the survey results may indicate that the MMN staff should focus its efforts on producing, airing, and archiving more Government meeting videos, this does not mean MMN should ignore the Public and Education components of its programming. Rather, MMN staff should consider the merits of all high-quality video productions, regardless of whether they fall under Public, Education, or Government category. This past year, MMN has been ramping up its coverage of government meetings, and perhaps it is now time to focus more on other types of programming. We don't know what the future PEG audience will want, so MMN should be open to new avenues, while preserving the past.

The survey respondents held little interest in the purchase of an alternative studio outside of the high school. However, the PAAC recognized that editing space is limited. Consequently, the Committee sees merit in encouraging the MMN staff to seek out and acquire additional editing space and to improve the audio and video capabilities and quality in other locations.

The survey respondents showed a preference for programs that reflect local news, our cultural assets, and the historical, artistic, and farming elements of Concord and Carlisle. The PAAC agrees that enhanced local programming will attract PEG viewers and will better promote Concord. Funding for videographers could be enhanced to meet a growing demand for programming.

Many respondents expressed difficulty in finding a TV schedule. The PAAC notes that MMN has deployed a new website that includes an on-line TV channel guide for Channels 8 (Public), 9 (Government), and 99 (Education). The PAAC supports MMN staff efforts to continue to monitor and improve this website and TV schedule.

A significant number of responses showed a willingness to eliminate their cable TV services, and subscribership drops will reduce the funding level for PEG services using the current funding sources. The PAAC recommends that MMN staff continue to search for additional funding sources while monitoring closely our cable TV provider's subscribership numbers, rates, and trends.

## VETERANS' SERVICES

Dick Krug, Veterans Services Officer

The Veterans' Services program is mandated by Massachusetts General Law, Chapter 115 and is administered under State guidelines to provide information, advice and assistance regarding benefits to veterans and their families. Every city and town in the Commonwealth is required to have a benefits program for its resident veterans and their dependents, as well as a Veterans' Services Officer. The Veterans' Services Officer must be a war-era veteran and be available to provide assistance.

The Town is reimbursed by the State for 75% of benefits paid under this mandated program. With the support of the Commonwealth's House, Senate and Executive Office, Massachusetts is now recognized as having one of the most comprehensive veterans' programs in the nation.

The Office of Veterans' Services, located at 55 Church Street, advocates for and provides critical services to those who have served and their loved ones. Current benefits extend to "natural disasters" where benefits may apply to a loss resulting from a hurricane, blizzard or tornado. The Veterans' Service Officer will help Veterans complete their application for Chapter 115 benefits which offers a need-based program of financial and medical assistance for Veterans and their dependents. The mission of the Veterans' Services Officer has grown to encompass the full range of VA federal benefits, rehabilitation, employment and educational opportunities, military records, tax exemptions, housing and shelter assistance, annuities, funeral assistance and care and decoration of veterans' graves. Financial assistance to qualified veterans and their dependents is provided, in accordance with State and federal regulations.

Our veteran population is dropping very rapidly but from 2001 to 2020 we have tens of thousands of new veterans in the Commonwealth. However, this is a very small amount returning compared to veterans that returned from WWII.

### *Program Implementation*

The Veterans' Services Officer responds to daily calls



*Veterans' Services Officer Dick Krug with  
U.S. Congresswoman Lori Trahan*

requesting information, advice and assistance. With so many veterans and their families facing profound challenges related to their service and the current economy, the Veterans' Services Officer has become more important than ever.

The Veterans' Services Officer often helps veterans obtain assistance from veterans' organizations as well as other local, State and federal organizations, such as Concord Community Services and Social Security. The Veterans' Services Officer also has been called upon to provide transportation to and from medical appointments for veterans when there is no other transportation available. Currently there are six individuals receiving financial assistance for qualifying Chapter 115 benefits. This number changes annually as the veteran may have moved, gained employment, change of assets or passed away.

The Veterans' Services Officer has been networking with local civic groups, senior citizen groups and area veterans' organizations as well as families of service members currently deployed. He has assisted at veterans' funerals, worked with students and presenters at Veterans' Day and Memorial Day exercises, served as a guest speaker in some high school and elementary school classes as well as for Rotary Club of Concord, the Lions Club of Concord, Concord Deaconess, and Concord Park Assisted Living.

The following is a list of applications applied for or services requested from Concord Veterans' Services during the year 2019:

Prescription Benefits	81
Death Benefits	12
Housing Benefits	96
Assisted Living	5
Transportation	24
Aid & Attendance	9
Chapter 115	84
Fuel Assistance	48
VA Forms	24
Financial Assistance	108
Social Security	84
Well Being Checks	12
Hugh Cargill Trust	11
Military Medals and Flags	3
Military Records	24
Health Benefits	59
Employment	15
SNAP Food Assistance	21
Disability Filing	6
Disability Tax Abatement	49
Veterans' Outreach	9
Annuities	7
Post GI Bill	3
Veteran Grave Flags	2600

2019 Concord Veteran Count – 634\*\*  
 62 Veterans from World War II  
 177 Korea War  
 258 Vietnam War  
 137 Gulf War I and II

For information or assistance on Veterans' Services please call 978-318-3038 or e-mail [dkrug@concordma.gov](mailto:dkrug@concordma.gov).

For information about services, events, and other veterans' organizations please visit Concord's web page at [concordma.gov/clerk/veterans.htm](http://concordma.gov/clerk/veterans.htm).

\*\* Approximate numbers

## REGISTRAR OF VETERANS GRAVES

Harold Nichols, Registrar

There were 37 interments of United States Veterans in Concord cemeteries in 2019. The names of the Veterans, their respective wars, date of burials, and place of burial are as follows:

<u>VETERAN'S NAME</u>	<u>PERIOD OF DUTY</u>	<u>INTERMENT DATE</u>	<u>CEMETERY</u>
Thomas Cain	Korea	January 12, 2019	St. Bernard's
Lawrence D. Lafreniere	Korea	January 26, 2019	St. Bernard's
Charles Vessey	Vietnam	February 9, 2019	St. Bernard's
Hugh Underhill	Vietnam	February 26, 2019	St. Bernard's
George L. Olsen Jr.	Korea	March 28, 2019	Sleepy Hollow
Richard F. Cook	World War II	April 29, 2019	Sleepy Hollow
Arthur E. Robinson	Vietnam	May 4, 2019	Sleepy Hollow
Steven Haut	Vietnam	May 4, 2019	Sleepy Hollow
John Foster	Vietnam	May 18, 2019	St. Bernard's
Howard E. Quinn	World War II	May 25, 2019	Sleepy Hollow
Burton S. Mosher	World War II	May 26, 2019	Sleepy Hollow
Charles J. Richards Jr.	Vietnam	June 5, 2019	Sleepy Hollow
Gerald Lauderdale	Korea	June 8, 2019	Sleepy Hollow
Armedio Armenti	World War II	June 15, 2019	Sleepy Hollow
Harry Clark	Korea and World War II	June 22, 2019	St. Bernard's
Kevin Wallace	Vietnam	June 26, 2019	Sleepy Hollow
Gilbert P. Wozney	World War II	July 10, 2019	Sleepy Hollow
Robert Menger	Vietnam	July 15, 2019	Sleepy Hollow
M. Frederick Johnson	Korea	July 21, 2019	Sleepy Hollow
Joseph L. Smith	Peacetime	July 29, 2019	Sleepy Hollow
David B. Porter	Korea	August 9, 2019	Sleepy Hollow
Emidio L. Di Clemente	Korea	August 16, 2019	St. Bernard's
James R. Tobey	Korea	August 24, 2019	Sleepy Hollow
Peter Selines	World War II	August 30, 2019	St. Bernard's
Terrence K. Murphy	Vietnam	September 4, 2019	St. Bernard's
James H. Elson	Vietnam	September 5, 2019	Sleepy Hollow
Margaret Callahan	World War II	September 16, 2019	St. Bernard's
Dennis J. Picard Sr.	Korea	October 26, 2019	Sleepy Hollow
Arthur Getsick	Korea	November 9, 2019	St. Bernard's
John Hyland	Vietnam	November 10, 2019	Sleepy Hollow
Bruce Ferris	Vietnam	November 18, 2019	St. Bernard's
Douglad J. Detweiler	Vietnam	November 21, 2019	Sleepy Hollow
James G. Howshan	World War II	November 23, 2019	St. Bernard's
Douglas A. Locke Jr.	Vietnam	November 26, 2019	Sleepy Hollow
James Moran	Vietnam and Gulf War	November 29, 2019	St. Bernard's
Daniel Puffer	Vietnam	December 10, 2019	Sleepy Hollow
Jeffrey W. Como Sr.	Vietnam	December 17, 2019	Sleepy Hollow

## COMPREHENSIVE SUSTAINABILITY & ENERGY COMMITTEE (CSEC)

Douglas Sharpe, Chair  
Julie Kleyn, Clerk  
Bradley Hubbard-Nelson,  
Sam Lines  
Karen Gibson  
Jerry Frenkil  
Janet Miller  
Bob Shatten

Kate Hanley, Concord Sustainability Director  
Terri Ackerman, Select Board Liaison



CSEC is an all-volunteer committee of informed and concerned Concord residents who work to support, advocate and be a watchdog for sustainable energy practices in our town. Our intention is to engage residents of Concord to become more aware of the role we all must play in the next three decades and beyond to become responsible for our energy future. We work in concert with Concord's Sustainability Director, Kate Hanley, to represent sustainability-focused practices in Concord and to volunteer with sustainability events being coordinated through her office.

CSEC's efforts continue to advocate for actions that meet the Town's goal to reduce greenhouse gas emissions by 25% by 2020 and 80% by 2050. In 2019, CSEC's efforts have focused on three main initiatives, energy efficiency of buildings, sustainable landscaping, and adoption of electric vehicles.

### *Home Energy Efficiency*

Kate Hanley successfully applied for a 2019 National Grid Community Initiative grant to support energy efficiency outreach in their communities. This grant required action by Concord each month to reach out to National Grid customers to request a home energy assessment. CSEC members participated in this effort at various events in Concord throughout the year. At the same time, we asked those people who were not National Grid customers to sign up for home energy assessment from Energy New England. As a result, Concord exceeded our 2019 goal with a total of 315 completed home energy assessments.

Heat Smart was a major effort in 2018 to encourage people to install ground-source or air-source heat pumps with the goal of transitioning away from fossil fuels. A report of that effort can be found at <http://wepowr.com/heatsmartcl>. Although the Heat Smart program has now ended, CSEC continues to support the adoption of heat-pump technology and one CSEC member is a member of a Heat Pump working group within an emerging nonprofit, Mass Energize, which has members from several towns surrounding Concord.

Brad Hubbard-Nelson also ran a successful program in the middle schools in which students build inexpensive window inserts and measured their effectiveness in reducing heat loss.

### *Sustainable Landscaping Fair*

A working group of three CSEC members and two community members organized and ran a very successful Sustainable Landscaping Fair in May 2019. The purpose of the fair was to demonstrate how residents can create a healthier garden for their families and pets, support local wildlife, and reduce Concord's carbon footprint. We feel that a sustainable garden is one that can sequester or store CO<sub>2</sub> and minimizes the use of machines that burn fossil fuels. An ideal garden has healthy soil free from pesticides and herbicides and is filled with living microorganisms. There were 22 organizations that tabled at the event, including Town departments (Natural Resources and the Water & Sewer), Town committees (White Pond Advisory Committee and the Pollinator Committee), non-profit organizations, and some commercial organizations that support sustainable landscaping. In addition, there were five

home gardens open for tours to demonstrate how Concord residents are transforming their yards into sustainable gardens. The fair was well received and many people hoped that it would be repeated. However, CSEC has decided not duplicate the Sustainable Landscaping Fair in 2020 but rather to incorporate it in another spring event with a broader focus on sustainability practices for residents aligned with CSEC's 2020 project, Your Sustainable Future Home NOW.

#### *Electric Vehicles*

CSEC has been collaborating with Town and CMLP in promoting the adoption of electric vehicles. Janet Miller has been participating in CMLP's electric vehicle working group and has helped out at several events where electric cars have been on display. The biggest of these events was a ride-and-drive event held at CCHS in early November in which 53 individuals pre-registered and another 83 signed up for electric vehicle test drives on site. Ten different models were on display and six were available to drive. At the end of the third quarter, there were 412 EVs registered in Concord, with a year-end goal of 444 EVs.

#### *Other Initiatives*

In addition to these projects, CSEC maintains liaisons with a number of Town committees that have an impact on sustainable goal development, including the Climate Action Advisory Board, the Light Board, and the Planning Board. We also stay abreast of and review any strategic planning and any legislation going on in town meetings involving Concord's move to a more sustainable, more adaptable community involving climate change issues. For example, CSEC has been following the ongoing energy use plans for Concord public buildings such as the Library and the new Middle School.

# FINANCE

## FINANCE COMMITTEE

Dean S. Banfield, Chair  
Mary Hartman, Vice Chair  
Peter Fischelis  
John Hickling  
Greg Guarriello  
Richard Jamison  
Dee Ortner  
Karle S. Packard  
Parashar Patel  
Christine Reynolds  
Wade Rubenstein  
Philip C. Swain, Jr.  
Tom Tarpey  
Brian Taylor  
Andrea Zall

The Finance Committee has served the Town as an overseer of the Town's financial matters and advisor to the Town Meeting since its creation at the 1922 Annual Town Meeting. The Finance Committee consists of fifteen members who are appointed by the Town Moderator to represent a diversity of ages, genders, precincts, financial circumstances and professional backgrounds. Each member is appointed for a three-year term, with five terms expiring each year at the close of the Annual Town Meeting. During their appointment, no member can serve concurrently as a Town officer or member of any other board of the Town.

Concord's Bylaws require that the Finance Committee review warrant articles for Town Meeting that appropriate funds or involve the disposition Town property. The Committee holds one or more public hearings and reports its recommendations on those articles to the Town Meeting in print. These recommendations are included in The Report of the Finance Committee of the Town of Concord, which is issued each spring in advance of the Annual Town Meeting.

The Committee was charged by Town Meeting to produce a 5-year projection of the overall impact to existing taxpayers of budgetary actions in place. This

was first produced in 2012, and the Finance Committee has continued to refine the model to simulate the impact of various assumptions on both the current guideline recommendations and future tax levy increases. The Finance Committee is also undertaking initiatives to compile benchmarking data to compare Concord's expenditures and outcomes to similar municipalities in the Commonwealth and to identify and apply significant indicators of fiscal sustainability to our deliberations.

The Finance Committee's charge to consider any or all municipal questions and report or make recommendations to the Town, including carrying out special studies of Town services, programs and facilities, approving or disapproving the transfer of moneys from the Reserve Fund, and making recommendations to the Town regarding the transfer of any amount of public money previously appropriated to any other use authorized by law. Finance Committee members observe other Town Committees and follow issues of financial importance to the Town, contributing to financial oversight by asking question of the appropriate bodies regarding the financial analyses being conducted.

### *FY21 Operating Budget Guidelines*

Every fall, the Finance Committee considers the upcoming spending needs for each of our Town's three primary budgeting entities: the Town Government, the Concord Public Schools, and Concord's assessment for the Concord Carlisle Regional High School, to determine the operating budget guidelines for the fiscal year that begins on July 1st of the following year. These guidelines are meant to inform and advise the Town and School Administrations, the Select Board, and the School Committees as to what the Finance Committee believes are the appropriate levels of spending.

Trying to find the right balance for the times is a complex process. Finance Committee members research, debate, interview, invite feedback and seek consensus within the Committee, with the budgeting entities and ultimately with the Town's citizens. The Select Board, Town Manager, School Committees and

Superintendent of Schools work collaboratively with the Finance Committee with the intention of reaching a consensus on budgets without impairing any important Town services or the quality of public education in Concord.

In establishing the Guidelines, the Finance Committee also seeks to maintain operating cost increases within certain criteria to meet a goal of fiscal sustainability over the long term. These criteria include keeping increases from depleting excess levy limit capacity to the extent that general overrides are required, Free Cash is depleted, bond ratings are affected, or taxpayers are burdened beyond what typical expectations of income growth can accommodate.

The Finance Committee issued its FY21 guidelines on December 5, 2019, as required by our Town bylaw. The Guideline adopted by the Finance Committee directs \$2,762,114 of incremental funds to the operating budgets, a 3.14% increase over FY 2020 General Fund operating budget levels (see *FY 2021 Operating Budget Guidelines and Total Budget Plan*). The Finance Committee is proposing a total FY21 General Fund spending plan of \$117,356,086, which would be an increase of 2.93% over the adopted FY20 budget. The overall increase in the tax bill to existing taxpayers for FY 2021 is projected to be 2.80%, inclusive of Exempt Debt. This guideline projects a tax levy totaling \$98,608,811, and an unused levy limit of \$3,842,179 (which is 4.02% under the projected levy limit). The Guidelines Subcommittee believes that retaining a modest unused levy capacity is important for the town to maintain flexibility to deal with future infrastructure needs as well as unanticipated expenses and other contingencies.

Several overriding factors and concerns were considered by the Finance Committee during of the guidelines process:

- The Finance Committee is very aware of the cumulative impact of operating budget increases and the related rise in property tax assessments on Concord taxpayers. There remains an overall concern that even more moderate increases when sustained for a number of years could have an impact on the makeup of Concord's population.
- The U. S. economic outlook is healthy according to the key economic indicators. The most critical indicator is the gross domestic product (GDP), which

measures the nation's production output. The GDP growth rate is expected remain between the 2 percent to 3 percent ideal range. The overall unemployment rate remains low at 3.5%. The Massachusetts economy continues to grow, which remains evident in Concord by increases in building permits and some local excise taxes. However, there is a large projected gap in the Massachusetts state budget and, despite assurances to the contrary, there exists concern about the level at which local aid to cities and towns will be funded by the State.

- Long term employee costs due to contractual pay increases, obligations for pensions and Other Post-Employment Benefits (OPEB), and higher than anticipated increases in employee health insurance after a prolonged period of stability will have an impact on budgets and will remain a liability that will require careful management for the future.

Based on information provided to date, the Finance Committee anticipates that the Town Government and the Concord Public Schools (CPS) will have difficulty maintaining core services and meeting critical operating priorities within the recommended Budget Guideline. The Committee is hopeful that each entity will be able to review its requests, make budgetary adjustments or employ a more creative service delivery method to be able to provide current service levels within the approved Guideline. The Finance Committee will continue to work collaboratively with budget authorities to monitor these factors and provide additional responses or recommendations that may be warranted as the FY 2021 budget finalization proceeds, leading up to Town Meeting in April.

Looking ahead, the Committee foresees increased demands for fiscal resources. Construction of a new middle school will incur significant new debt services costs. The burden of debt service for the new high school building project peaked in FY19. The Finance Committee's five year projection will be updated as new information is received with respect to these factors.

## TAX FAIRNESS COMMITTEE

David Karr, Chair  
Walter Birge, Vice-chair  
Nancy Cronin, Clerk  
Reinier Beeuwkes, Member  
Bill Kemeza, Member  
Jonathan Keyes, Member  
James Phelps, Member



As Fiscal Year 2020 began, the Means-Tested Senior Tax Exemption authorized by Chapter 374 of the Acts of 2016 went into its second year of implementation. Persons age 65 or older who have been residents of the town for at least ten years, whose property is valued at or below the Town's median single-family house value (\$881,550 this year), whose income would qualify for the state's Circuit Breaker income-tax credit, and whose other assets are below a threshold set by the Board of Assessors are eligible for this exemption. The exemption can reduce the applicant's property tax by as much as 50 per cent or until the net tax burden is 10 per cent of the applicant's income. The qualifying income for FY 2020 was \$58,000 for an individual and \$88,000 for joint owners. This year, 44 applications were approved for exemptions totaling \$144,028. The total amount of exemptions continued to be capped at ½ of one percent of the total residential property tax, and the actual total continued to be well under this cap, enabling the full amount of the exemption to be given to all eligible applicants.

The act authorizing this exemption expires three years after implementation, so unless further action is taken,

Fiscal Year 2021 would be the last year in which the exemption would be available. The Tax Fairness Committee therefore drafted a new home rule petition in order to continue the exemption after the expiration of Chapter 374. The committee learned that this petition would need to pass through all the steps of any new legislative Home Rule Petition, which is a multi-year process. Hence, in order to avoid a gap in the availability of the exemption, the committee submitted the petition as a warrant article to be voted by the 2020 Annual Town Meeting.

