



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
 CONCORD, MASSACHUSETTS 01742

Select Board Agenda

Monday, December 4, 2023 at 6:00 PM

Town House, Select Board Room, 22 Monument Square

Join Zoom Meeting

<https://us02web.zoom.us/j/83943364043?pwd=Q2hBQ082WUZ4eE9XR01OVINTaEVvZz09>

Meeting ID: 839 4336 4043

Passcode: 966720

Dial In Toll-Free: 833-548-0276

#	Time*	Agenda Item
I.	6:00 PM	Public Comment: Public Comment is limited to up to 15 minutes, with no more than 3 minutes allocated to any one speaker. Public Comment is limited to items that are not on the agenda.
II.	6:15 PM	Consent Agenda <ul style="list-style-type: none"> a. Meeting Minutes <ul style="list-style-type: none"> i. November 20, 2023 ii. For approval but not to be released – Executive Session for November 20, 2023 b. Town Accountant Warrant: November 22, 2023 c. Committee Nominations: <ul style="list-style-type: none"> i. Lynda Ferrari of 20 Damon Street to the West Concord Advisory Committee to complete an unexpired term to expire May 31, 2024 ii. Timothy Whitney of 315 Lexington Road to the Historic Districts Commission as a designee of the Planning Board for a term to expire January 1, 2026
III.	6:20 PM	Committee Appointments <ul style="list-style-type: none"> a. Anthony Ansaldi, Chief Financial Officer, to the Retirement Board for an indefinite term b. Corrective appointment of Dr. Anna Feldweg of 343 Commonwealth Avenue to the West Concord Advisory Committee to complete an unexpired term to expire on May 31, 2025 c. Kate James of 45 Estabrook Road to the Concord Center Cultural District Task Force for a term to expire December 31, 2024 or at the completion of the work of the task force d. Jerry Wedge of 109 Heaths Bridge Road to the Concord Center Cultural

		<p>District Task Force for a term to expire December 31, 2024 or at the completion of the work of the task force</p> <ul style="list-style-type: none"> e. Carole Wayland of 6 Abbott Lane, Apartment 6 to the Concord Center Cultural District Task Force for a term to expire December 31, 2024 or at the completion of the work of the task force f. Ross Jacobson of 16 Belknap Court to the Economic Vitality Committee for an extended term to correctly stagger terms to expire May 31, 2027 g. Tim Hult of 20 South Meadow Ridge to the Concord Middle School Building Committee for a term to expire at the completion of the project
IV.	6:25 PM	Town Manager's Report
V.	6:35 PM	Chair's Report
VI.	6:45 PM	Select Board Liaison Reports
VII.	7:00 PM	<p>Approve Request to place Veteran's Memorial Plaque in the Town House in accordance with Administrative Policy and Procedure #43</p> <p>Presenter: Paul Murphy</p>
VIII.	7:05 PM	<p>Select Board and School Committee Fiscal Year 2025 – 2029 Capital Planning Forum</p> <p>Presenters: Kerry Lafleur, Town Manager and Anthony Ansaldi, Chief Financial Officer</p>
IX.	7:35 PM	<p>Update from the Concord 2025 Executive Committee regarding the 250th American Revolution Anniversary Celebration Planning</p> <p>Presenters: Gary Clayton, Chair and Dr. Rob Munro, Vice Chair</p>
X.	8:05 PM	Communications and Documents of Interest for Information but Not Discussion
XI.	8:05 PM	Adjournment

**Times are approximate and subject to change*

Upcoming Meetings:

Monday, December 18, 2023

Tuesday, January 2, 2024

Monday, January 8, 2024



The Town of Concord endeavors to make public meetings accessible to all members of the community. To request a meeting accommodation or modification, please contact our ADA Coordinator Megan Zammuto, mzammuto@concordma.gov or 978-318-3006. Please make any requests for accommodation or modifications at least two (2) business days prior to the scheduled meeting.

Shannon McAndrew

From: Paul Murphy <prmurphy214@gmail.com>
Sent: Monday, November 13, 2023 9:52 PM
To: Megan Zammuto
Subject: Plaque

Megan,

It was great to meet you today. I also met Henry Dane at Vanderhoof's Hardware. He did see the plaque. He said he would reach out to you.

The plaque is 28" wide, 16" high. My interest would be in having the plaque hung next to the Town Clerk's office. There is a box shaped space on the wall to the left that would be an ideal fit.

The plaque is made of corion. It is similar to The Vietnam Wall in that it allows sketching. Any type of paper in conjunction with a Number Two pencil will suffice. Graphic paper is preferred.

For hanging, a French cleat may be used. This makes removing the plaque a simple process.

The plaque can also be held in place by using two screws. Holes would be drilled through the plaque.

Bill Crosby of Crosby Design has made this plaque. He is involved in this project. He has done extensive work for The Town of Concord. He is willing to participate in any placement needs.

I appreciate the support that The Town of Concord has provided. Elaine Blanchette has been very helpful in answering my many questions.

I would also like to say thank you to Megan Zummato for guiding and encouraging me.