The committee studied the impact of the exemption in detail, using data from FY 2019 and hypothetical scenarios. In order to reduce the expense of administering the exemption while maintaining the intent of the income limit, the new home rule petition is based on gross income rather than the Circuit Breaker worksheet. The new petition also modifies the calculation of the exemption to ensure that applicants who are eligible for another exemption in addition to the Means-Tested Senior Tax Exemption receive the full benefit of both exemptions.

It is expected that with these changes, the net tax burden on eligible individuals will be the same or less than it would have been under the old rules. The new home rule petition also makes the exemption permanent.

## BOARD OF ASSESSORS

Tom Matthews, Chair  
Chris Fisher, Vice Chair  
Susan Livingston  
Bill Herring  
Barron (Tory) Lambert



The Board of Assessors began calendar year 2019 by processing 59 abatement applications, completing all by the deadline of May 1, 2019. The Board granted abatements in whole or in part for 39 applications. The dollar amount of abatements granted during the FY2019 abatement hearings totaled \$7,825,870 for real estate, which is \$111,049.09 in tax dollars. The majority of abated taxes was attributed to small corrections in property listings and parcels becoming exempt. Most resulted in permanent adjustments to the property data. There have been three FY2019 appeals filed with the Appellate Tax Board (ATB). Two cases have been tried and one remains unscheduled. One Assessment was upheld and one was given a small abatement.

At the 2017 Annual Town Meeting and a ballot question on the subsequent town wide election, the citizens of Concord created a new Senior Mean Tested Real Estate Tax Exemption. Fiscal 2020 is the second year of the program and the process is running smoothly. The Assessor's Office received 46 applications and granted 44. The total amount of the exemption was \$144,028, which is funded by a tax shift of \$.02 per thousand.

The remainder of the year was devoted to the Fiscal Year 2020 interim year adjustment. Property valuations for FY20 tax purposes (the tax year beginning July 1, 2019) are based on a valuation date of January 1, 2019. Market value as of this valuation date is derived from the analysis of Calendar Year 2018 sales.

The Board of Assessors revalues all properties in the town every year in accordance with the state law requirement that property values must be at 100% of their full and fair cash value each year. The values are certified by the Massachusetts Department of Revenue (DOR) once every five (5) years through on-site and intensive examination of the procedures and methodology being employed by the local Board of Assessors. In the intervening years the local valuation process is the same but state oversight consists of review and approval of the required statistical analysis. FY 2020 was an interim year adjustment and the DOR has approved Concord's FY20 assessed values. The next three (2) years will be interim years, with FY23 being our next re-certification year.

The major objective in any year is to update the various factors in the tables of the Computer Assisted Mass Appraisal (CAMA) system. The CAMA system is used to calculate the assessed value for each property, adjusting the valuation tables as indicated by sales data. The DOR issues regulations that define how the statistical sales analysis must be done. There were 392 sales with 268 qualified sales in Calendar Year 2018, the time frame required by DOR guidelines. A qualified sale is an open market transaction between a willing and educated buyer and seller. Types of sales that are not considered qualified by the DOR include those between family members or intra-corporation sales, those not exposed to the market, auction and foreclosure sales, those that involve more than one property and/or additional personal property, stressed sales (such as an estate sale, court settlement or as a result of a divorce), and where there has been a significant change in the property after the sale and before the sales analysis is done.

State DOR guidelines, also requires that the median Assessment to Sales Ratio (ASR) fall within required parameters each year:

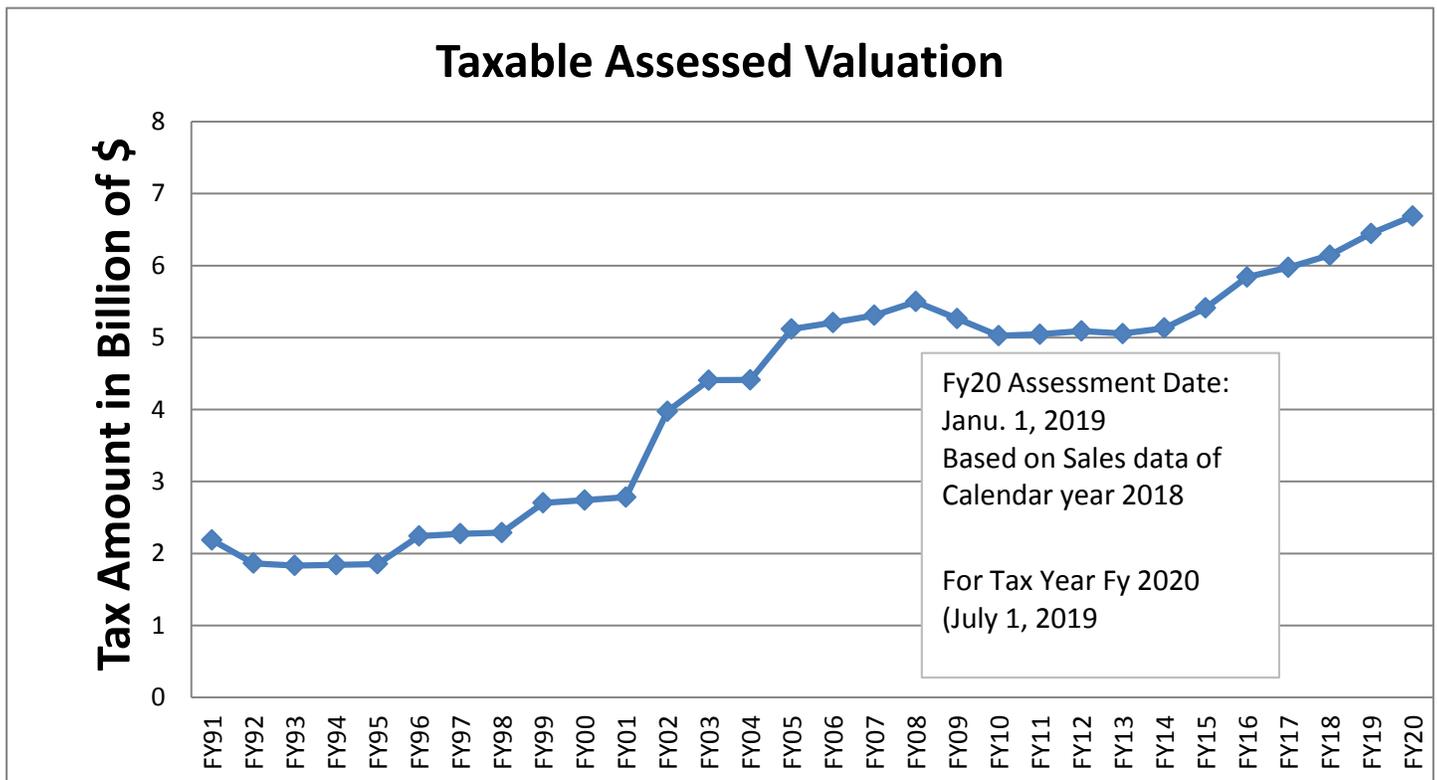
A. The overall ASR median must be within, plus or

minus, ten percent of 100% of full and fair market value.

B. The median for each subcategory within the sales stratifications - such as style, location and size - must be within plus or minus five percent of the overall median.

The overall median ASR is 0.95 for Fiscal Year 2020. The DOR requires that buildings and land be valued separately and that land valuations must also be supported by the sales. In the absence of vacant land sales, a technique called "Land Residual" analysis is used. This analysis subtracts the building's calculated value from the sales price, and then the assessed land value is divided by the residual sale price amount to produce a land residual ASR. This ASR for the land must be within 5% of the overall ASR and proves the land value to be correct.

For FY2020, Concord's average Single Family Residence (SFR) is valued at \$1,105,783 (up 3.81% from FY19) and the median SFR is valued at \$925,200 (up 4.95%). The overall valuation of the Town indicates that property values have had an increase, which is less than last year. Assessed values are 2 years behind the actual real estate market, because state law requires a valuation date of January 1st of the prior calendar year using the sales information from the previous calendar year. Values stabilized in 2010 after the recession of 2007 and have steadily risen each year since. There was an increase in the single family segment of 3.68%. This change reflected the improved residential real estate market in Calendar 2018. The Commercial segment of the market had an increase of 4.42%, but the industrial segment only increase by .68%. Please see the graph below for the overall change in value from FY 1991 to FY 2020.



The FY20 final values are then used to establish the tax rate in order to meet the budget requirements as voted at Town Meeting. Since the percent increase in the overall value of the town was smaller than the percent increase in the levy, the tax rate increased slightly .28%, from \$14.19 to \$14.23 per thousand dollars of valuation.

#### *New Growth*

The value of new construction increases the levy limit. It is measured for the period from July 1, 2018 through June 30, 2019. The new growth amount for FY20 is attributable primarily to building permits from additions and new construction of mostly single-family dwellings. The growth this year was slightly lower as compared to the prior year, primarily due to a decrease in large projects. The overall volume

of building permits, remained similar, but with only one small non-residential project. The growth included 32 new homes, 67 major renovations and additions, and 16 new condominiums. Personal Property New Growth is largely due to the addition of property on four accounts Comcast, National Grid, Insight Health Corp. and Ansys, Inc.

All the components together account for the slight decrease in growth from Fiscal 2018 to 2019. (See Below).

*Classification Hearing*

The Board of Assessors recommended to the Select Board that for FY20 vote to adopt a Uniform Tax Rate,

not to grant an Open Space discount, not to adopt a Residential Exemption and not to adopt a Small Commercial Exemption. Since FY98 the Select Board has adopted a uniform tax rate for all classes of property. A public hearing was held on November 18, 2019, at which time the Select Board voted a uniform tax rate for FY20. The full report of the Board of Assessors is available on the Town's website.

This is the second year of the Senior Means Tested exemption, which was funded by a tax shift. The residential rate was increased to \$14.21 from \$14.23. To maintain the uniform tax rate the Select Board voted to increase the Commercial/Industrial/Personal Property rate to match at \$14.23.

New Growth by Class, Fiscal 2020 Tax Levy			
Class	% of Total Value	Adjustment	New Growth
Residential	\$74,247,152	\$1,053,567	88.15%
Open Space	\$ 0	\$ 0	0%
Commercial	\$ 1,251,122	\$ 17,753	1.48%
Industrial	\$ 0,0	\$ 0	0%
Personal Property	\$ 8,734,280	\$ 123,939	10.37%
Total	\$84,232,554	\$1,195,259	100.00%
Prior Year Growth Fy 2019	\$86,490,820	\$1,235,953	

VALUATION, TAX RATES, AND TAX LEVY: FY2010 TO FY 2020					
Fiscal Year	Assessed Valuation	Tax Rate	Tax Levy	% Change Tax Levy	Tax Levy as % of Assessed Value
2010	\$5,026,552,229	13.09	\$65,797,569	5.0%	1.309%
2011	\$5,045,140,030	13.19	\$66,545,397	1.1%	1.319%
2012	\$5,090,058,629	13.58	\$69,122,996	3.9%	1.358%
2013	\$5,054,970,094	14.07	\$71,123,429	2.9%	1.407%
2014	\$5,130,493,662	14.45	\$71,135,633	4.2%	1.445%
2015	\$5,412,298,562	14.29	\$77,341,746	4.32%	1.429%
2016	\$5,841,889,295	13.92	\$81,319,099	5.14%	1.392%
2017	\$5,973,716,402	14.07	\$84,050,190	3.35%	1.407%
2018	\$6,144,650,600	14.29	\$87,809,181	4.47%	1.429%
2019	\$6,447,033,517	14.19	\$91,483,406	4.18%	1.419%
2020	\$6,685,251,125	14.23	\$95,131,124	3.99%	1.423%

*Statutory Exemptions*

Tax exemptions are available to qualified homeowners who are disabled veterans, elderly or blind. The exemption amount and the income and asset limit eligibility conditions are set by state statute. The state reimburses the town for certain specified amounts. State law allows a local option to increase the exemption amount by up to 100% (up to double the statutory amount). The state does not participate in financing this added cost. At the 2015 Annual Town Meeting the town took advantage of changes in legislation that allows for a one-time vote for this purpose rather than voting each year. Beginning in FY10, several of these exemptions also have an annual state-determined cost-of-living adjustment applied to the qualifying thresholds (income and/or whole estate value), pursuant to a vote at the 2009 Annual Town Meeting which accepted this provision of state law. Exemptions granted for FY19 and the related state exemption reimbursements to the town are shown in the following table.

The New Senior Means Tested Exemption is also shown. This exemption is funded by a tax shift and there is no reimbursement from the Commonwealth.

*Agricultural, Recreational and Forest Land*

State law provides property tax relief designed to encourage the continuation of certain types of land use. These classifications carry strict application

requirements. The law directs the valuation methods and procedural requirements, as well as how to calculate the payment of back taxes when land is withdrawn from these tax-favored classifications. The three categories are:

Chapter 61 - Forest Land refers to land of at least 10 contiguous acres held in a wooded state and subject to a management plan certified by the State Forester. Such land is valued at a specific acreage value set by the state.

Chapter 61A - Agricultural/Horticultural Land refers to land of at least 5 contiguous acres that is used to raise agricultural or horticultural products to be sold on the market. The state requires the town to verify the income requirements from the sale of the products. The state has also established specific acreage valuations which depend upon the product produced on the land.

Chapter 61B - Recreational Land refers to land of at least 5 contiguous acres that is retained in substantially a natural, wild or landscaped condition designed to preserve wildlife and natural resources. Included under this classification are golf courses, horse stables and riding areas, hunting and fishing areas, areas for target shooting, camps, and other picnic, swimming, boating and recreational areas

FY 2019 EXEMPTIONS GRANTED							
Exemption Type	MGL Ch. #	Granted	State Base Amount	Total Base	Actual Abated*	State Reimbursement	Net Town Funds
Veterans	22	41	\$ 400	\$16,400	\$36,000	\$9,225	- \$23,575
Veterans	22D	2	Various	16,400	13,204	12,994	0
Veterans	22E	4	1,000	4,000	8,000	3,300	-4,700
Elderly & Surviving Spouse	17D	2	175	700	700	900	550
Elderly	41C	8	500	4,000	8,000	0	-8,000
Blind	37A	8	500	4,500	8,000	700	-6,300
<b>TOTALS</b>		<b>69</b>			<b>\$70,444</b>	<b>\$27,119</b>	<b>\$42,025</b>
<b>Sr. Means Tested</b>		<b>44</b>			<b>\$144,028</b>	<b>\$0</b>	<b>\$144,028</b>

\* Inclusive of optional 100% increase where applicable.

FY20 FOREST, AGRICULTURAL, AND RECREATION LAND – VALUES AND DISCOUNTS						
Chapter	Class	# of Parcels	Market Value	Taxable Value	Exempted Value	Tax Levy Impact
61	Forest Land	17	\$29,880,200	\$6,582,136	\$23,298,064	\$331,532
61A	Agricultural Land	57	\$83,381,100	\$45,603,841	\$37,777,259	\$537,570
61B	Recreation Land	33	\$84,174,100	\$64,376,392	\$17,797,708	\$281,721
	<b>Totals</b>	<b>107</b>	<b>\$197,435,400</b>	<b>\$116,562,369</b>	<b>\$80,873,031</b>	<b>\$1,150,823</b>

Fy 2020 Taxable Assessed Value							
Assessment Date:	January 1, 2018	January 1, 2019					
Budget Year:	7/1/18 - 6/30/19	7/1/19 - 6/30/20				Last Year	10 years Ago
Class	FY19 Valuation	FY20 Valuation	\$ Change FY19-20	% Change FY19-20	FY20 % Share	FY19 % Share	FY10% Share
Class 1 - Residential	\$5,923,488,031	\$6,141,398,117	\$217,910,086	3.68%	91.86%	91.88%	90.61%
Class 2 - Open Space	\$0	\$0	\$0	na	0.00%	0.00%	0%
<b>R/O Subtotal</b>	<b>\$5,923,488,031</b>	<b>\$6,141,398,117</b>	<b>\$217,910,086</b>	<b>3.68%</b>	<b>91.86%</b>	<b>91.88%</b>	<b>90.61%</b>
Class 3 - Commercial	\$448,415,526	\$468,225,858	\$19,810,332	4.42%	7.00%	6.96%	7.75%
Class 4 - Industrial	\$26,439,500	\$26,619,200	\$179,700	0.68%	0.40%	0.41%	0.62%
Class 5 - Personal Property	\$48,690,460	\$49,007,950	\$317,490	0.65%	0.73%	0.76%	1.02%
<b>C/I/P Subtotal</b>	<b>\$523,545,486</b>	<b>\$543,853,008</b>	<b>\$20,307,522</b>	<b>3.88%</b>	<b>8.14%</b>	<b>8.12%</b>	<b>9.39%</b>
<b>TOTAL</b>	<b>\$6,447,033,517</b>	<b>\$6,685,251,125</b>	<b>\$238,217,608</b>	<b>3.69%</b>			
Class 9 - Exempt	\$889,054,300	\$915,934,700	\$26,880,400	3.02%			

## TRUSTEES OF TOWN DONATIONS

Robert Donelan, Chair  
Christine Ayotte-Brennan  
James Dohoney  
Janet Rhodes Friedman  
Frederick Miller

Kerry A. Lafleur, Treasurer

Citizens of Concord today continue to benefit from the remarkable generosity of those who preceded them. Our community is strengthened in important ways by the consideration of our forebears. Beginning more than 250 years ago, various funds were established according to the wishes of the donor. Generally, these wishes addressed specific needs such as scholarship funding, library materials, health and environmental concerns, and beautification of the Town.

For those individuals making their estate plans, the Trustees would be pleased to respond to inquiries about creating a new trust and / or adding to an existing fund.

During FY2019, the Trustees received \$268,726.62 in Interest Earnings and Receipts, net of fees and expenses, including \$60,420 from the sale of Cemetery lots, and recorded \$160,000.72 of realized capital gains. The Trustees distributed at total of \$174,642.50, including: \$48,905 of cemetery lot sale proceeds to the Town's Cemetery Fund for FY17 and 18; \$62,000 for cemetery perpetual care; \$10,700 for the repurchase of cemetery lots; \$3,375.50 for maintenance of Chamberlin Park; and \$40,415 from income according to the terms of the various trusts. Additional disbursements include \$9,537 for administrative expenses and advisory and investment management fees of \$37,656.99 (approximately 46

basis points annually and charged on a monthly basis). Administrative expenses are primarily for the services of the Concord Finance Department. Advisory and investment management fees were paid to BNY Mellon Wealth Management.

BNY Mellon Wealth Management is retained to manage the portfolio, in accordance with the Investment Policy adopted by the Trustees, a copy of which is available on the Town's website. The annualized rate of return to June 30, 2019 (fiscal year reporting period), net of fees, is as follows:

Portfolio Rate of Return as of June 30, 2019 Annualized, net of fees			
Concord	One Year	Three Years	Five Years
Performance Benchmark	4.64% 6.56 %	+ 7.18% + 8.13%	+ 4.72% + 5.00 % (gross of fees)

The portfolio's performance benchmark is: 60% MSCI ACWI and 40% BarCap U.S. Intermediate Gov/Credit, provided that the portfolio also includes a dividend sub-portfolio which may add or detract from performance against the benchmark. This sub-portfolio requirement has recently been eliminated through the adoption of a new Investment Policy.

The Trustees have established the target portfolio asset allocation as follows:

Large cap stocks	30%-55%
Mid cap stocks	0%-10%
Small cap stocks	0%-10%
International (developed)	0%-20%
International (emerging)	0%-10%
Fixed Income	35%-50%

As of June 30, 2019, the market value of assets was recorded at \$8,237,191.99 an increase of 4.03% from the year earlier.

A listing of disbursements made by the Trustees during FY 2019 (the period ending June 30, 2018) includes:

- \$15,000 from the Silent Fund transferred to the Board of Selectmen, distributed by the Board of Selectmen to individuals in need (Fund #1);
- \$1,100 from Public School Donations, bequests of John Beaton and John Cummings to benefit students in Concord public schools. (Fund #4)
- \$1,300 from the bequest of Cyrus Stow (1878) to benefit the Concord-Carlisle High School (Fund #5);
- \$5,200 from the William M. Prichard bequest (1899) to benefit students in Concord public schools (Fund #6);
- \$2,905 from the Sarah E. A. Richardson Fund (1926) and the Estate of Mary E. Gross to benefit Emerson Hospital (Funds #7 and 10);
- \$4,100 from the Anna M. Holland Funds for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Funds #8 & 9);
- \$360 from the George F. Flavin Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #23);
- \$170 from the bequests of Edward B. Caiger (1960) and Edith F. Sellors (1984) for the Concord Free Public Library to purchase books (Funds #25 and 26);
- \$580 from the Ruth E. Helsher Scholarship for college tuition scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #28);
- \$3,375.50 from the Anne B. Chamberlin Park Fund (1970) for support of the maintenance of the park area that stretches between Lowell Road and the Mill Brook in Concord Center (Fund #30);
- \$160 from earnings on the Sleepy Hollow Cemetery Fund to support the Cemetery division (Fund #32);
- \$48,905 in lot sales transferred to the Cemetery division and \$10,700 in lot repurchases from Cemetery Donations, Sleepy Hollow Cemetery (Fund #34);
- \$62,000 from earnings on the Cemetery Perpetual Care Fund, transferred to the Town's Cemetery Fund and used for support of the Cemetery maintenance costs (Fund #34);
- \$950 from earnings in Cemetery Donations, St. Bernard's Cemetery, transferred to Holy Family Parish and used to support cemetery maintenance costs (Fund #35);

- \$500 from the Maureen Taggart Memorial Fund for a student award conferred by the Recreation Commission and a charitable donation to an organization selected by the student (Fund #36).
- \$7,800 from the Guy P. DiGiovanni Family Scholarship Trust for academic scholarship awards made in conjunction with the Concord-Carlisle Scholarship Fund (Fund #39).

**The Town of Concord Trustees of Town Donations administers the following funds:**

**1. Silent Fund**

A trust fund for the benefit of the poor of Concord, established in 1731, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**2. Hugh Cargill Fund**

Income paid annually to the Board of Selectmen of Concord and added to funds administered by the Hugh Cargill Committee for the aid of Concord residents in need.

**3. Hugh Cargill Trust**

A trust fund for the benefit of the poor of Concord, income therefrom to be used for the aid of said poor, as directed by the Board of Selectmen of Concord.

**4. Public School Donations**

Bequest of John Beaton and John Cumming.  
John Beaton: to improve the schooling of the youth.  
John Cumming: benefit to a school, Town of Concord and to be under the direction of the Selectmen.

**5. High School Donations**

Bequest of Cyrus Stow in 1878, the net income to be expended by the School Committee for said Town for the benefit of the high school.

**6. Manual Training School Donations**

Bequest of William M. Prichard, income to be used for the purpose of manual training, industrial arts, mechanical drawings, and domestic science and in furtherance of those subjects.

**7. Sarah E. A. Richardson Fund**

Bequest of Sarah E. A. Richardson in 1926 of \$12,000 to be held as a permanent fund, the income thereof to be used by the Trustees of Town Donations for the Town of Concord for the assistance of people suffering from physical disabilities in a hospital, or as the Trustees of Town Donations shall deem best.

**8. & 9. Anna M. Holland Fund**

Income to be used for:

A. Frederic M. Holland Scholarships: Higher Education for boys and girls over 16, who have been students in the Concord High School.

B. Anna M. Holland Scholarships: Higher education for young women over 16, residents of Concord who have attended school in Concord for at least two years.

**10. Mary E. Gross**

Income to be paid to Emerson Hospital of Concord.

**11. Shade Tree Donations**

Bequest of Reuben N. Rice in 1886 of \$2,000 and Samuel Hoar in 1904 of \$1,000, the principal to be invested and the income thereof annually expended in planting and the care of shade or ornamental trees in the public square, or on the highways and streets of Concord.

**12. Adelaide Fowler Tree Fund**

To be held as trust fund for 100 years or for such less periods as the Board of Selectmen or the Trustees of Town Donations may deem advisable, income thereof to be used by it for the setting out and care of trees and shrubs.

**13. Hapgood Wright Semi-Centennial Trust Fund**

Gift of Hapgood Wright, August 25, 1885. Income to be used for the semi-centennial celebration of the incorporation of the Town of Concord until the third centennial year of the incorporation of the Town of Concord.

**14. Hapgood Wright Centennial Trust Fund**

Gift of Hapgood Wright in 1916 for the benefit and improvement of the Town or the citizens of Concord as determined by a two-thirds vote of Town Meeting. Part A. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 1985 and at each 100 years thereafter;

Part B. \$1,000 principal, the earnings therefrom above the initial principal to be available as of 2035 and at each 150 years thereafter.

#### **15. Nineteenth of April Donations**

Bequest of Ebenezer R. Hoar in 1895 to be safely invested and the income added to the principal, and in the year 1925, and in every 25th year thereafter, so much of the then existing accumulations of income as the town shall think fit, shall be used for the celebration of the Nineteenth of April 1775, and the surplus, if any, for such educational purposes as the Town may determine. The principal, however, to be always kept intact.

#### **16. Melvin Fund**

Bequest of James C. Melvin in 1917, the sum of \$2,000 to provide income to be used in connection with the 19th of April celebrations.

#### **17. The Colonel James Barrett Fund**

Bequest received in 1936. Income to be accumulated for periods of 60 years to be spent as Selectmen designate.

#### **18. Charles Hosmer Walcott Fund**

Legacy from the Estate of John Walcott, income to be used by the School Committee for a prize for papers of historical or other subjects relating to Concord.

#### **19. Fanny E. Wheeler Fund**

Bequest from Fanny E. Wheeler, parcel of land situated at the junction of Sudbury and Assabet rivers containing 7.9 acres more or less and having thereon "Egg Rock" so called. Bequest subject to the restriction that no building of any kind shall ever be erected or placed on said premises. Also a bequest of \$1,000 the income therefrom to be used for the care and maintenance of said premises.

#### **20. Martha R. Hunt Legacy**

Remainder of the legacy from Martha R. Hunt of \$1,000 income to be expended for the improving, repairing, and renovating on grounds, fences, and structures of the Old Hill Burying Ground.

#### **21. Mary Stone Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

#### **22. Harriet Louise Eaton Fund**

For the benefit of the people of Concord who are physically disabled in a hospital.

#### **23. The George F. Flavin Scholarship Fund**

This fund created by bequest in 1984, the income to be used exclusively for the higher education of worthy boys and girls who are graduates of the Concord-Carlisle High School.

#### **24. Edward B. Caiger Fund**

The income of this fund, by bequest in 1960, is used for prizes for high school seniors.

#### **25. Edward B. Caiger Library Fund**

Bequest received in March 1978. Principal to remain intact and income to be paid to the Concord Free Public Library.

#### **26. Edith F. Sellors Library Fund**

Bequest by Edith F. Sellors in 1984. Trust fund to be administered by Board of Public Library Trustees, the income thereof to be expended in each year for the purchase of books for the library, in addition to those provided from town appropriations or other funds. By decision at the 1984 Annual Town Meeting (article 54) "to authorize the Trustees of Town Donations to hold, manage and administer such legacy in accordance with said will."

#### **27. Political Science Scholarship Fund**

This fund created by a gift in 1963, the income to be used for the benefit of a girl, in the graduating class of Concord-Carlisle Regional High School, most interested in the science of government.

#### **28. Ruth E. Helsher Scholarship Fund**

This fund created by bequest in 1965, the income to be used for the higher education of boys and girls who are graduates of the Concord-Carlisle Regional High School.

#### **29. Eleanor Baldwin Fenn Memorial Fund**

Gift from the League of Women Voters of Concord, June 1980, to be supervised and invested by the Trustees of Town Donations. The gift is required to be retained as principal. The income each year will be awarded to a member of the Concord-Carlisle Regional High School graduating class who has demonstrated an ongoing personal commitment to

servicing the community. The Scholarship and Awards Selection Committee at the high school shall choose the recipient. If there is no qualified recipient, the income for that year shall be divided and presented to the award recipients over the next three years. This award is given in beloved memory of Eleanor Baldwin Fenn who devoted her life to active, informed, concerned citizenship throughout the community.

**30. Anne B. Chamberlin Park Fund**

Gift in March 1970, from the Chamberlin family, of which a sum up to \$2,000 may be spent for plans and construction of a path from Lowell Road to the Town land on the westerly side of Mill Brook. The balance of such sum to be held in trust, the income to be expensed on direction of the Natural Resources Commission, or its successor, toward the maintenance of the path and its borders.

**31. John Upshire Smith Memorial Fund**

A trust fund for the benefit of the needy of Concord, income therefrom to be paid to the Silent Poor Fund.

**32. Sleepy Hollow Cemetery Fund**

Income to be paid annually to the Town Treasurer, to be used by the Cemetery Department.

**33. Sleepy Hollow Burial Lot Fund**

Payments for lots purchased in Sleepy Hollow Cemetery; principal and income to be paid to the Town of Concord annually.

**34. Cemetery Donations - Sleepy Hollow Cemetery**

Funds paid for perpetual care on lots in Sleepy Hollow Cemetery; income paid to the Town Treasurer quarterly for the maintenance of Sleepy Hollow Cemetery.

**35. Cemetery Donations - St. Bernard's Cemetery**

Donations for care of lots in Saint Bernard's Cemetery. Income to be paid to St. Bernard's annually.

**36. Maureen Taggart Memorial Award**

The Recreation Commission established the Maureen Taggart Memorial Award in January 1985. The award is open to any high school student, public or private, who is a resident of Concord or Carlisle, and who has demonstrated a loving and giving spirit through voluntary service in the community. The recipient will have the privilege of designating a deserving

organization and/or individual to receive a financial grant in Maureen's name. The recipient's name will be placed on two plaques - one at the Harvey Wheeler Community Center, and the other at the school of the chosen student. The citizens of Concord and Carlisle and any faculty member or student of the candidate's high school will make nominations. Nomination forms are available at the Concord Recreation Department, the local high schools, the two Concord libraries and the Carlisle Library. Nominations should be sent to the Recreation Department. Submittal deadline is April 1.

**37. Concord Scholarship Fund**

A Fund established to receive gifts to be used for scholarships to further the education of Concord residents. Gifts should be made payable to the Town of Concord and the fund is to be administered by the Trustees of Town Donations to be called "Concord Scholarship Fund." Gifts are tax deductible as a charitable contribution on individual tax return.

**38. Concord's 350th Birthday Fund**

Funds received from the Town of Concord. The Board of Selectmen voted to use remaining funds raised for the Town's 350th-birthday observance to set up a permanent trust fund for the "maintenance and improvement of the Monument Square Flagpole, related lighting, and flags." The principal and interest can be expended on the authorization of the Board of Selectmen.

**39. DiGiovanni Family Scholarship Trust**

Initial funds received April 1999 from Guy P. DiGiovanni, the income to be paid to the Town Treasurer annually and, through June 30, 2011, to be used by the Concord Recreation Commission for the funding of summer camp scholarships for programs managed by the Concord Recreation Department. After June 30, 2011, the donor revised the purpose of the fund; income will be applied to academic scholarships for Concord students attending college.

**40. Beede Center Endowment**

The Special Town Meeting of November 5, 2007 acted under Article 4 to transfer to the custody of the Trustees a gift of \$300,000 from the Alfred Sawyer Trust for the purpose of establishing an endowment for the Beede Swim and Fitness Center. The Town Meeting vote further stipulated that the principal was to remain intact and the income was to be made available upon

request of the Town Manager for the operation and maintenance of the Beede Center. Subsequently, the gift was accepted by the Board of Selectmen on December 27, 2007 with further condition of the Sawyer Trustee that use of the endowment income would be restricted to capital expenses. \$55,000 was applied for such purpose in fiscal year 2014.

**Other funds under management by the Trustees of Town Donations:**

**Alfred H. Sawyer Trust Gift**

Article 4 of the Special Town Meeting of November 5, 2007 also transferred to the custody of the Trustees of Town Donations “the sum of \$1,700,000 or any other sum that may be accepted by the Board of Selectmen from the Trustees of the Alfred Sawyer Trust to create an expendable fund for sustainable energy and other resource conserving initiatives for town buildings, said funds to be expended under the direction of the Town Manager, in accordance with certain terms and conditions to be agreed upon by the Board of Selectmen and the trustees of the Alfred Sawyer Trust.”

On December 21, 2007, the Board of Selectmen executed a Memorandum of Agreement with the Trustees of the privately held Alfred Sawyer Trust and on January 3, 2008 the sum of \$1,730,437.58 was received into the custody of the Town of Concord Trustees of Town Donations. Subsequently, the sum of

\$15,507.80 has been received into the fund as supplemental distributions from the Sawyer Trust trustees.

As this is an Expendable Trust which initially was expected to have a payout period extending five to seven years, the Town of Concord Trustees of Town Donations placed the funds in a short-term bond fund account. In August 2013, the remaining funds were transferred into a money market account, an action taken in view of the diminished return available on the short-term bond fund account and the expected short-term horizon for disposition of the remaining balance of the Sawyer Trust gift account balance. Through June 30, 2019, \$262,119.71 has been earned on the funds under the custody of the Trustees of Town Donations and added to the Sawyer Trust gift account by the Trustees.

Through the end of fiscal year 2019, 71 energy conservation projects in various town-owned buildings have been funded. Activity since inception and for the most recent fiscal period ended June 30, 2019 is as follows:

<b>Alfred Sawyer Resource Conservation Fund</b>		
	Fiscal Year 2019	Since Inception
Market Value, BEGINNING	\$ 134,288.74	\$ 1,730,437.58
Additions to trust capital	\$ 0.00	\$ 15,507.30
Income	3,355.91	208,210.41
Realized gains	0	53,909.30
<i>Less:</i>		
Project funding – transfer to town	\$ 0.00	\$ 1,870,419.94
Market value, ENDING	\$ 137,644.65	\$ 137,644.65

## Treasurer's Report for the Year Ended June 30, 2019

### Combined statement, all funds

<b>Beginning Balance @ June 30, 2018</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 36,385.85			
Mellon Cash Reserves	128,419.91			
Mass Municipal Depository	13,407.30			
<b>Total cash accounts</b>		\$ 178,213.06	\$ 178,213.06	
Equity - stock and mutual funds		3,620,983.52	4,898,624.12	
Fixed Income		2,914,640.48	2,841,264.65	
<b>TOTAL ASSETS @ June 30, 2018</b>		<b>\$ 6,713,837.06</b>	<b>\$ 7,918,101.83</b>	

#### **FY2019 RECEIPTS:**

Interest & Dividends	\$ 184,343.61	
Other income	0.00	
<b>Total Interest and Dividends</b>		\$ 184,343.61

#### **Other receipts:**

Cemetery lots	60,420.00	
Cemetery Perpetual Care	61,620.00	
Realized gains	160,000.72	
Other revenue	0.00	
<b>Total Other Receipts</b>		\$ <u>282,040.72</u>

**TOTAL Gross Receipts** \$ 466,384.33

#### **Less**

General expense	(9,537.00)
Investment mgmt. fees	(37,686.62)

**TOTAL NET RECEIPTS** \$ **419,160.17**

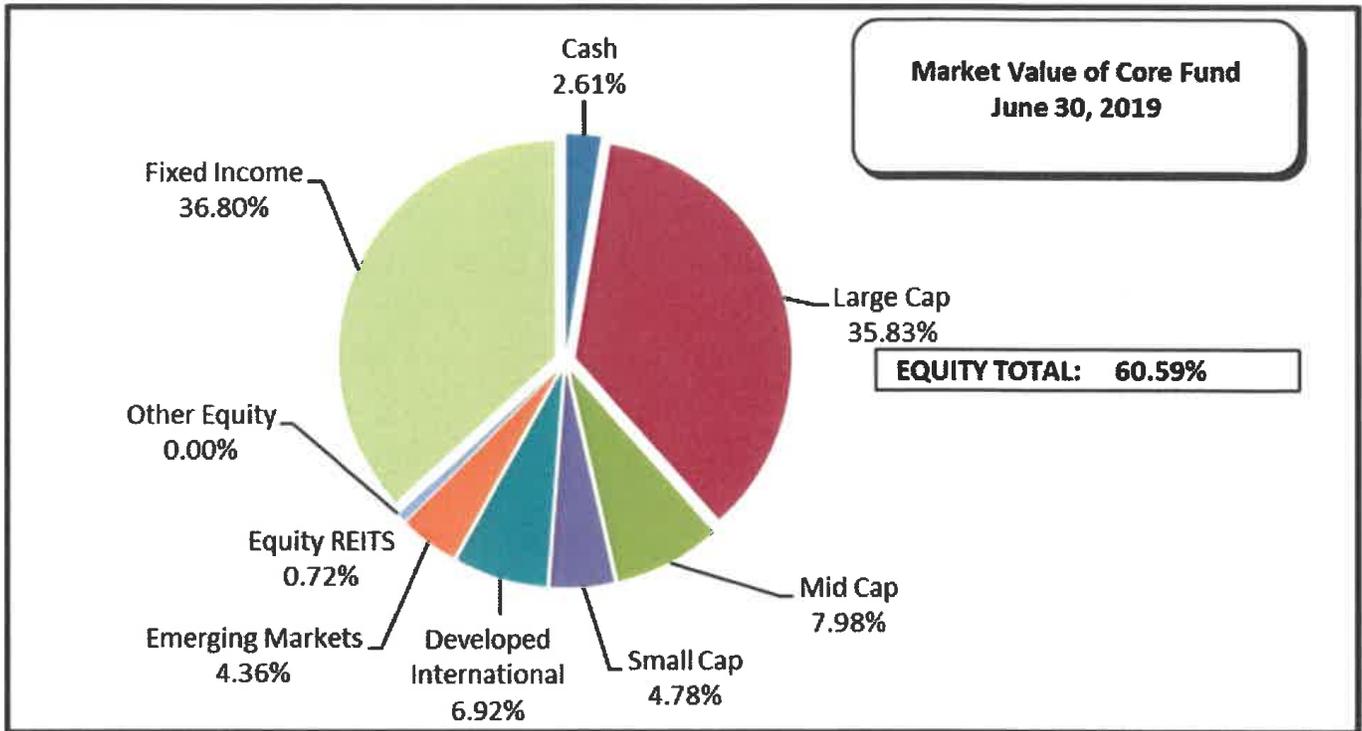
#### **FY2019 DISBURSEMENTS**

Distributions from income	\$ 35,160.50
Distributions from temporarily restricted assets	8,340.00
Cemetery lot sale proceeds to Town, current year	62,000.00
Cemetery lot sale proceeds to Town, prior years	48,905.00
Cemetery lot buybacks	<u>10,700.00</u>

**TOTAL DISBURSED** \$ **165,105.50**

**NET ACTIVITY, FY19** \$ **254,054.67**

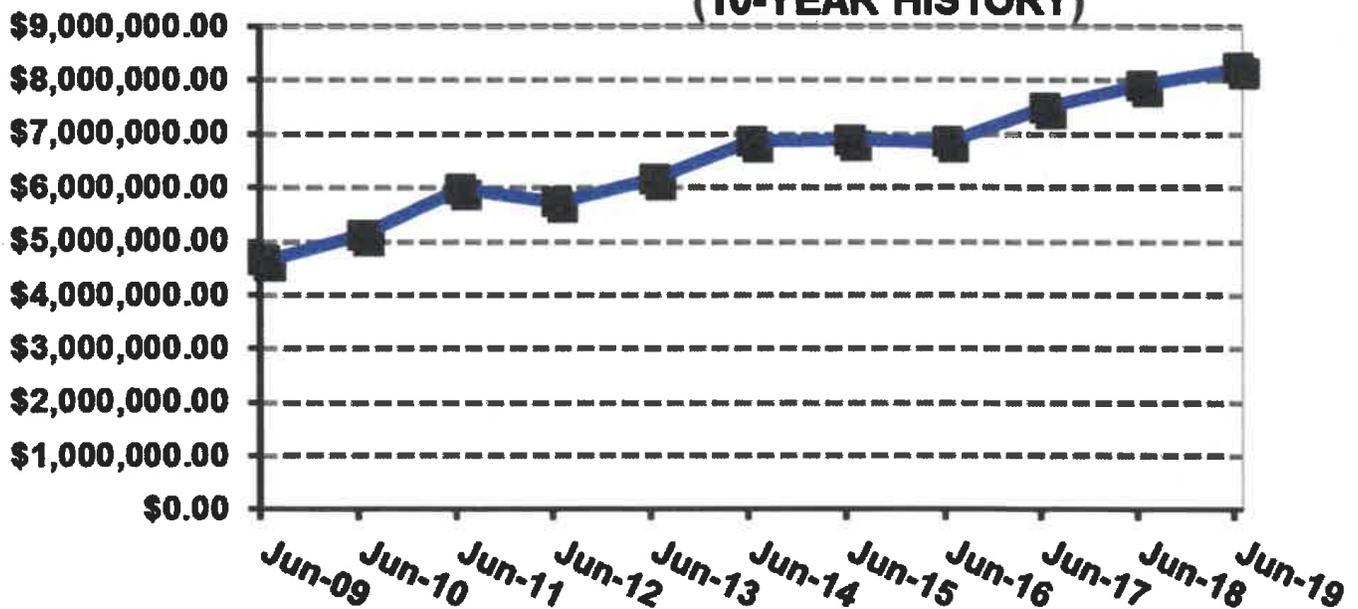
<b>Ending Balance @ June 30, 2019</b>			<b>Book Value</b>	<b>Market Value</b>
Bank of America	\$ 36,650.34			
Mellon Cash Reserves	167,247.50			
Mass Municipal Depository	11,031.04			
<b>Total cash accounts</b>		\$ 214,928.88	\$ 214,928.88	
Equity - stock and mutual funds		3,732,136.33	4,991,167.02	
Fixed Income		3,020,856.73	3,031,096.09	
<b>TOTAL ASSETS @ June 30, 2019</b>		<b>\$ 6,967,921.94</b>	<b>\$ 8,237,191.99</b>	



**Change in asset allocation:**

	6/30/16	6/30/17	6/30/18	6/30/19	FY19 Change (% of total)
Cash	3%	1%	2%	2.6%	+0.6%
Equities	60%	65%	62%	60.6%	-1.4%
Fixed Income	37%	34%	36%	36.8%	+0.8%
Other Assets	0%	0%	0%	0%	no change

**Assets at Fiscal Year End to June 30, 2019  
(10-YEAR HISTORY)**



Trust Fund assets: Book and Market Value @ 6/30/19

	identification	Tax Cost		Face Value or # shares	Book Value per share	Market Value		% of Core portfolio
		Book Value	Value			@ price	Value	
Bank of America	830-40809	36,650.34	36,650.34				36,650.34	
BNYMellon	C0N0043000	167,247.50	167,247.50				167,247.50	
MMDT	44-201242	11,031.04	11,031.04				11,031.04	
<b>Total cash accounts</b>		<b>214,928.88</b>					<b>214,928.88</b>	<b>2.61%</b>
<b>US large cap</b>								
Individual stock holdings		872,249.30						
BNY Mellon Institutional S&P 500 Stock Index	DSPIX	1,187,096.00		30,065.996	39.483		1,143,275.24	13.88%
BNY Mellon US Equity Fund	DPUYX	85,434.70		5,272.422	16.204		1,702,336.69	20.67%
							105,448.44	1.28%
<b>US mid cap</b>								
ISHARES TR S&P Midcap 400	IJH	365,148.41		3,385.000	107.872		657,570.10	7.98%
<b>US small cap</b>								
ISHARES TR S&P Smallcap 600	IJR	200,126.47		2,830.000	70.716		221,532.40	2.69%
Dreyfus Select Mgrs Small Cap Growth	DSGYX	51,236.43		3,362.442	15.238		86,515.63	1.05%
Dreyfus Select Mgrs Small Cap Value	DMVYX	69,049.50		3,924.603	17.594		85,517.10	1.04%
<b>Developed international</b>								
Mellon International Fund	MPITX	122,181.80		10,961.505	11.146		141,622.64	1.72%
Dreyfus Int'l Small Cap Fund	DYYPX	88,441.64		6,531.260	13.541		88,106.70	1.07%
Dreyfus/Newton Int'l Equity	NIEYX	198,938.02		9,908.615	20.077		201,937.57	2.45%
Dreyfus Int'l Stock Fund	DISYX	91,654.15		6,993.507	13.134		137,981.89	1.68%
<b>Emerging markets</b>								
Dia Emerging Markets Core	DFCEX	268,874.56		13,134.620	20.471		274,907.60	3.34%
Virtus Emerging Markets	HIEMX	80,538.42		7,477.586	10.771		85,244.48	1.03%
<b>Equity reits (Real Estate Investment Trust)</b>								
New Residential Investment Corp	NRZ	21,368.97		1,605.000	13.314		24,700.95	0.30%
Prologis, Inc.	PLD	18,375.56		280.000	65.627		22,428.00	0.27%
Starwood Property Trust	STWD	11,222.39		530.000	21.173		12,041.60	0.15%
<b>Other equity</b>								
								0.00%
<b>Total Equity</b>		<b>\$3,732,136.33</b>					<b>\$8,991,167.02</b>	<b>60.59%</b>
<b>Total Fixed Income</b>								
Dreyfus Floating Rate Income Fund		123,506.72		10,339.424	11.945		120,661.08	1.46%
Dreyfus High Yield Fund		125,369.56		20,285.894	6.180		123,946.81	1.50%
Mellon short-term US Govt Securities		559,209.53		48,626.916	11.500		566,989.84	6.88%
Mellon Intermediate Bond Fund		1,183,974.97		95,704.106	12.371		1,206,828.78	14.65%
Mellon Bond Fund		1,028,795.95		78,806.971	13.055		1,012,669.58	12.29%
<b>Total Fixed Income</b>		<b>\$3,020,856.73</b>					<b>\$3,031,096.08</b>	<b>36.80%</b>
<b>Subtotal, Core</b>		<b>\$6,967,921.94</b>					<b>\$8,237,191.99</b>	<b>100.00%</b>
Sawyer Trust/MMDT money market		137,644.65					137,644.65	
<b>GRAND TOTAL</b>		<b>\$7,105,566.59</b>					<b>\$8,374,836.64</b>	

**Trust Fund Assets: Transaction Summary, FY2019- as of June 30, 2019**

Fund #	Fund	Book Value 6/30/18	Market Value 6/30/18	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/19	Market Value 6/30/19
1	Silent Fund								
	Principal	198,250.92			0.00	0.00		198,250.92	
	temp restricted	158,923.72			0.00	6,000.00	11,217.79	164,141.51	
2	Hugh Cargill Fund								
	Expendable	1,479.37	554,068.98	9,594.25	0.00	9,000.00		2,073.62	576,397.31
	Principal	600.00			0.00	0.00		600.00	
3	Hugh Cargill Trust								
	temp restricted	1,018.53			0.00	0.00	39.61	1,058.14	
	Expendable	62.64	1,956.63	33.87	0.00	0.00		96.51	2,035.48
4	Public School Donations								
	Principal	117,519.88			0.00	0.00		117,519.88	
	temp restricted	162,577.02			0.00	0.00	7,055.52	169,632.54	
5	High School Donations								
	Expendable	6,770.61	348,487.09	5,699.10	0.00	0.00		12,469.71	362,530.71
	Principal	22,384.65			0.00	0.00		22,384.65	
6	Manual Training								
	temp restricted	36,834.09			0.00	0.00	1,368.29	38,202.38	
	Expendable	256.78	67,681.12	1,171.95	0.00	1,100.00		328.73	70,408.59
7	Sarah E. A. Richardson fund								
	Principal	24,523.72			0.00	0.00		24,523.72	
	temp restricted	40,364.90			0.00	0.00	1,593.22	41,958.12	
8	Anna M. Holland Fund #1								
	Expendable	281.80	78,692.73	1,362.63	0.00	1,300.00		344.43	81,863.95
	Principal	98,010.76			0.00	0.00		98,010.76	
9	Anna M. Holland Fund #2								
	temp restricted	161,316.83			0.00	0.00	6,367.21	167,684.04	
	Expendable	914.45	314,490.08	5,445.71	0.00	5,200.00		1,160.16	327,163.66
10	Mary E. Gross								
	Principal	52,601.49			0.00	0.00		52,601.49	
	temp restricted	86,593.04			0.00	0.00	3,421.38	90,014.42	
11	Shade Tree Donations								
	Expendable	494.56	168,988.92	2,926.20	0.00	2,800.00		620.76	175,798.97
	Principal	38,586.13			0.00	0.00		38,586.13	
12	Adelaide Fowler Tree Fund								
	temp restricted	3,849.87			0.00	0.00	1,259.32	4,609.19	
	Expendable	1,224.22	62,200.70	1,077.06	0.00	2,000.00		301.28	64,707.31
13	Hapgood Wright Semi-Centennial								
	Principal	24,129.42			0.00	0.00	819.42	24,129.42	
	temp restricted	2,486.44			0.00	400.00		2,905.86	
14A	Hapgood Wright Centennial Trust (1985 and each 100 years)								
	Expendable	786.25	40,472.34	700.82	0.00	1,200.00		287.07	42,103.33
	Principal	1,946.50			0.00	0.00		1,946.50	
15	Shade Tree Donations								
	temp restricted	3,205.40			0.00	0.00	126.86	3,332.26	
	Expendable	19.20	6,265.95	108.48	0.00	105.00		22.68	6,518.46
16	Adelaide Fowler Tree Fund								
	Principal	409.14			0.00	0.00		409.14	
	temp restricted	676.34			0.00	0.00	27.70	704.04	
17	Hapgood Wright Centennial Trust								
	Expendable	91.94	1,369.05	23.70	0.00	0.00		115.64	1,424.22
	Principal	1,128.70			0.00	0.00	146.38	1,128.70	
18	Hapgood Wright Centennial Trust								
	temp restricted	3,227.41			0.00	0.00		3,373.79	
	Expendable	2,081.37	7,229.36	125.19	0.00	0.00		2,206.56	7,520.69
19	Hapgood Wright Centennial Trust								
	Principal	1,207.80			0.00	0.00		1,207.80	
	temp restricted	7,605.51			0.00	0.00	375.69	7,981.20	
20	Hapgood Wright Centennial Trust								
	Expendable	7,692.72	18,555.36	321.31	0.00	0.00		8,014.03	19,303.12
	Principal	1,000.00			0.00	0.00	305.10	1,000.00	
21	Hapgood Wright Centennial Trust								
	temp restricted	5,829.65			0.00	0.00		6,134.75	
	Expendable	6,589.28	15,069.54	260.95	0.00	0.00		6,850.23	15,876.82

Trust Fund Assets: Transaction Summary, FY2019- as of June 30, 2019

Fund #	Fund	Book Value 6/30/18	Market Value 6/30/18	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/19	Market Value 6/30/19
14B	Hapgood Wright Centennial Trust	1,000.00			0.00	0.00		1,000.00	
	temp restricted	481,367.45			0.00	0.00	24,239.58	505,607.03	
	Expendable	583,730.39	1,197,243.14	20,731.44	0.00	0.00		604,461.83	1,245,490.63
15	Nineteenth of April Donations	2,000.00			0.00	0.00		2,000.00	
	temp restricted	9,194.26			0.00	0.00	435.45	9,629.71	
	Expendable	3,691.28	21,508.25	372.45	0.00	0.00		4,063.73	22,375.01
16	Melvin Fund	291.42			0.00	0.00		291.42	
	temp restricted	808.36			0.00	0.00	38.14	846.50	
	Expendable	377.78	1,882.97	32.61	0.00	0.00		410.39	1,958.85
17	Colonel James Barrett Fund	1,000.00			0.00	0.00		1,000.00	
	temp restricted	2,566.13			0.00	0.00	122.83	2,688.96	
	Expendable	1,836.59	6,067.35	105.07	0.00	0.00		1,941.66	6,311.86
18	Charles Hosmer Walcott Fund	122.72			0.00	0.00		122.72	
	temp restricted	872.36			0.00	0.00	42.16	914.52	
	Expendable	859.45	2,082.66	36.07	0.00	0.00		895.52	2,166.59
19	Fanny E. Wheeler Fund	3,000.00			0.00	0.00		3,000.00	
	temp restricted	38,444.05			0.00	0.00	1,916.95	40,361.00	
	Expendable	42,866.31	94,681.76	1,639.49	0.00	0.00		44,505.80	98,497.32
20	Martha Hunt Legacy	251.78			0.00	0.00		251.78	
	temp restricted	413.03			0.00	0.00	15.39	428.42	
	Expendable	107.30	759.14	13.12	0.00	0.00		120.42	789.73
21	Mary Stone Eaton Fund	6,447.74			0.00	0.00		6,447.74	
	temp restricted	14,529.33			0.00	0.00	690.49	15,219.82	
	Expendable	9,391.82	34,104.72	590.56	0.00	0.00		9,982.38	35,479.10
22	Harriet Louise Eaton Fund	5,087.90			0.00	0.00		5,087.90	
	temp restricted	11,905.20			0.00	0.00	567.05	12,472.25	
	Expendable	7,945.87	28,006.82	484.97	0.00	0.00		8,430.84	29,135.46
23	George F. Flavin Scholarship	5,658.13			0.00	0.00		5,658.13	
	temp restricted	575.13			0.00	60.00	184.17	699.30	
	Expendable	192.95	9,092.22	157.43	0.00	300.00		50.38	9,458.63
24	Edward B. Caiger Fund	1,000.00			0.00	0.00		1,000.00	
	temp restricted	375.66			0.00	0.00	49.24	424.90	
	Expendable	131.63	2,432.76	42.13	0.00	0.00		173.76	2,530.80
25	Edward B. Caiger Library Fund	2,113.52			0.00	0.00		2,113.52	
	temp restricted	3,478.67			0.00	50.00	137.24	3,565.91	
	Expendable	21.48	6,779.44	117.38	0.00	120.00		18.86	7,052.64
26	Edith F. Sellors Library Fund	1,053.75			0.00	0.00		1,053.75	
	temp restricted	1,734.79			0.00	0.00	68.43	1,803.22	
	Expendable	9.99	3,380.05	58.53	0.00	0.00		68.52	3,516.26
27	Political Science Scholarship	1,210.62			0.00	0.00		1,210.62	
	temp restricted	469.43			0.00	0.00	57.01	526.44	
	Expendable	157.81	2,816.10	48.76	0.00	0.00		206.57	2,929.59

Trust Fund Assets: Transaction Summary, FY2019- as of June 30, 2019

Fund #	Fund	Book Value 6/30/18	Market Value 6/30/18	Interest YTD	Received YTD	Disbursed YTD	Realized Gain (loss)	Book Value 6/30/19	Market Value 6/30/19
28	Ruth E. Helscher Scholarship	5,132.29			0.00	0.00		5,132.29	
	Principal	5,132.29			0.00	0.00		5,132.29	
	temp restricted	656.66			0.00	105.00	295.12	846.78	
	Expendable	292.18	14,575.92	252.39	0.00	475.00		69.57	15,163.31
29	Eleanor Baldwin Fenn Memorial	1,710.62			0.00	0.00		1,710.62	
	Principal	1,710.62			0.00	0.00		1,710.62	
	temp restricted	714.12			0.00	0.00	87.01	801.13	
	Expendable	225.27	4,297.21	74.41	0.00	0.00		299.68	4,470.38
30	Anne B. Chamberlin Park Fund	20,000.00			0.00	345.00		19,655.00	
	Principal	20,000.00			0.00	345.00		19,655.00	
	temp restricted	169,648.69			0.00	0.00	6,154.80	175,803.49	
	Expendable	66,144.25	303,998.23	5,264.04	0.00	3,030.50		68,377.79	316,249.00
31	John Upshire Smith Memorial	485.00			0.00	0.00		485.00	
	Principal	485.00			0.00	0.00		485.00	
	temp restricted	881.37			0.00	0.00	40.51	921.88	
	Expendable	383.97	2,000.59	34.64	0.00	0.00		418.61	2,081.21
32	Sleepy Hollow Cemetery Fund	4,892.83			0.00	0.00		4,892.83	
	Principal	4,892.83			0.00	0.00		4,892.83	
	temp restricted	4,834.40			0.00	0.00	195.45	5,029.85	
	Expendable	28.50	9,653.73	167.15	0.00	160.00		35.65	10,042.76
33	Sleepy Hollow Burial Lot Fund	41,446.74			60,420.00	59,315.00		42,551.74	
	Principal	41,446.74			60,420.00	59,315.00		42,551.74	
	temp restricted	14,944.77			0.00	0.00	358.37	15,303.14	
	Expendable	48.39	17,701.79	306.54	0.00	290.00		64.93	18,415.15
34	Cemetery Donations - perp. care	1,692,305.71			61,620.00	0.00		1,754,528.53	
	Principal	1,692,305.71			61,620.00	0.00		1,754,528.53	
	temp restricted	1,515,234.30			0.00	0.00	76,212.26	1,591,446.56	
	Expendable	10,009.47	3,763,907.67	65,239.83	0.00	62,000.00		13,249.30	3,915,588.71
35	Cemetery Don. - St. Bernard's	18,409.81			0.00	0.00		18,409.81	
	Principal	18,409.81			0.00	0.00		18,409.81	
	temp restricted	30,302.53			0.00	0.00	1,196.04	31,498.57	
	Expendable	162.52	59,075.42	1,022.94	0.00	950.00		235.46	61,456.09
36	Maureen Taggart Memorial	7,972.66			0.00	0.00		7,972.66	
	Principal	7,972.66			0.00	0.00		7,972.66	
	temp restricted	13,330.81			0.00	25.00	527.44	13,833.25	
	Expendable	76.53	26,052.20	451.12	0.00	475.00		52.65	27,102.07
37	Concord Scholarship Fund	1,200.00			0.00	0.00		1,200.00	
	Principal	1,200.00			0.00	0.00		1,200.00	
	temp restricted	447.56			0.00	0.00	54.49	502.05	
	Expendable	244.11	2,691.05	46.60	0.00	0.00		290.71	2,799.50
38	Concord's 350th Birthday	3,386.39			0.00	0.00		3,386.39	
	Principal	3,386.39			0.00	0.00		3,386.39	
	temp restricted	3,504.07			0.00	0.00	16.77	3,520.84	
	Expendable	186.00	8,345.75	70.13	0.00	0.00		256.13	8,682.07
39	Guy P. DiGiovanni Fund	110,500.00			0.00	0.00		110,500.00	
	Principal	110,500.00			0.00	0.00		110,500.00	
	temp. restricted	77,632.03			0.00	1,200.00	3,959.94	80,391.97	
	Expendable	3,847.61	195,590.24	3,486.84	0.00	6,600.00		734.45	203,472.30
40	Beede Center Endowment	300,000.00			0.00	0.00		300,000.00	
	Principal	300,000.00			0.00	0.00		300,000.00	
	temp restricted	27,333.53			0.00	0.00	8,378.79	35,712.32	
	Expendable	31,436.22	413,846.80	6,685.12	0.00	0.00		38,121.34	430,524.34
	<b>TOTAL</b>	6,713,837.04	7,918,101.83	136,382.99	122,040.00	165,105.50	160,164.59	6,967,921.94	8,237,191.99

## CONTRIBUTORY RETIREMENT BOARD

Peter J. Fulton, Chair (elected member)  
 Mary Barrett, Town Accountant (ex officio member)  
 Kerry A. Lafleur, Finance Director (Select Board's  
 appointed member)  
 Arnold Roth (member appointed by the Board)  
 Brian J. Whitney (elected member)

Linda Boucher, Retirement System Administrator

The Concord Retirement Board is one of 104 local Boards operating under one set of statewide rules and one benefit structure established by Massachusetts General Laws Chapter 32. Its responsibility is fiduciary to the members and beneficiaries of the Concord Retirement System.

The PERAC Annual Report for the year ending December 31, 2018, reported the following data regarding Concord's system:

The Concord Retirement Board administers the Contributory Retirement System, a multi-employer pension board that includes the Town of Concord (including non-teaching staff of the Concord K-8 School Department), the Concord-Carlisle Regional School District non-teaching staff and the Concord Housing Authority. The system covers all employees working at least 25 hours per week in regular employment, except for teaching personnel (who are members of the State Teacher Retirement System). The Town Accountant, by statute, is a member ex officio of the Retirement Board. The Town Treasurer is the Treasurer of the Retirement System. Staff of the Concord Town Treasurer and the Town Accountant provides administrative support for the System.

The Retirement System operates on a calendar year fiscal period. Legally, the Concord Retirement Board is a state agency rather than a town committee. Its work and financial records are supervised by the Public Employee Retirement Commission Administration (PERAC), a state agency located within the Massachusetts Department of Revenue, Executive Office of Administration and Finance.

<u>Annualized rate of return</u>	<u>Concord Board</u>	<u>Composite (all boards)</u>
1 year (2018):	-3.49 %	-2.25 %
5 years (2014-18):	5.93 %	6.22 %
10 years (2009-18):	8.92 %	9.00 %

As of the most recent actuarial valuation (January 1, 2019), Concord's funded ratio (assets compared to system actuarial liabilities) was 81.3%, down from 90.6% from the prior year, and also down from a high of 96.0% as of January 1, 2008, before the market collapse of late 2008 and early 2009. Total assets and accrued liabilities as of January 1, 2019 and 2018 were reported as in the chart below.

The actuarial value of assets is a derivation that spreads investment gains and losses (results above and below the assumed rate of return, the rate at which future liabilities are discounted to present value) over a four-year period. Thus, for example, the investment gains in 2017 that resulted from exceeding the 7.00% discount rate are divided equally into four parts, with one-quarter (one part) recognized in calendar year 2017 results and the other quarter parts recognized in

<b>Total assets and accrued liabilities as of January 1, 2019 and 2018</b>		
	<b><u>Jan. 1, 2019</u></b>	<b><u>Jan. 1, 2018</u></b>
Actuarial Accrued Liability (AAL)	\$195,749,569	\$184,723,981
Actuarial Value of Assets (AVA)	159,228,802	159,852,855
Unfunded Actuarial Accrued Liability ( UAAL = AAL- AVA)	36,520,767	24,871,127
Discount rate (assumed earnings rate)	7.00%	7.00%
Funded ratio (AVA/AAL)	81.3%	90.6%

2018, 2019 and 2020. Thus, AVA may depart from the Market Value of Assets (MVA) – but PERAC regulations require that the ratio of MVA to AVA can be no more than  $\pm 10\%$ .

No changes were made in the non-economic assumptions used to prepare the January 1, 2019 actuarial valuation. The funding schedule remains the same, amortizing the remaining unfunded liability by 2029. The funding schedule determines the annual employer contributions to be paid by the Town of Concord, the Concord-Carlisle Regional School District and the Concord Housing Authority.

Of the 104 Boards comprising the Massachusetts Retirement System, Concord's funded ratio ranked 11th highest on the listing published as of January 1, 2019, down from 9th highest last year, as reported by PERAC. As of 1/1/19, just three of the 104 board's in the MGL Chapter 32 public employee pension system were using a discount rate lower than 7.00% (Adams, Leominster and Wellesley), and six others were using a discount rate of 7.00%, like Concord. Ninety-four (94) boards were using discount rates higher than 7.00%. Of the ten boards with higher funded ratios, 8 reported that the discount rates used in the most recent actuarial valuation range from 7.25% to 7.90%. Use of a lower discount rate increases the present value calculation of future liabilities and therefore tends to lower the reported funded ratio. Since the valuation of January 1, 2010, the Concord Board has lowered its assumed rate of return from 7.75% to the current 7.00% rate, reflecting its expectation of achievable future investment returns.

The funding schedule is subject to revision based on the results of each actuarial valuation study. The investment results of calendar year 2019 will be reflected in the next planned valuation with an effective date of January 1, 2020.

At January 1, 2019, system membership was 519 Active Members, 157 Inactive Members and 300 Retired Members.

The Retirement System maintains the following fund balances:

The Annuity Savings Fund contains the accumulated contributions plus earnings of active member employees and terminated employees who have not

withdrawn their balances. By law, interest earnings to be credited to the individual member account within this fund (and the Annuity Reserve Fund) is set by the state for the calendar year at the average passbook savings rate of the prior year, not at the earnings rate actually realized by the System.

The Annuity Reserve Fund contains the accumulated contributions and earnings of members receiving retirement or disability payments. Accumulated balances are transferred to this fund from the Annuity Savings Fund upon a member's retirement.

The Special Military Services Fund contains employer appropriations for certain armed services veterans who qualify for additional benefits under Massachusetts law.

The Pension Fund receives and maintains the employer contributions. Retirement benefits funded by employer contributions are disbursed from this fund.

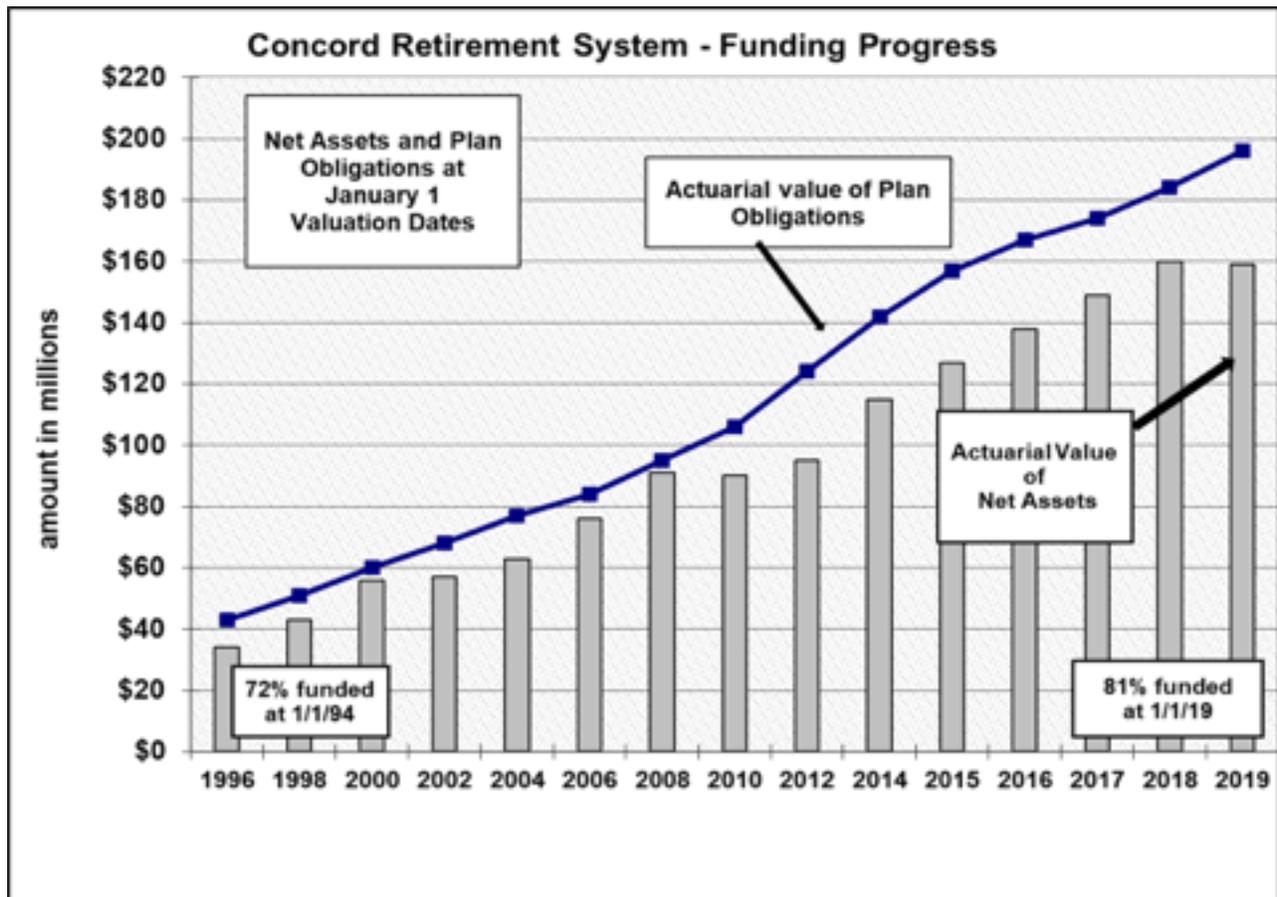
The Pension Reserve Fund receives excess investment income (if any) after allocations are made to all other funds. This fund also receives any pension assessments made against federal grants and any forfeit of accumulated interest by a member withdrawing from the system before 5 years (all annuity account interest is forfeited) or ten years (50% of annuity account interest is forfeited).

The Expense Fund receives and disburses monies associated with the Retirement Board's administrative expenses.

Based upon calendar year financial statements published by the Concord Retirement Board and audited as part of the Town's annual audit, a three-year comparison (2016-2018) of total assets by fund is shown below:

**Audited Financial Data  
December 31**

	2016	2017	2018
Annuity Savings Fund	\$30,799,253	\$31,799,996	\$33,128,747
Annuity Reserve Fund	7,105,163	7,959,818	8,324,504
Military Service Fund	4,488	4,493	4,497
Pension Fund	1,178,367	770,833	225,003
Pension Reserve Fund	106,251,763	125,880,701	117,546,051
<b>TOTAL at Market Value</b>	<b>\$145,339,034</b>	<b>\$166,415,841</b>	<b>\$159,228,502</b>



## FINANCE DEPARTMENT

Kerry A. Lafleur, Chief Financial Officer

The Department of Finance and Administration consists of five divisions: Administration, Assessing, Treasurer/Collector, Accounting and Town Clerk. The Department is also responsible for budget management, Town purchasing administration, Town payroll administration, group insurance management (in collaboration with the Personnel Department) and Retirement System administration. The Town Treasurer serves as the Parking Clerk, administering the parking violation system. The Town Treasurer also serves as Treasurer for the Trustees of Town Donations. The report of the Town Clerk division appears elsewhere in this Town Report.

### ADMINISTRATION

Kerry A. Lafleur, Chief Financial Officer  
Jonathan Harris, Budget and Purchasing Director

This division is responsible for the development and implementation of the Town Manager’s budget, the Enterprise Fund budgets, and the five-year Capital Improvement Program. The division provides guidance and oversight of procurement and public bidding procedures for all town departments under the Town Manager in accordance with applicable state laws. These functions are conducted under the direction of the Budget and Purchasing Director with the assistance of the Senior Budget & Operations Analyst.

This division handles all aspects of Town payroll administration and all federal and state reporting of wages and payroll taxes for the Town departments, the Concord Public Schools (K-8) and the Concord

Retirement System. The division handles retiree benefit administration and direct interaction with the town’s 300 retirees for all group insurance matters. These functions are under the direction of the Assistant Treasurer supported by the Finance Assistant.

The Chief Financial Officer is responsible for group insurance administration and is custodian-treasurer of the Retirement System and treasurer of the Trustees of Town Donations. The division provides staff support to the 15-member Concord Finance Committee appointed by the Town Moderator. The Finance Assistant provides administrative support in these activities.

The Chief Financial Officer is also appointed as the Town Treasurer-Collector. In this capacity, the Chief Financial Officer is responsible for cash management, debt management and treasury operations. The CFO is supported in these activities by the Deputy Treasurer (Treasury Division).

#### *Payroll*

Total payrolls for the Town Government departments and the Concord Public Schools, for the fiscal periods ended June 30, 2018 and 2019, were as follows:

#### *Group insurance*

Group health plans are offered to the Town’s employees through the multi-town Minuteman-Nashoba Health Group (MNHG) established in December 1990 under the authority granted by Massachusetts General Laws Chapter 32B, section 12. This statute permits local governments to join together for the joint provision of employee group health insurance plans. The MNHG presently includes 17 area towns and regional school districts with 4,034 employee and retiree members, covering a total of 7,592 persons (including dependents) as of December 2019. Financial

PAYROLL - ALL FUNDS			
	Year ended 6/30/18	Year ended 6/30/19	Percent change
Town Manager departments	\$ 25,828,715	\$ 27,478,168	6.39%
Concord Public Schools	30,958,969	32,501,384	4.99%
TOTAL	\$ 56,787,684	\$ 59,979,552	5.62%

operations for the group were handled by the Concord Finance Department, Administration Division, until August 2017, at which time, these operations were transferred to another member entity. The Group's financial performance is independently audited, on an annual basis.

The primary health care networks offered are the Harvard Pilgrim Health Plan (HP), the Tufts Total Health Plan, and the Fallon Health Plan. The Plans offered to active employees, early retirees (pre-age 65) and non-Medicare eligible retirees are self-funded. The group also provides Medicare Supplement plans for eligible retirees, with premium rates set by Tufts, Harvard Pilgrim and Fallon. The MNHG Group

establishes the prices for the various active employee and non-Medicare retiree plans annually based on actual claims experience and with the protection of a stop-loss reinsurance program. Harvard, Tufts and Fallon are paid an administrative fee, negotiated annually, which is based on the number of enrollees.

For the Group's Plan Years ending May 31, 2017 and May 31, 2018, the following financial information was reported. Please note that at the time that this report was submitted, audited statements as of May 31, 2019 were not yet available.

Minuteman-Nashoba Health Group Summary Financial Statement		
	Year Ending 5/31/17	Year Ending 5/31/18
<b>Assets, Liabilities and Fund Balances</b>		
Cash & investments	\$ 6,519,073	\$ 5,415,247
Other current assets	867,470	1,089,595
Total assets	\$ 7,386,543	\$ 6,504,842
Claims Liabilities	\$ 286,142	\$ 3,000,000
Claims incurred but not reported	3,786,189	0
Other liabilities	<u>643,642</u>	<u>220,350</u>
Total Liabilities	\$ 4,715,973	\$ 3,220,350
Unrestricted/Total Net Position	<u>\$ 2,670,570</u>	<u>\$ 3,284,492</u>
<b>Revenues, Expenses and Change in Net Position</b>		
<b>OPERATING REVENUES</b>		
Participants' contributions	\$ 46,170,612	\$ 51,451,458
Other revenues	<u>0</u>	<u>80,440</u>
Total Operating Revenues	\$ 46,170,162	\$ 51,531,898
<b>OPERATING EXPENSES</b>		
Claims expense	\$ 39,575,116	\$ 39,861,279
Claims administration expense	2,724,206	2,795,946
Other group expenses	<u>8,130,471</u>	<u>8,347,442</u>
Total operating expense	\$ 50,429,790	\$ 51,004,667
<b>OPERATING INCOME (LOSS)</b>	\$ (2,440,257)	\$ 527,231
<b>NON-OPERATING REVENUES</b>		
Investment income	<u>\$ 68,954</u>	<u>\$ 86,690</u>
Change in net position	<u>\$ (4,190,224)</u>	<u>\$ 613,921</u>
Net position, beginning of year	<u>\$ 6,680,794</u>	<u>\$ 2,670,570</u>
Net position, end of year	<u>\$ 2,670,570</u>	<u>\$ 3,284,491</u>

## TREASURER-COLLECTOR

Cheryl Robertson, Deputy Treasurer-Collector

The Treasurer-Collector division of the Finance Department is responsible for the receipt, investment and disbursement of all Town funds, billing and collection of all taxes, curbside collection subscriptions, utility and parking violation collections, miscellaneous billing and debt management. This division serves as custodian-treasurer for the Concord Retirement System.

### *Short-term investments*

For the year ended June 30, 2019, interest earnings on short-term investments of all Town funds totaled \$1,476,689.34. The General Fund, which supports the Town and Schools operating budgets, earned \$687,045.66. These earnings represent an average return for the fiscal year of .63% down from the previous year's return of 1.34%. Interest earnings funded approximately 1.35% of the \$109.2 million General Fund budget for the fiscal year that ended June 30, 2019. Interest earnings funded about 1.33% of the \$103.2 million General Fund budget for the previous fiscal year.

### *Tax collection*

Property tax collections during FY19 totaled \$90,148,667 net of refunds. This is 3.34% more collected than the previous year. The delinquency rate on the FY19 tax levy was 1.46% as of June 30, 2019, the twenty-fourth consecutive year in which this rate has been under 1.5%. The total dollar amount of property taxes outstanding on the tax collector's records (all years) was \$1,018,159 at the end of FY19.

During FY19, \$84,525 of unpaid property taxes was transferred to Tax Title accounts, including \$1,383 in utility liens. A Tax Title is a legal procedure involving advertisement of the delinquency and the recording of a priority lien against the deed to protect the Town's claim for taxes owed. \$171,957 was collected during the year on Tax Title accounts, along with \$56,414 in penalty interest. Tax Titles bear a penalty interest rate of 16% per annum. At June 30, 2019, 38 properties were in Tax Title status, amounting to accumulated unpaid taxes of \$673,603 (compared to 38 parcels and \$554,291 at June 30, 2018).

Interest earned FY19	
Allocated by Fund	Amount
General Fund	\$687,045.66
Municipal Light Operating Fund	119,010.20
Land Acquisition Fund	492.51
Water Fund	164,606.17
Sewer Fund	163,438.91
CPA Fund	36,178.15
CMLP Depreciation Fund	68,408.29
CMLP Underground Fund	37,919.98
Pension Reserve	26,712.06
Contributory Retirement Fund	93,023.36
General Stabilization Fund	107.89
Group Insurance Claims Trust Fund	1,400.17
Student Activity	2,945.91
Beede Swim & Fitness Center	58,938.40
53G Fund	295.56
Parking Fund	87.94
CPS Capital Stabilization	1,083.00
CPS Tech Stabilization Fund	17.36
High School Debt Stabilization Fund	-1,287.32
Emergency Response Stabilization Fund	16,206.55
Arts Lottery Fund	58.59

*Debt and credit rating*

In fiscal year 2019, one Bond and one Bond Anticipation Note were issued, as detailed below:

*Bond Issuance*

\$ 5,625 million Bond

Issue date: June 20, 2019 Payable December 15, 2019 through June 15, 2029

Maturity date: 1 - 10 years

Interest rate: 1.432868% true interest cost

Purpose:

- Article 24 of 2016 ATM	Public Safety Equipment Fire Engine Rehab	\$	138,000
- Article 46 of 2017 ATM	Cemetery Roads & Infrastructure	\$	49,000
- Article 11 of 2018 ATM	CPS Improvements	\$	770,000
- Article 21 of 2018 ATM	Town Wide Building Renovations	\$	467,100
- Article 21 of 2018 ATM	Road & Parking Lot Improvements	\$	1,245,000
- Article 25 of 2018 ATM	Land Acquisition Gerow	\$	2,135,900
- Article 36 of 2012 ATM	Land Acquisition WR Grace Water	\$	172,000
- Article 1 of 2018 ATM	Land Acquisition WR Grace	\$	138,000
- Article 36 of 2012 ATM	Land Acquisition WR Grace Electric	\$	172,000
- Article 48 of 2013 ATM	Telecommunications Serv Broadband	\$	338,000

\$3,000,000 Bond Anticipation Note

Issue date: June 21, 2019

Maturity date: June 21, 2020

Interest rate: 2.000% net interest cost

Purpose:

- Article 28 of 2016 ATM	Nagog Water Treatment Plant	\$	3,000,000
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Moody's Investors Services reaffirmed Concord's Aaa credit rating prior to the bond sale. The Town's credit rating has retained this Aaa rating since 1987.

FY2019 Debt Service Summary by Issue

Issue Date	Issue Detail	Amount	True Interest Cost	Final Maturity	Principal	Interest	Total Debt Service
07/24/03	MWPAT, Title V 97-2003	\$195,089	5.041	06/30/21	\$10,828.73	\$-	\$10,828.73
11/16/05	MWPAT, Pool 11, CW-04-10	\$4,190,000	1.999	06/30/26	\$215,336.00	\$39,891.50	\$255,227.50
09/15/07	Thoreau School (IE) non-called	\$6,800,000	3.992	09/15/25	\$380,000.00	\$7,600.00	\$387,600.00
04/01/08	General Obligation Bond Issue, 2008	\$6,301,000	3.016	04/01/18	\$350,000.00	\$13,125.00	\$363,125.00
12/09/08	MWPAT, Pool 12, CW-06-01	\$9,967,780	2.000	06/30/27	\$545,314.32	\$114,078.09	\$659,392.41
03/15/09	Willard School (IE) non-called	\$11,900,000	3.723	06/30/19	\$625,000.00	\$42,188.00	\$667,188.00
03/18/09	MWPAT T5-05-1243	\$703,170	0.000	07/15/18	\$70,317.00	\$-	\$70,317.00
1/15/10	Willard School Construction (IE)	\$12,900,000	3.177	06/30/29	\$680,000.00	\$275,475.00	\$955,475.00
05/17/11	General Obligation Bond Issue, 2011	\$8,750,000	2.585	05/15/26	\$670,000.00	\$106,525.00	\$776,525.00
06/13/12	MWPAT T5-05-1243A	\$296,830	3.610	06/13/12	\$29,660.00	\$-	\$29,660.00
05/29/12	General Obligation Bond Issue, 2012	\$2,785,000	0.999	06/30/19	\$300,000.00	\$15,000.00	\$315,000.00
05/22/13	MWPAT T5-05-1243B	\$324,715	1.400	06/30/23	\$32,472.00	\$-	\$32,472.00
06/04/13	General Obligation Bond Issue, 2013	\$3,360,000	0.813	06/01/20	\$465,000.00	\$25,400.00	\$490,400.00
06/12/14	General Obligation Bond Issue, 2014	\$7,985,000	1.563	06/01/23	\$875,000.00	\$180,925.00	\$1,055,925.00
01/7/15	MWPAT T5-05-1243C	\$197,457	3.070	06/30/25	\$19,745.70	\$-	\$19,745.70
05/21/15	General Obligation Bond Issue, 2015	\$2,781,500	1.525	09/15/24	\$1,120,000.00	\$161,700.00	\$1,281,700.00
05/19/16	General Obligation Bond Issue, 2016	\$9,955,000	1.178	09/15/25	\$895,000.00	\$322,300.00	\$1,217,300.00
06/05/17	General Obligation Bond Issue, 2017	\$10,035,000	1.562	03/15/28	\$845,000.00	\$254,891.00	\$1,099,891.00
					\$8,128,673.75	\$1,559,098.59	\$9,687,772.34

Authorized but Unissued as of June 30, 2019

Category	Town of Concord, MA	Purpose	Authorized, but Unissued Debt as of June 30, 2018	Issued	Rescinded	Unissued as of 06/30/18
	Authorization		Authorized			
within levy	8-ATM-2017	Municipal Building Renovations	\$350,000.00	\$(312,600.00)	\$(37,400.00)	\$-
within levy	21(1)-ATM-2018	Municipal Building Renovations	\$510,000.00	\$-	\$-	\$510,000.00
within levy	21(2)-ATM-2018	Trail Improvements	\$75,000.00	\$-	\$-	\$75,000.00
within levy	21(3)-ATM-2018	Fire Engine Replacement, #5 and #7	\$365,000.00	\$-	\$-	\$365,000.00
within levy	21(4)-ATM-2018	Road Improvement Program 2018	\$1,400,000.00	\$-	\$-	\$1,400,000.00
within levy	21(5)-ATM-2018	Library, Energy Efficient Systems	\$150,000.00	\$-	\$-	\$150,000.00
within levy	21(5)-ATM-2018	Parking Lot Improvements, HWCC	\$100,000.00	\$-	\$-	\$100,000.00
within levy	11-ATM-2018	Concord Public School Renovations	\$900,000.00	\$-	\$-	\$900,000.00
within levy	25-ATM-2018	Gerow Land Purchase	\$2,500,000.00	\$-	\$-	\$2,500,000.00
within levy	30-ATM-2014	Keyes Road Public Works Facilities Design	\$150,000.00	\$(150,000.00)	\$-	\$-
within levy	31-ATM-2014	141 Keyes Road Renovations (DPLM)	\$600,000.00	\$(200,000.00)	\$-	\$400,000.00
within levy	33-ATM-2014	West Concord Infrastructure Improvements	\$100,000.00	\$(94,500.00)	\$(5,500.00)	\$-
within levy	34-ATM-2014	Public Safety Building Security Improvements	\$85,000.00	\$(84,000.00)	\$(1,000.00)	\$-
within levy	12-ATM-2016	Concord Public Schools - Bus Depot	\$300,000.00	\$(268,200.00)	\$(31,800.00)	\$-
within levy	52-ATM-2015	Rideout & Emerson Playground Improvements	\$600,000.00	\$(565,000.00)	\$(35,000.00)	\$-
within levy	53-ATM-2015	Parking Management Plan Implementation	\$250,000.00	\$(244,500.00)	\$(5,500.00)	\$-
within levy	54-ATM-2015	Town House Interior Improvements	\$700,000.00	\$(679,500.00)	\$(20,500.00)	\$-
within levy	12-ATM-2016	Concord Public School Renovations	\$570,000.00	\$(536,700.00)	\$(33,300.00)	\$-
within levy	22-ATM-2016	Municipal Building Renovations	\$150,000.00	\$(141,000.00)	\$(9,000.00)	\$-
within levy	22-ATM-2016	Municipal Building Renovations	\$50,000.00	\$(50,000.00)	\$-	\$-

Authorized but Unissued as of June 30, 2019

within levy	23-ATM-2016	Land Acquisition, Ball's Hill Road	\$800,000.00	\$ (753,000.00)	\$ (47,000.00)	\$-
within levy	24-ATM-2016	Public Safety Equipment, Fire Engine Refurbishment	\$150,000.00	\$-	\$-	\$150,000.00
within levy	25-ATM-2016	Cemetery Improvements	\$50,000.00	\$ (47,500.00)	\$ (2,500.00)	\$-
within levy	26-ATM-2016	Road Improvement Program 2016	\$1,350,000.00	\$ (1,236,300.00)	\$ (113,700.00)	\$-
within levy	57-ATM-2016	Rail Trail Design/ Engineering, Phase 2B	\$250,000.00	\$ (236,000.00)	\$ (14,000.00)	\$-
within levy	9-ATM-2017	Public Safety Communications	\$225,000.00	\$ (211,200.00)	\$ (13,800.00)	\$-
within levy	10-ATM-2017	Fire Engine #8 Replacement	\$575,000.00	\$ (512,700.00)	\$ (62,300.00)	\$-
within levy	11-ATM-2017	Ambulance Replacement	\$260,000.00	\$ (232,700.00)	\$ (27,300.00)	\$-
within levy	15-ATM-2017	Concord Public School Renovations	\$850,000.00	\$ (757,030.00)	\$ (92,970.00)	\$-
within levy	27-ATM-2017	Municipal Facility Needs Study	\$250,000.00	\$ (235,000.00)	\$ (15,000.00)	\$-
within levy	46-ATM-2017	Cemetery Improvements	\$150,000.00	\$ (94,100.00)	\$ (5,900.00)	\$50,000.00
within levy	47-ATM-2017	Road Improvement Program 2017	\$1,415,000.00	\$ (1,259,970.00)	\$ (155,030.00)	\$-
excluded	15-ATM-2016	Concord Public Schools - Bus Depot	\$1,950,000.00	\$ (1,735,625.00)	\$ (214,375.00)	\$-
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$ (412,500.00)	\$-	\$187,500.00
Enterprise	36-ATM-2012	Land Acquisition, WR Grace	\$600,000.00	\$ (412,500.00)	\$-	\$187,500.00
Enterprise	48-ATM-2013	Telecommunications	\$1,000,000.00	\$ (600,000.00)	\$-	\$400,000.00
Enterprise	23-ATM-2016	Land Acquisition, Ball's Hill Road	\$800,000.00	\$ (753,000.00)	\$ (47,000.00)	\$-
Enterprise	28-ATM-2016	Water System Improvements, Water Treatment Plant	\$13,665,000.00	\$-	\$-	\$13,665,000.00
Enterprise	28-ATM-2016	Water System Improvements, Reservoir Improvements	\$965,000.00	\$-	\$-	\$965,000.00
Enterprise	28-ATM-2016	Water System Improvements, Nagog Water Intake	\$1,870,000.00	\$-	\$-	\$1,870,000.00
Enterprise	24-ATM-2017	Telecommunications	\$1,000,000.00	\$-	\$-	\$1,000,000.00
Enterprise	26-ATM-2017	Smart Grid Improvements	\$3,000,000.00	\$-	\$-	\$3,000,000.00
		Totals:	\$41,680,000.00	\$ (12,815,125.00)	\$ (989,875.00)	\$27,875,000.00

*53G Fund*

In accordance with Massachusetts General Law Chapter 44, Section 53G as adopted by the Concord Board of Appeals, the Natural Resource Commission and the Planning Board, it may be determined (due to a proposed project's size, scale, complexity, potential impact or use of land) that the review of a permit application warrants the assistance of outside consultants. Project applicants must pay for the services provided by the independent advisor. Funds provided by the applicant for this purpose are deposited with the Town Treasurer in an account separate from other monies. Expenditures made from the account may be made without further appropriation and used only for the review of a specific project whose funds have been received from the applicant. Upon completion of consultants services required by the governing body, all funds (plus interest) remaining in the projects' balance are returned to the applicant.

The review of several project applications proposed in Fiscal Year 2019 necessitated the expertise of outside consultants. The following table summarizes the activity in the 53G Review Fund for the fiscal year ending June 30, 2019.

**ASSESSING**

R. Lane Partridge, Town Assessor

The Assessing Division of the Finance Department is responsible for the fair and accurate listing and assessment of all real estate and personal property for taxation purposes, in accordance with state statutes and regulations. The Division assists taxpayers in determining eligibility for statutory property tax exemptions and in understanding the basis for all property assessments. The Division also carries out the valuation of all real property under construction as of each June 30, determines the applicability of the Supplemental Assessment Law for newly constructed property receiving a Certificate of Occupancy during the year, and examines all property sales during the year for inclusion in the annual sales analysis. The Division is responsible for the commitment of approximately 17,000 motor vehicle excise tax bills during the year, based on data received from the Registry of Motor Vehicles, and assists taxpayers with the adjustment of excise bills throughout the year as vehicles are added and removed from registration.

**53G Fund Summary of FY Activity**

<b>Project</b>	<b>Beginning Balance 7/1/2018</b>	<b>Funds received</b>	<b>Funds disbursed</b>	<b>Ending balance 6/30/2019</b>
Construction review-Granite Post Rd.	\$823.23	\$23.22		\$846.45
Site Plan Review Black Birch/Forest Ridge Rd	\$2,578.00		\$2,578.00	\$0.00
Site Plan Review 1400 Lowell Road	\$10.88	\$0.11	\$10.99	\$0.00
Keuka Rd Subdivision	\$1,983.50	\$55.92		\$2,039.42
Special Permit 55-57 Main St	\$3,000.14		\$3,000.14	\$0.00
Special Permit 430 Old Bedford Rd	\$3,910.37	\$4,227.65	\$7,911.16	\$226.86
1861 Sudbury Rd Design	\$0.00	\$2,692.40	\$1,800.00	\$892.40
1440-1450 Main St. Traffic	\$0.00	\$4,952.16	\$3,050.00	\$1,902.16
1440-1450 Main St. Stormwater	\$0.00	\$4,437.22	\$3,080.00	\$1,357.22
Anrad Review 209/29A Musterfield	\$0.00	\$1,320.48	\$1,320.48	\$0.00
<b>Total</b>	<b>\$12,306.12</b>	<b>\$17,709.16</b>	<b>\$22,750.77</b>	<b>\$7,264.51</b>

The Assessing Division also has the added responsibility of administering the new Senior Mean Tested Real Estate Tax Exemption. The new program went into effect for Fiscal year 2019 and Fiscal Year 2020 was the second year of the program. The office processed 46 applications and granted 44 exemptions. The total amount of tax dollars exempted was \$144,028. The exemptions were funded by a tax shift of \$.02, making the FY 2020 tax rate \$14.23/\$1,000 of valuation.

The Town Assessor, three full- time staff and one part-time staff members assist the Board of Assessors. The Board, consisting of five members and up to three non-voting associate members appointed by the Town Manager, is the decision-making body with respect to all property valuation determinations.

*Property Valuation*

Massachusetts General Law requires the Town to value property for tax purposes as of the January 1st preceding the start of the July 1 Fiscal Year for which property taxes will be levied. Once every five years, the Department of Revenue (DOR) certifies the valuation of local assessments at “full and fair cash value” with on-site examination. This is referred to as the

“Certification Year”. The four intervening years are “Interim” years, during which DOR review of required annual valuation adjustments is done by desk review of the required submitted documentation. Fiscal Year 2020 is the second of the four interim years. For the Division the work is the same for an interim year, but without the process of on-site DOR examination. The last certification was completed for Fiscal 2018 and the DOR has approved the interim year adjustments.

On November 18, 2019, following a public hearing and acting upon the recommendations of the Board of Assessors, a uniform tax rate was adopted by the Select Board for FY 20. The FY20 property tax rate was approved by the Department of Revenue on November 21, 2019. The FY2020 values are based on an assessment date of January 1, 2019 and a market value analysis using calendar year 2018 “arms-length” sales. The Town’s total taxable property value increased 3.69% from FY2019 to FY2020.

The goal of the Assessing Division is to value properties as equitably and consistently as possible. The following table summarizes the Town’s values by property use.

Assessments by Property Use (Form LA-4)					
Class Type	Class Code	FY2019 Parcel Count	Total Value	FY2020 Parcel Count	Total Value
Single Family	101	4,590	\$4,889,158,324	4,597	\$5,083,284,560
Condominium	102	865	458,232,133	870	481,827,476
Miscellaneous	103,109,140	64	144,887,300	6.3	136,406,000
2-Family	104	104	70,858,200	102	69,928,950
3-Family	105	2	1,689,900	1	980,000
Apartments	111-125	27	193,204,200	27	206,042,200
Vacant Land	130-132,106	283	41,287,440	278	39,334,640
Commercial	300-393	337	394,522,825	337	420,031,925
Industrial	400-452	27	26,439,500	29	26,619,200
Forest Land (Ch. 61)	601-602	17	46,458	17	48,228
Agricultural (Ch. 61A)	700	59	1,085,102	57	1,167,446
Recreation Land (Ch. 61B)	800	36	11,198,775	33	10,640,900
Mixed Use	012-043	26	165,732,900	27	159,931,650
Personal Property	501-508	239	48,690,460	251	49,007,950
Total		6,678	\$6,447,033,517	6,689	\$6,685,251,125

### Tax Levy

The Town's budget for Fiscal 2020 was approved at the 2019 Annual Town Meeting. Taxpayers voted the appropriation of which is funded by several sources. The majority of the funds come from Real Estate and Personal Property taxes and is called the Levy. The levy is limited by Proposition 2 ½, which allows the levy to grow by only 2 ½ percent each year and new growth. The town meeting can also vote an override to the 2 ½ percent increase, but Concord has only allowed overrides for funding capital projects.

The maximum permitted property tax levy for FY20, the total amount of money that can be raised through real and personal property taxes in accordance with state law, is \$99,148,405. This includes a levy of \$6,867,289 for excluded debt service. The actual FY20 property tax levy is \$95,027,232. Thus, \$4,121,173 of the maximum permitted levy limit remains unused. The FY2020 tax levy increased from FY2019 by 4.09%. The Annual Levy Limit is calculated as follows:

Tax Rate and under this rate, each class of property pays a share of the tax levy equal to its share of the total town value. The calculation for the Town of Concord for FY2020 is:

$$\$95,027,232 / \$6,685,251,125 = .01421$$

or \$14.21 per thousand dollars of assessed valuation

Property taxes are billed quarterly. For FY2020 the first two tax payments were due August 1 and November 1, 2019. These were estimated based on the previous year's taxes plus 4.00%, a preliminary adjustment allowed by state law and based on the permitted 2.5% increase plus any increase attributable to the FY20 cost of overrides or debt exclusions previously voted by town ballot. In November the Select Board voted a "residential factor" of .999903, thereby setting the FY20 tax rate at a Uniform Tax Rate, which has been their practice for the past 21 years. The slight shift in the rate was

#### Levy Limit Calculation

FY2019 Levy Limit	\$88,864,251
FY 19 New Growth Adjustment (form LA-13a)	\$ 0
2 ½% allowed increase	\$ 2,221,606
New Growth (form LA-13)	<u>\$ 1,195,259</u>
TOTAL (before debt exclusion and override)	\$92,281,116
DEBT EXCLUSION	\$6,867,289
<b>(Principal and interest due on debt authorized to be repaid from taxation above the levy limit)</b>	
OVERRIDE	\$ 0
MAXIMUM PERMITTED LEVY	<u>\$ 99,148,405</u>
FY2020 PROPERTY TAX LEVY	\$95,027,232
Unused Levy Limit	\$ 4,121,173

### Property Tax Rate

The Town of Concord has repeatedly had one of the lowest tax rates of the surrounding communities; however, the average tax bill is one of the highest in the state. This is due to the Town's high average single family residential valuation of \$1,105,783. The median single family residential valuation is \$925,200.

The tax rate, in its simplest form, is the tax levy divided by the town's taxable valuation. This is called the Uniform

to maintain the Commercial/Industrial /Personal Property rate the same as the Residential rate. The Senior Means Tested exemption is funded by a shift in the rate, which placed the residential rate at \$14.23. The .999903 factor increases the Commercial/Industrial /Personal Property rate to match the residential rate. The third and fourth quarter tax payments are due on February 3, 2020 and May 1, 2020, based on the total annual taxes minus the total of the first two estimated billings. Utility Liens

for unpaid town utility bills and the annual allocation of betterment apportionments are added to the third quarter bill due February 3.

*Motor Vehicle Excise Tax*

The Assessing Division is responsible for committing Motor Vehicle Excise Taxes to the Town Collector. The tax is calculated by the Registry of Motor Vehicles which conveys the bill file electronically to each municipality based on the place a vehicle is garaged. The taxable value is based on the manufacturer's original list price for the particular model (without regard to accessories and without regard to the purchase price negotiated between the buyer and seller) multiplied by a yearly discount. The yearly discount schedule applied to the original list price is as follows:

50%	the year preceding the designated year of manufacture
90%	the year of manufacture
60%	the second year of manufacture
40%	the third year of manufacture
25%	the fourth year of manufacture
10%	the fifth and all succeeding years of manufacture

Once the taxable value of the vehicle is determined, an excise tax is calculated at the rate of \$25.00 per thousand. By state law, the tax is adjusted by the number of full or partial months the vehicle is on the road. Abatements are issued when vehicles are sold or disposed of, calculated only in full months proration (again, according to state law) and subject to a minimum bill of \$5.00.

The Assessing Division committed the following excise tax amounts to the collector during Fiscal Year 2019:

<b>MOTOR VEHICLE COMMITMENTS from July 1, 2018 to June 30, 2019</b>			
Calendar Year	# of Commitments	# of Bills	Amount Committed
2018	7	1,882	\$ 341,784.14
2019	5	15,555	\$2,955,412.25
Totals	12	17,437	\$3,297,196.39

The total amount of motor vehicle excise tax collected in Fiscal Year 2019, not including refunds, was \$3,297,196.39 2.16% higher than the prior year.

**ACCOUNTING**

Mary Barrett, Town Accountant

The Accounting Division of the Finance Department is responsible for maintaining the financial records of the Town, preparing periodic and annual financial statements, overseeing and processing the Town bills for inclusion in the weekly disbursement warrant for approval by the Select Board, providing financial reporting services to other Town Departments, coordinating and managing the annual Town Audit. Other duties include maintaining budgetary records, monitoring and retaining records of all contracts and grants including State and Federal grants and ensuring that statutory reports are in compliance with standards set by the State and by the Government Accounting Standards Board (GASB). Furthermore, the Town Accountant serves as Ex-Officio board member of the Concord Contributory Retirement System.

Town of CONCORD, LONG-TERM DEBT STATISTICS												
Direct Debt - FY07 to FY18												
@ June 30	Assessed Value	Outstanding Long-term Debt		Population	per capita income	% of Assessed value		Debt per capita		Debt per capita as % of per capita income		
		Gross	Net			decennial census	decennial census	gross debt	net debt	gross debt	net debt	gross debt
2007	\$5,309,253,833	\$55,091,156	\$31,052,480	16,993	\$51,477	1.04%	0.58%	\$3,242	\$1,827	6.30%	3.55%	
2008	\$5,498,736,316	\$62,606,176	\$39,739,546	16,993	\$51,477	1.14%	0.72%	\$3,684	\$2,339	7.16%	4.54%	
2009	\$5,264,591,702	\$71,479,238	\$49,853,220	16,993	\$51,477	1.36%	0.95%	\$4,206	\$2,934	8.17%	5.70%	
2010	\$5,026,552,229	\$79,599,890	\$59,831,473	16,993	\$51,477	1.58%	1.19%	\$4,684	\$3,521	9.10%	6.84%	
2011	\$5,045,140,030	\$80,557,680	\$57,138,277	17,668	\$67,374	1.60%	1.13%	\$4,560	\$3,234	6.77%	4.80%	
2012	\$5,090,058,629	\$75,393,732	\$53,893,601	17,668	\$67,374	1.48%	1.06%	\$4,267	\$3,050	6.33%	4.53%	
2013	\$5,054,970,094	\$70,984,036	\$50,782,417	17,668	\$67,374	1.40%	1.00%	\$4,018	\$2,874	5.96%	4.27%	
2014	\$5,130,493,662	\$70,598,766	\$48,544,694	17,668	\$67,374	1.38%	0.95%	\$3,996	\$2,748	5.93%	4.08%	
2015	\$5,412,298,562	\$62,596,727	\$41,730,402	17,668	\$67,374	1.16%	0.77%	\$3,543	\$2,362	5.26%	3.51%	
2016	\$5,841,889,295	\$58,382,966	\$39,391,306	17,668	\$67,374	1.00%	0.67%	\$3,304	\$2,230	4.90%	3.31%	
2017	\$5,973,716,402	\$54,309,398	\$36,661,977	17,668	\$67,374	0.91%	0.61%	\$3,074	\$2,075	4.56%	3.08%	
2018	\$6,144,650,300	\$54,911,022	\$34,086,831	17,668	\$67,374	0.89%	0.55%	\$3,108	\$1,929	4.61%	2.86%	

“Net debt” is tax-supported, net of self-supporting debt issued for the water, sewer and electric funds.

EQV and Debt: The Town’s Equalized Valuation (EQV) is the full and fair value of property in Concord and is set by the state biennially. This EQV is used in various state formulas for some state grant allocations. The value set at Jan. 1, 2018 is \$6,572,447,900. By state law (MGL c. 44, § 10), the Town’s debt limit is capped at 5% of its EQV. The Town’s gross outstanding debt of \$54,911,022 as of June 30, 2018 is 0.83% of EQV.

**Budget - All Accounts , FY15 - FY18 Budgeted, FY19 Proposed**

Line #		FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Adopted	Dollar Change	Percent Change	Percent of Total
	<b>Town Government</b>								
1	personal services	15,181,707	\$15,721,241	16,468,178	17,285,653	17,983,494	697,841	4.04%	16.78%
2	O & M	3,332,306	3,458,772	3,470,835	3,683,360	3,897,019	213,659	5.80%	3.64%
3	capital outlay	1,625,000	1,709,000	1,800,000	1,870,000	1,945,000	75,000	4.01%	1.81%
4	Reserve Fund	225,000	225,000	225,000	225,000	225,000	0	0.00%	0.21%
5	<b>Total General Fund</b>	<b>20,364,013</b>	<b>21,114,013</b>	<b>21,964,013</b>	<b>23,064,013</b>	<b>24,050,513</b>	<b>\$986,500</b>	<b>4.28%</b>	<b>22.44%</b>
	Emergency Services Stabilization Fund	200,000	100,000	50,000	0	0	0		
	Total Town Government	20,564,013	21,214,013	22,014,013	23,064,013	24,050,513	\$986,500	4.28%	22.44%
6	Concord Public Schools	32,440,538	34,542,735	35,660,111	36,810,111	38,461,880	1,651,769	4.49%	35.88%
7	Concord-Carlisle RSD	15,856,221	16,556,221	17,035,005	17,935,005	19,544,198	1,609,193	8.97%	18.23%
8	<b>Total Operating Budgets</b>	<b>68,860,772</b>	<b>72,312,969</b>	<b>74,709,129</b>	<b>77,809,129</b>	<b>82,056,591</b>	<b>4,247,462</b>	<b>5.46%</b>	<b>76.56%</b>
	<b>JOINT TOWN &amp; CPS ACCOUNTS</b>								
9	Group Insurance	4,650,000	4,650,000	4,650,000	4,800,000	5,526,100	726,100	15.13%	5.16%
10	OPEB Trust	900,000	1,150,000	1,400,000	1,470,000	1,617,000	147,000	10.00%	1.51%
11	Retirement	3,125,000	3,220,000	3,317,000	3,667,000	3,777,010	110,010	3.00%	3.52%
12	Town & CPS Debt Service	3,500,000	3,605,000	3,730,000	3,860,000	3,994,645	134,645	3.49%	3.73%
13	Refunding savings, required levy		114,217						0.00%
14	Social Security/Medicare	685,000	740,000	765,000	810,000	814,713	4,713	0.58%	0.76%
15	Other Fixed & Mandated	425,000	425,000	450,000	450,000	485,000	35,000	7.78%	0.45%
16	<b>subtotal</b>	<b>13,285,000</b>	<b>13,904,217</b>	<b>14,312,000</b>	<b>15,057,000</b>	<b>16,214,468</b>	<b>1,157,468</b>	<b>7.69%</b>	<b>15.13%</b>
17	CCRSRD Debt Service			80,753	102,583	102,809	226	0.22%	0.10%
18	Town Excluded Debt Service	4,495,632	4,206,283	4,007,828	3,607,507	3,384,869	(222,638)	-6.17%	3.16%
19	CCRSRD Excluded Debt Service	1,858,841	3,514,429	3,668,218	3,561,484	3,404,345	(157,139)	-4.41%	3.18%
20	Minuteman Excluded Debt Service					147,115	147,115		0.00%
21	Minuteman Voc Tech	191,689	407,041	423,444	599,179	605,823	6,644	1.11%	0.57%
22	<b>subtotal</b>	<b>6,546,162</b>	<b>8,127,753</b>	<b>8,180,243</b>	<b>7,870,753</b>	<b>7,644,961</b>	<b>(225,792)</b>	<b>-2.87%</b>	<b>7.13%</b>
23	Appropriation of Free Cash		625,000		1,000,000	0	(1,000,000)		

24	Appropriation of Available Funds									200,000	0	(200,000)		
25	TOWN MEETING VOTE	88,691,934	94,969,939	97,201,372	94,969,939	97,201,372	101,936,882	105,916,020	3,979,138	3,979,138	105,916,020	3,979,138	3.90%	98.82%
26	State assessments	511,384	497,843	495,310	497,843	495,310	529,002	554,197	25,195	25,195	554,197	25,195	4.76%	0.52%
27	Snow/Ice & other deficits	285,362	310,772	0	310,772	0	178,656	175,000	(3,656)	(3,656)	175,000	(3,656)	-2.05%	0.16%
28	Overlay	555,513	543,663	552,900	543,663	552,900	565,018	540,000	(25,018)	(25,018)	540,000	(25,018)	-4.43%	0.50%
29	<b>subtotal</b>	<b>1,352,259</b>	<b>1,352,278</b>	<b>1,048,210</b>	<b>1,352,278</b>	<b>1,048,210</b>	<b>1,272,676</b>	<b>1,269,197</b>	<b>(3,479)</b>	<b>(3,479)</b>	<b>1,269,197</b>	<b>(3,479)</b>	<b>-0.27%</b>	<b>1.18%</b>
30	TOTAL BUDGET PLAN	90,044,193	96,322,217	98,249,582	96,322,217	98,249,582	103,209,558	107,185,217	3,975,659	3,975,659	107,185,217	3,975,659	3.85%	100.00%
	FY19 Proposed													
<b>Financing the Budget Plan - Change from FY18 Budget</b>														
		FY15 Budget	FY16 Budget	FY17 Budget	FY18 Budget	FY19 Adopted	Dollar Change	Percent Change	Percent of Total					
31	state aid	4,147,519	4,272,640	4,642,015	4,923,642	5,033,363	109,721	2.23%	4.70%					
32	motor vehicle excise tax	2,600,000	2,850,000	2,875,000	3,033,586	3,095,601	62,015	2.04%	2.89%					
33	investment earnings	100,000	100,000	150,000	361,272	400,000	38,728	10.72%	0.37%					
34	other local revenue	3,436,400	3,723,200	3,607,000	3,825,000	4,105,250	280,250	7.33%	3.83%					
35	Appropriations financed from:													
36	CCHS Debt Stabilization Fund	500,000	1,500,000	1,000,000	785,000	275,000	(510,000)	-64.97%	0.26%					
37	Emergency Services Stab. Fund	200,000	100,000	50,000	0	0	0	0.00%	0.00%					
38	Exempt Debt Service Reserve					186,274	186,274		0.17%					
39	Free Cash		625,000		1,000,000	0	(1,000,000)							
40	Transfers to General Fund:													
41	from CMLP (Light Fund)	458,650	472,400	465,500	474,000	474,000	0	0.00%	0.44%					
42	Thoreau School MSBA grant	409,878	409,878	409,878	0	0	0	0.00%	0.00%					
43	“free cash” transfer	850,000	950,000	1,000,000	1,000,000	1,000,000	0	0.00%	0.93%					
44	<b>subtotal</b>	<b>12,702,447</b>	<b>15,003,118</b>	<b>14,199,393</b>	<b>15,402,500</b>	<b>14,569,488</b>	<b>(833,012)</b>	<b>-5.41%</b>	<b>13.59%</b>					
<b>Property Tax:</b>														
45	property tax base	71,061,652	74,224,261	76,371,162	80,101,736	85,115,674	5,013,938	6.26%	79.41%					
46	new growth	835,499	1,284,004	1,412,859	1,321,330	1,025,000	(296,330)	-22.43%	0.96%					
47	total within the Levy Limit	71,897,151	75,508,265	77,784,021	81,423,066	86,140,674	4,717,608	5.79%	80.37%					
48	debt service excluded from Levy Limit	5,444,595	5,810,834	6,266,168	6,383,992	6,475,055	91,063	1.43%	6.04%					
49	<b>total property tax</b>	<b>77,341,746</b>	<b>81,319,099</b>	<b>84,050,189</b>	<b>87,807,058</b>	<b>92,615,729</b>	<b>4,808,671</b>	<b>5.48%</b>	<b>86.41%</b>					
50	<b>TOTAL RESOURCES</b>	<b>90,044,193</b>	<b>96,322,217</b>	<b>98,249,582</b>	<b>103,209,558</b>	<b>107,185,217</b>	<b>3,975,659</b>	<b>3.85%</b>	<b>100.00%</b>					

**TOWN OF CONCORD**  
**FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCES**  
**ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS**

Acct. #	Fund	6/30/2018 FUND BALANCE	ADJUSTS/ TRANSFERS IN	ADJUSTS/ TRANSFERS OUT	REVENUES	EXPENDI- TURES	6/30/2019 FUND BALANCE
Fund 10	Community Preservation Fund	2,532,866.79			1,498,943.80	1,844,732.70	2,187,077.89
Fund 15	Parking	298,457.96		70,942.00	323,039.10	350,365.83	200,189.23
Fund 16	Cemetery	358,332.03		132,106.41	249,775.00		476,000.62
Fund 17	PEG Access	1,111,636.62			379,336.20	251,587.93	1,239,384.89
Fund 18	Reserved for Appropriation						
000-000-610	Dog Fund	975.57					975.57
000-000-612	Dog inoculation fees	6,064.10		750.00			5,314.10
180-175-640	DPU TNS Surcharge	3,210.40			4,789.20		7,999.60
455-455-660	Title 5 C Betterments	401,908.44			25,995.45	224,586.10	203,317.79
455-455-667	Title 5 A Betterments	57,618.23			123,283.98	10,828.73	46,789.50
455-455-669	Title 5 D Betterments	155,503.55			11,228.78	(72,347.40)	138,830.82
455-455-671	Title 5 B Betterments	55,254.64				124,890.01	(525,779.45)
455-455-781	MCWT Title V D (deficit covered by Notes Payable)	(400,889.44)					
610-610-611	State aid to Libraries	33,126.29		11,000.00	17,500.31		39,626.60
	<b>Subtotal Fund 18</b>	<b>312,771.78</b>		<b>11,750.00</b>	<b>182,797.72</b>	<b>287,957.44</b>	<b>195,862.06</b>
Fund 19	53G Review Fund	9,647.37			12,131.02	14,513.88	7,264.51
Fund 20	Other Special Revenue	75,223.21			123,341.27	122,181.85	76,382.63
Fund 22	School Lunch	212,193.32			612,446.13	575,501.05	249,138.40
Fund 23	Gifts						
	<b>Town Manager:</b>						
122-123-180	Environmental Improvement	33,000.00					33,000.00
122-123-210	Beharrel St Traffic Study	1,504.70					1,504.70
122-123-213	Solar Fair	48.98					48.98
122-123-220	Tercentary Signs Restoration Gift	270.00					270.00
122-123-221	McGrath Farm Affordable Housing Gift	6,652.51					6,652.51

FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-233	Retirement Celebration Gift	144.01						144.01
122-123-240	Parking Management Gift	2,500.00						2,500.00
122-123-305	Public Safety Middlesex School	5,200.00						5,200.00
122-123-320	Saint Mande Sister City	317.20						317.20
122-123-617	Energy Efficiency Improvements	500.00						500.00
122-123-691	Selectmen's Budget Reduction	1,300.00						1,300.00
122-123-768	Selectmen's Gift	1,091.96						1,091.96
122-123-808	Boston Foundation Cutni Kargula Nanae	5,955.50				2,550.00	2,902.52	5,602.98
122-123-809	Nanae Sister City	4,050.21				1,100.00	441.00	4,709.21
122-123-874	Colonial Inn	3,910.00						3,910.00
122-123-879	Plantings	596.44						596.44
122-123-892	Hanscom Legal Fund	250.00						250.00
122-123-925	Visitors Center	20,975.00				4,000.00		24,975.00
	<b>Finance Department</b>							
131-131-613	Finance Committee	62.91						62.91
133-133-598	James Catterton Memorial Bench Fund	73.11						73.11
133-145-616	Concord Medal	26.26						26.26
133-145-622	Emerson Annex	1,850.24						1,850.24
133-145-789	Melvin Memorial	42,805.82				1,000.00	28,157.77	15,648.05
133-145-813	Hapgood Wright/Melvin Mem.	52,512.45					52,512.45	0.00
133-145-875	Celebration Year 2000	6,319.19						6,319.19
133-145-919	Fireworks Gift	1,069.23						1,069.23
	<b>Planning &amp; Land Management Department</b>							
180-171-107	Old Calf Pasture Restoration Gift					10,000.00		10,000.00
180-171-211	White Pond Management Plan	1,625.00				2,000.00		3,625.00
180-171-239	Heyward Meadow Gift					550		550.00
180-171-400	Tree Restorative School	50.00						50.00
180-171-563	Bruce Freeman Rail Trail	1,900.00						1,900.00
180-171-606	Colonel Barrett/ Nat. Resources	402.01						402.01
180-171-607	Wildlife Passages Task force	5,552.88						5,552.88
180-171-615	Hanscom Gift Account	464.00						464.00
180-171-627	Community Gardens	19,009.16				3,260.00	1,396.84	20,872.32
180-171-632	Hugh Cargill Comm Garden Gift					1,995.00		1,995.00
180-171-674	Memorial Tree	114.00						114.00

FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-171-754	Garden Club	1,028.26							1,028.26
180-171-790	Arena Farm	395.00							395.00
180-171-810	Hapgood Wright/Open Space Guide	532.46							532.46
180-171-880	Agriculture Committee	1,077.15					2,650.00	1,411.45	2,315.70
180-171-893	Conservation Land Management	85,950.98							85,950.98
180-171-953	Warner's Pond	10,547.14							10,547.14
180-171-1084	Concord Housing Foundation	249.60							249.60
180-175-173	Community Preservation Committee	311.51							311.51
180-175-185	Concord Conservation Land Trust Gift Emerson						10,000.00	10,000.00	0.00
180-175-204	Caffe Nero Bike Rack Gift						1,030.50	1,030.50	
180-175-656	Historical Commission Gifts	975.02							975.02
180-175-773	Monument Farm subdivision	4,556.00							4,556.00
180-175-894	Transportation Demand Prog	200.00							200.00
180-175-961	Academic Support Services	851.93							851.93
	<b>Board of Health</b>								
180-510-758	Board of Health	3,402.38							3,402.38
	<b>Police Department</b>								
210-210-105	School Resource Office Gift						17,000.00		17,000.00
210-210-150	CPD Community Svs, Gift Fund	148.35							148.35
210-210-167	Police Communications Equipment	50,000.00							50,000.00
210-210-579	Police Department	868.95					40.00	868.95	40.00
210-210-912	K9 Police	1,690.00						1,690.00	0.00
	<b>Fire Department</b>								
220-220-224	New Ambulance Equipment Gift	244.40							244.40
220-220-614	Fire Department	9,469.71					30,771.00	3,000.00	37,240.71
220-220-672	Lions Club Rescue Vests Gift	22.00							22.00
220-220-819	Fire S.A.F.E. Program	5,786.23							5,786.23
220-220-827	Local Emergency Plan	6,880.43							6,880.43
	<b>Concord Public Schools</b>								
300-300-215	Concord Integrated Preschool	1,605.61					3,495.00	3,178.25	1,922.36
300-300-225	Mac Gift - MA Agriculture In Classroom	100.00							100.00
300-300-619	Boston Univ. Proposals	1,892.92							1,892.92
300-300-645	Willard PTG	1,100.65						5,200.00	850.65
300-300-657	Middle School PTG	15,204.27					3,731.00		18,935.27

FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
 ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

300-300-658	Music Program	3,251.22				22,871.58	17,047.43	9,075.37
300-300-659	Alcott PTG	5,501.45				5,640.00	5,640.00	5,501.45
300-300-661	Public Schools	81,008.81				86,151.02	47,253.49	119,906.34
300-300-749	Thoreau PTG	6,039.84				1800	1,800.00	6,039.84
300-300-1075	Teen Buddy Program	10,024.67				8,000.00	12,358.56	5,666.11
	<b>Public Works Department</b>							
410-410-209	Willard Water Fill Station	884.00						884.00
410-410-759	CPW Memorial Tree Gift	31.70						31.70
410-410-1072	Public Drinking Fountain Gift	1,277.93						1,277.93
410-411-954	Baker Ave Extension Gift	66,881.78						66,881.78
410-422-232	Assabet & Concord River Signs Gift	541.75						541.75
410-490-208	Ripley Baseball Field	11,682.22				7,700.00	1,724.64	17,657.58
410-490-230	Rideout Baseball Field Gift	5.59						5.59
410-490-242	Emerson Field Flagpole Maintenance Gift	1,000.00						1,000.00
410-490-243	Emerson Field Landscaping Gift	1,000.00						1,000.00
410-490-321	Public Shade Tree Gift	0.00				857.00	357.00	500.00
410-490-743	FCCF Field Maintenance	95,971.30				50,000.00	14,390.07	131,581.23
414-414-846	Sidewalk Management	15,608.23						15,608.23
	<b>Human Services</b>							
520-521-201	Holiday Program Gifts	100.00						100.00
520-521-852	Youth Coordinator Gift	5,383.14					5,383.14	0.00
520-521-943	Community Service Coordinator	0.00				30,532.00	30,532.00	0.00
520-541-214	John J. Florio COA Bequest Gift	43,453.45					8,360.00	35,093.45
520-541-219	Comm Chest Worker Benefit Costs	7,876.95				1,205.00	1,743.09	7,338.86
520-541-329	COA Van Drivers	7,459.85						7,459.85
520-541-586	Social Services Coordinator	0.00				9,604.00	13,791.94	0.00
520-541-623	COA Gift Account	114,410.16				33,878.40	17,646.99	130,641.57
520-541-680	COA Outreach Worker	0.00				17,372.00	17,372.00	0.00
520-541-742	H.E.A.L. Gift	349.59						349.59
520-541-944	COA Volunteer Coordinator	3,002.50				6,000.00	9,002.50	0.00
520-541-952	COA Programs Gift	10,807.96				518.00		11,325.96
520-541-963	COA Van Repairs Gift	86.63						86.63
520-541-964	Friends of the Aging Gift	863.00						863.00
520-546-238	HWCC Centennial Celebration Gift	500.00					500.00	0.00







FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

180-510-169	FY19 CHNA15 Training/Capacity Bldg Mini Grant					1,339.00	545.00	794.00
210-210-720	<b>Police Department</b>							
	State 911 Training	0.00				7,625.40	7,625.40	0.00
210-210-745	State 911 Support	0.00				51,523.00	51,523.00	0.00
220-220-584	<b>Fire Department</b>							
	Firefighting Equipment	3,957.80						3,957.80
220-220-819	Safe Grant	547.58				4,354.00	701.45	4,200.13
220-220-820	Senior Safe Grant	495.90				2,600.00	1,752.87	1,343.03
300-300-536	<b>Concord Public Schools</b>							
	Metco	0.00				512,045.00	512,044.76	0.24
300-300-538	DOE Circuit Breaker	533,247.48				871,886.00	860,136.34	544,997.14
300-300-601	Big Yellow Bus Cultural	253.60						253.60
300-300-602	Stars Residency Cultural	9,528.00				4,500.00	6,600.00	7,428.00
410-422-771	<b>Public Works Department</b>							
	Cambridge Turnpike	0.00				571,613.12	571,613.12	0.00
410-491-190	Vets Coll Sites Memorial Program	15,000.00					15,000.00	0.00
433-433-631	DEP SMRP RDP Grant	8,333.34				6,000.00	3,818.00	10,515.34
455-455-916	Water Pollution Abatement Trust	1,442.19						1,442.19
520-541-730	<b>Human Services</b>							
	MCOA Aging Mastery Program	14.98						14.98
520-541-733	COA Formula Grant	0.00				55,992.00	55,992.00	0.00
520-630-502	USTA New England Grant	250.00						250.00
610-610-668	<b>Library</b>							
	LEPC Grant	1,801.00						1,801.00
610-610-715	Library Non-Resident Circulation	26,146.26			15,000.00	8,803.20		19,949.46
Fund 29	<b>Subtotal Fund 28</b>	617,864.54	0.00		15,000.00	2,461,226.92	2,439,925.75	624,165.71
Fund 30	<b>Highway Fund</b>	0.00				339,623.47	339,623.47	0.00
000-000-795	<b>Capital Projects</b>							
	Capital Equipment Article 13, 1987	13.32						13.32
122-123-316	Art8 ATM17 Municipal Building Renovations	285,785.54					274,243.88	11,541.66
122-123-352	Art 50 ATM13 51 Laws Brook/Rideout Field	4,265.70					2,000.00	2,265.70
122-123-354	Art44 ATM 13 Town Hse Exterior Reno	6,519.58					6,395.17	124.41
122-123-368	Art 5 ATM15 Rideout/Emerson Playground Impr.	72,349.29					34,649.00	37,700.29

FY 2019 TRANSACTIONS AND CHANGES IN FUND BALANCE (CONTINUED)  
ALL FUNDS EXCEPT THE GENERAL FUND AND ENTERPRISE FUNDS

122-123-370	Art 54 ATM15 Town House Interior Reno	514,476.41				9,929.24	504,547.17
122-123-371	Art55 ATM15 37 Knox Trail Reno/Site Work	93,165.52					93,165.52
122-123-374	Art 15 ATM 16 CPS Bus Depot	81,156.92				8,660.66	72,496.26
122-123-390	Art27 ATM17 Municipal Facilities Needs Study	250,000.00				144,150.00	105,850.00
122-123-394	Art21ATM18 Town Bldg Improvements				510,000.00	28,415.68	481,584.32
122-123-416	Art25ATM18 Gerow Land Purchase				2,500,000.00	2,313,763.66	186,236.34
180-175-383	Art 57 ATM 16 Bruce Freeman Trail 2B Design	246,350.69				84,004.21	162,346.48
180-175-403	Art7ATM19 Land Acquisition						0.00
197-197-358	Art31 ATM14 141 Keys Rd Renovations	200,000.00				87,141.16	112,858.84
215-215-343	Art 12 ATM12 Police Station Improvements	33,150.65					33,150.65
215-215-361	Art34 ATM14 Public Safety Bldg Security Improv	52,135.00					52,135.00
215-215-384	Art9 ATM17 Public Safety Communications Equip	112,500.00				112,500.00	0.00
220-220-336	Art 33, 11 Ladder Truck	43.65				43.65	(0.00)
220-220-347	Art 12 ATM12 Fire Station Improvements	11,005.38					11,005.38
220-220-372	Art57 ATM15 Fire Engine Replacement	3,663.99				2,370.15	1,293.84
220-220-377	Art24ATM16 PS Equip-Fire Engine Refurb				150,000.00		150,000.00
220-220-385	Art10 ATM17 Fire Engine 8 Replacement	6,814.10					6,814.10
220-220-386	Art11 ATM17 Ambulance 1 Replacement	2,433.27					2,433.27
300-300-366	Art24 ATM15 CPS Bus Depot	296,339.00					296,339.00
300-300-387	Art15 ATM17 CPS Renovations	606,735.97				606,735.97	0.00
300-300-393	Art11ATM18 CPS Renovations				900,000.00	492,690.47	407,309.53
410-491-391	Art46 ATM17 Cemetery Improvements	100,000.00			50,000.00	69,117.07	80,882.93
426-426-357	Art30 ATM14 Keyes Rd Facility Design	150,000.00					150,000.00
429-429-363	Art 55 ATM14 Road Improvements	2,206.48					2,206.48
429-429-367	Art42 ATM 15 Road Improvements	89,862.02				81,353.43	8,508.59
429-429-379	Art 26 ATM16 Road Improvements	824,883.93				764,643.34	60,240.59
429-429-392	Art47 ATM17 Road Improvements	1,150,922.44				825,586.67	325,335.77
429-429-397	Art21ATM18 Roads Program				1,400,000.00	310,196.47	1,089,803.53
546-546-362	Art 34 ATM14 Harvey Wheeler Bldg Improv	3.20					3.20
631-631-375	Art22 ATM16 Hunt Bldg Renovations	50,000.00					50,000.00
	<b>Subtotal Fund 30</b>	5,246,782.05	0.00	0.00	5,510,000.00	6,258,589.88	4,498,192.17
Fund 63	Solid Waste Fund	539,397.58		145,491.00	1,446,738.73	1,298,218.66	542,426.65



**Analysis of General Fund Appropriations at June 30, 2019**

Account name (account code/dept-division) - (Note 1)	Balance Carried Fwd	Original Appropriation	Transfer In (Note 2)	Adjusted Budget	Transfer Out (Note 3)	Expenditures	Encumbrances	To Revenue (Note 4)
<b>1. Town Meeting &amp; Reports (113-113)</b>								
Current: Total		\$100,250.00		\$100,250.00		\$85,246.74	\$0.00	\$15,003.26
Prior: Encumbrance	\$1,650.00	\$0.00		\$1,650.00		\$1,650.00	\$0.00	\$0.00
<b>2. Town Manager's Office (122)</b>								
<b>A. Town Manager (122-123)</b>								
Current:		\$398,394.00	\$270,979.00	\$669,373.00		\$668,054.55	\$1,318.45	(\$0.00)
Prior: Encumbrance	\$92,725.85	\$0.00		\$92,725.85		\$65,308.22	\$26,592.63	\$825.00
<b>B. Transfer To Stabilization (122-125)</b>								
Current:		\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>C. Town-wide Building Maintenance (122-127)</b>								
Current:		\$290,000.00	\$96,173.00	\$386,173.00		\$380,080.61	\$6,092.39	\$0.00
Prior: Encumbrance	\$121,833.74	\$0.00		\$121,833.74		\$75,010.95	\$46,727.14	\$95.65
<b>D. Resource Sustainability (122-128)</b>								
Current:		\$151,000.00	\$6,025.00	\$157,025.00		\$87,537.06	\$69,487.94	\$0.00
Prior: Encumbrance	\$223,025.21			\$223,025.21		\$98,360.48	\$122,914.73	\$1,750.00
<b>E. 37 Knox Trail (122-130)</b>								
Current:		\$13,943.00		\$13,943.00		\$6,394.01	\$7,548.99	\$0.00
Prior: Encumbrance	\$19,899.81	\$0.00		\$19,899.81		\$16,891.69	\$3,007.92	\$0.20
<b>F. 55 Church Street (122-132)</b>								
Current:		\$40,795.00	\$35,384.00	\$76,179.00		\$37,348.91	\$38,830.09	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>G. Parks &amp; Playgrounds (122-137)</b>								
Current:		\$0.00	\$30,000.00	\$30,000.00		\$30,000.00	\$0.00	\$0.00
Prior: Encumbrance	\$0.00	\$0.00		\$0.00		\$0.00	\$0.00	\$0.00
<b>H. Human Resources Admin (122-152)</b>								
Current:		\$281,426.00	\$163,846.00	\$445,272.00		\$423,731.79	\$15,090.29	\$6,449.92
Prior: Encumbrance	\$100,093.34	\$0.00		\$100,093.34		\$39,188.79	\$60,904.54	\$0.01
<b>I. Information Center (122-671)</b>								
Current:		\$19,291.00		\$19,291.00		\$14,230.68	\$5,060.32	\$0.00
Prior: Encumbrance	\$52,306.55	\$0.00		\$52,306.55		\$27,829.95	\$24,476.60	\$0.00



Analysis of General Fund Appropriations at June 30, 2019 cont.

Prior:	Encumbrance (salaries)	\$347,949.76	\$0.00			\$347,949.76		\$103,333.44	\$244,616.32	\$0.00
<b>7. Legal Services (151-151)</b>										
Current:			\$250,000.00	\$379,462.47		\$629,462.47		\$629,462.47	\$0.00	\$0.00
Prior:	Encumbrance	\$18,653.83	\$0.00			\$18,653.83		\$18,653.83		\$0.00
<b>8. Information Systems (155-155)</b>										
Current:			\$951,192.00	\$25,992.00		\$977,184.00		\$904,953.87	\$72,230.13	\$0.00
Prior:	Encumbrance	\$277,062.97	\$0.00			\$277,062.97		\$77,520.08	\$192,113.37	\$7,429.52
<b>9. Elections &amp; Registrars (170)</b>										
<b>A. Elections (170-162)</b>										
Current:			\$48,412.00	\$3,020.16		\$51,432.16		\$50,337.16	\$1,095.00	\$0.00
Prior:	Encumbrance	\$176.00	\$0.00			\$176.00		\$106.25	\$69.75	\$0.00
<b>B. Registrars (170-163)</b>										
Current:			\$8,666.00			\$8,666.00	\$3,020.16	\$4,666.45	\$0.00	\$979.39
Prior:	Encumbrance	\$1,541.03	\$0.00			\$1,541.03		\$1,541.03		\$0.00
<b>Total - Elections and Registrars</b>										
Current:		\$0.00	\$57,078.00	\$3,020.16		\$60,098.16		\$55,003.61	\$1,095.00	\$979.39
Prior:	Encumbrance	\$1,717.03	\$0.00			\$1,717.03		\$1,647.28	\$69.75	\$0.00
<b>10. Planning and Land Management Department (180)</b>										
<b>A. Natural Resources (180-171)</b>										
Current:			\$219,641.00	\$69,016.00		\$288,657.00		\$282,443.60	\$6,082.86	\$130.54
Prior:	Encumbrance	\$41,633.44	\$0.00			\$41,633.44		\$28,441.06	\$12,841.48	\$350.90
<b>B. Planning Admin (180-175)</b>										
Current:			\$380,998.00	\$86,962.00		\$467,960.00		\$446,428.65	\$19,293.07	\$2,238.28
Prior:	Encumbrance	\$88,632.69	\$0.00			\$88,632.69		\$50,072.79	\$32,475.70	\$6,084.20
<b>C. Inspections (180-241)</b>										
Current:			\$467,145.00	\$16,538.00		\$483,683.00		\$443,832.70	\$33,848.74	\$6,001.56
Prior:	Encumbrance	\$53,272.52	\$0.00			\$53,272.52		\$39,131.72	\$14,120.00	\$20.80
<b>D. Board of Health (180-510)</b>										
Current:			\$331,778.00	\$80,099.00		\$411,877.00		\$374,026.52	\$37,282.49	\$567.99
Prior:	Encumbrance	\$38,344.82	\$0.00			\$38,344.82		\$21,376.45	\$15,627.02	\$1,341.35
<b>Total - Planning &amp; Land Management</b>										
Current:		\$0.00	\$1,399,562.00	\$252,615.00		\$1,652,177.00		\$1,546,731.47	\$96,507.16	\$8,938.37
Prior:	Encumbrance	\$221,883.47	\$0.00			\$221,883.47		\$139,022.02	\$75,064.20	\$7,797.25



Analysis of General Fund Appropriations at June 30, 2019 cont.

22. Public Works (410)									
A. Public Works (PW)-Administration (410-410)									
Current:		\$201,321.00	\$222,636.00	\$423,957.00	\$423,951.03	\$0.00	\$5.97		
Prior:	Encumbrance	\$8,100.00		\$8,100.00		\$6,200.00	\$0.00		
B. PW Engineering (410-411)									
Current:		\$399,107.00	\$135,450.00	\$534,557.00	\$451,861.23	\$39,934.66	\$42,761.11		
Prior:	Encumbrance	\$260,113.47		\$260,113.47		\$170,793.63	\$0.00		
C. PW-Highway Maintenance (410-422):									
Current:		\$1,380,563.00	\$57,819.00	\$1,438,382.00	\$1,168,330.90	\$204,888.03	\$65,163.07		
Prior:	Encumbrance	\$391,737.66		\$391,737.66		\$248,089.38	\$100.00		
D. PW-Park & Trees (410-490)									
Current:		\$702,840.00	\$31,241.00	\$734,081.00	\$533,158.14	\$200,889.80	\$33.06		
Prior:	Encumbrance	\$408,430.20		\$408,430.20		\$269,715.73	\$381.25		
E. PW-Cemetery (410-491)									
Current:		\$70,351.00	\$129,105.41	\$199,456.41	\$172,577.49	\$25,691.00	\$1,187.92		
Prior:	Encumbrance	\$52,288.93		\$52,288.93		\$18,190.59	\$0.00		
Total - Public Works									
Current:		\$2,754,182.00	\$576,251.41	\$3,330,433.41	\$2,749,878.79	\$471,403.49	\$109,151.13		
Prior:	Encumbrance	\$1,120,670.26		\$1,120,670.26		\$712,989.33	\$481.25		
23. PW Equipment (413-413)									
Current:		\$325,000.00		\$325,000.00	\$62,247.75	\$262,752.25	\$0.00		
Prior:	Encumbrance	\$0.00		\$0.00		\$0.00	\$0.00		
24. PW-Sidewalk Mgmt (414-414)									
Current:		\$115,000.00		\$115,000.00	\$5,000.00	\$110,000.00	\$0.00		
Prior:	Encumbrance	\$297,897.52		\$297,897.52		\$287,841.34	\$112.50		
25. PW Drainage (416-416)									
Current:		\$205,000.00		\$205,000.00	\$166,096.80	\$38,903.20	\$0.00		
Prior:	Encumbrance	\$235,712.91		\$235,712.91		\$127,981.27	\$0.00		
26. PW-Snow Removal (423-423)									
Current:		\$610,001.00		\$610,001.00	\$607,519.74	\$2,481.26	\$0.00		
Prior:	Encumbrance	\$46,820.00		\$46,820.00		\$0.00	\$1,031.54		
27. PW-Street Lighting (424-424)									
Current:		\$56,863.00		\$56,863.00	\$40,712.59	\$0.00	\$16,150.41		
Prior:				\$0.00		\$0.00	\$0.00		







**TELEPHONE DIRECTORY**  
**AMBULANCE, FIRE AND POLICE EMERGENCY – 911**

<b>Call this Department/Entity:</b>	<b>For questions on:</b>	<b>Phone:</b>
<b>AFTER HOURS EMERGENCIES</b>	<b>Electricity, highways, parks, sewer, snow removal, trash, trees, water</b>	<b>318-3400</b>
Assessing	Assessments, Abatements	318-3070
Board of Appeals	Zoning Appeals, Special Permits & Variances	318-3295
Board of Health	Health, Sanitation, Septic Permits/Title V	318-3275
Building Inspector	Building Permits, Electric Permits, Plumbing & Gas Permits, Plot Plans, Home Occupation Permits, Zoning Enforcement	318-3280
Minuteman Media Network	Local Public Access Television	318-3052
Comcast Cable (Westford)	Cable Television sales and service	692-6500
Community Services Coordinator	Financial assistance, counseling, legal services, domestic violence resources, after school and camp support, employment, fuel assistance, parenting support groups	318-3034
Council on Aging	Senior Activities, Information & Transportation	318-3020
Fire Department	Routine Fire & Ambulance Business, Burning Permits	318-3488
Historic Districts Commission	Historic Districts	318-3299
Concord Housing Authority	Affordable, Subsidized & Elderly Housing	369-8435
Human Resources	Town Personnel Information & Job Openings	318-3025
Library	Main Library	318-3300
	Circulation Desk	318-3301
	Fowler Branch Library	318-3350
	Children's Services	318-3358
	Reference Services	318-3347
Light Plant	Electric Service & Operations	318-3101
Natural Resources	Electric, Water & Sewer Final Readings; Electric New Accounts	318-3154
Planning & Land Management	Conservation Land/Environment, Wetlands	318-3285
Police	Planning, Land Use, Zoning, Affordable Housing Lotteries	318-3290
	Routine Police Business and Animal Control Officer	318-3400
Public Works	Administration	318-3206
	Cemeteries	318-3230
	Engineering/Road Permits	318-3210

**TELEPHONE DIRECTORY**

	Highways/Snow & Ice Removal	318-3220
	Parks & Trees	318-3230
	Trash, Recycling & Yard Waste Information	318-3240
	Water & Sewer Operations (see Town Accountant for Billing)	318-3250
Recreation Department	Recreation Programs, After/Before School, Carousel, Terrific Tuesday, Hunt Gym	287-1050
	Beede Swim and Fitness Center	287-1000
Retirement Board	Town Retirement System Information/Benefits	318-3068
School Department	Ripley Administrative Offices/Superintendent's office	318-1500
	Alcott Elementary School	318-9544
	Thoreau Elementary School	318-1300
	Willard Elementary School	318-1340
	Peabody Middle School	318-1360
	Sanborn Middle School	318-1380
	Concord-Carlisle Regional High School	318-1400
Select Board	Concord-Carlisle Adult and Community Education	318-1432
	Committee Appointments; Alcoholic Beverage Licensing	318-3001
Town Accountant	Accounting	318-3060
	Utility Billing (Light, Water, Sewer)	318-3062
	Water & Sewer New Accounts	318-3062
Town Clerk	Births, Deaths, Marriages; Dog Licenses; Business Certificates; Elections; Voter Registration	318-3080
Town Manager's Office	General Administration	318-3000
	Public Information Officer	318-3052
	Facilities Manager	318-3132
Treasurer/Collector	Ambulance Bills; Parking Tickets; Property & Excise Tax Bills; Trash Collection & Recycling Subscriptions; Electric, Water & Sewer Bill Payments	318-3050
Youth Services Coordinator	Assists with programs and services for youth and families	318-3043
Veterans Agent	Veterans' Information/Referrals/Benefits	318-3038

To find out if a public meeting has been canceled, visit the Town's web site at [www.concordma.gov](http://www.concordma.gov). Also visit the web site for a calendar of municipal events and meetings, and for general information about the Town.

## THE RESTORATION OF THE MELVIN MEMORIAL

**FRONT COVER:** A photo of the restored Melvin Memorial by Daniel Chester French which resides in Sleepy Hollow Cemetery. After restoration of the memorial, a rededication for the memorial was held on June 16, 2019 – 110 years after the original dedication. This photo was submitted by Daniel Rowley for the Annual Town Report Cover Photo Contest.

## BRUCE FREEMAN RAIL TRAIL

**BACK COVER:** Early fall on the Bruce Freeman Rail Trail, photo submitted by Brittany Ryan

### COVER DESIGN

Erin Stevens

### PHOTO CREDITS

Front Cover: Daniel Rowley, Tish Hopkins

Back Cover: Brittany Ryan

### PHOTOS CREDITS

Jeremy Romanul	Pg 12	Laney Widener	Pg 135
Erin Stevens	Pg 19	Provided by WCAC	Pg 143
Chris Carmody	Pg 20	Provided by Minuteman High School	Pg 152
Erin Stevens	Pg 21	McCurdy Miller	Pg 154
Kate Hanley	Pg 22	Provided by COA	Pg 158
Provided by Chief Tom Judge	Pg 77	Provided by Commission on Disability	Pg 160
Provided by Chief Tom Judge	Pg 78	Concord Free Public Library Corporation	Pg 170
Provided by Chief Joseph F. O'Connor	Pg 81	Ryan Kane	Pg 173
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Rebecca Woodward	Pg 86	Doug Ellis	Pg 176
Provided by CMLP	Pg 87	Jane Hotchkiss	Pg 180
Provided by Anna Trout	Pg 90	Dick Krug	Pg 182
Tish Hopkins	Pg 92	Provided by the Tax Fairness Committee	Pg 187
Tish Hopkins	Pg 93	Lane Partridge	Pg 188
Provided by Highway and Grounds	Pg 97		
Anna Trout	Pg 100		
Erin Stevens	Pg 102		
Provided by Natural Resources Commission	Pg 117		
Delia Kaye	Pg 120		
Provided by Planning Board	Pg 123		
Kate Hanley	Pg 127		
Kate Hanley	Pg 133		

Many thanks to all who have contributed to the 2019 Annual Town Report. A special thanks to the Concord Select Board, Town Manager's Office, and all those who helped to make this report a success. This report was prepared using Adobe InDesign and other software and typeset in Adobe Minion Pro. The Annual Town Report is also available in color at [www.concordma.gov](http://www.concordma.gov).

Erin V. Stevens, Editor



Photos:

(Front Cover) The restored Melvin Memorial by Daniel Chester French. This photo was submitted by Daniel Rowley and Tish Hopkins.

(Back Cover) Early fall on the Bruce Freeman Rail Trail, photo submitted by Brittany Ryan.