I look forward to the next phase.

Paul Murphy

FOREVER GRATEFUL

"We shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and success of liberty."

- JFK 1961

DOMINICAN REPUBLIC

Daniel B. Roberts USMC 05/11/1945 - 05/06/1965

VIETNAM

Edward J. Dalton Jr. ARMY 06/10/1943 - 08/16/1966

William Emerson USMC 12/14/1941 - 11/20/1968

Richard W. Frank II ARMY 07/01/1947 - 12/19/1969

Charles J. Sheehan III USMC 06/05/1946 - 02/05/1968

Douglas A. Cann ARMY 04/23/1946 - 07/07/1968

Thomas R. Dickey USMC 05/08/1949 - 02/10/1969

IRAQ

Brian M. McPhillips USMC 01/25/1978 - 02/04/2003

PEACETIME

Andrew G. First USMC 07/31/1963 - 05/11/1968

George W. Morean USAF 05/02/1953 - 03/14/1980

Michael S. Pierce USMC 10/18/1963 - 07/23/1988

Gifted by CCHS Class of 1970



TOWN CLERK

PLEASE HOLD
FOR SERVICE





THE TOWN OF
CONCORD
MASSACHUSETTS

Tier I, II, & III Capital Improvement Plan Town & School

Finance Committee Meeting
Updated on November 27, 2023



THE TOWN OF
CONCORD
MASSACHUSETTS

Capital Expenditure Policy

- A. Capital – The Town considers capital items to be assets such as structures, land, and equipment (including related plans, designs, and studies), which have a life expectancy of at least 2 years and a cost of at least \$25,000. Capital items > \$250,000 or more are usually financed through borrowing
- B. Capital Asset Accounting – In compliance with GASB #34, capital assets, other than land, are depreciable and should follow straight-line depreciation schedules in accordance with the Massachusetts Department of Revenue’s useful life schedules
- C. Capital Financing (General Fund – within the levy limit) – The Town Targets 7% to 8% of the total budget net of the excluded debt levy for capital financing. Of the 7% to 8%, no more than 5% should be from debt service within the levy limit. Capital Outlay from the Town Departments and the Concord Public Schools should be at least 2% to 3% of the annual budget (not including excluded debt).
- D. Five Year Capital Improvement Program (CIP) – The Town shall maintain and annually update a 5-year Capital Improvement Program to identify current and future capital needs. The CIP shall allocate resources to fund new needed capital projects and fund the repair and replacement of existing capital assets in effort to maintain the Town’s physical infrastructure to avoid deferring maintenance for future plans



Maintaining Capital Infrastructure

- Capital Investment Policy
 - 7-8% of total budget, net of excluded debt, is allocated as follows:
 - ✓ (at least) 2-3% for Tier I (cash)
 - ✓ (no more than) 5% for Tier II (debt, within levy)
- Capital Planning Tiers

Tier	Range Min (Annual)	Range Max (Annual)	Funded
I	\$ 25,000	\$ 250,000	Cash
II	\$ 250,001	\$ 2,000,000	Debt, within levy
III	\$ 2,000,001	\$ 10,000,000	Debt, excluded

- ❖ *it is important to note that we know that the Tier II need is understated and the Town, since the Covid-19 Pandemic, has not yet been able to re-commit to funding Tier I at the minimum policy level.*



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25-FY29 Capital Improvement Plan
(unvetted)

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
Police	\$ 769,200	\$ 257,500	\$ 260,000	\$ 235,000	\$ 272,500
Fire	\$ 375,280	\$ 838,000	\$ 815,000	\$ 240,000	\$ 496,000
Information Technology	\$ 458,000	\$ 300,000	\$ 345,000	\$ 310,000	\$ 125,000
Public Works					
Facilities	\$ 1,970,000	\$ 2,370,000	\$ 1,240,000	\$ 1,745,000	\$ 580,000
Engineering	\$ 8,614,300	\$ 8,662,393	\$ 9,508,785	\$ 10,328,108	\$ 10,031,345
Parks	\$ 296,000	\$ 2,060,000	\$ 60,000	\$ 60,000	\$ 65,000
Cemetery	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Highway	\$ 1,044,000	\$ 935,000	\$ 1,045,000	\$ 1,370,000	\$ 855,000
Planing & Land Management	\$ 140,000	\$ 110,000	\$ 245,000	\$ 20,000	\$ 525,000
General Government	\$ 2,425,000	\$ 1,325,000	\$ 100,000	\$ -	\$ -
Library	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 17,500
Veterans Agent	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Council on Aging	\$ 130,000	\$ -	\$ -	\$ -	\$ -
Town Clerk	\$ 8,500	\$ -	\$ -	\$ -	\$ -
Schools	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Totals	\$ 17,265,280	\$ 17,812,893	\$ 14,578,785	\$ 15,268,108	\$ 13,912,345



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Police	Tasers	\$ 65,000
Police	Cruiser Laptops	\$ 70,000
Police	Public Safety Equipment	\$ 30,000
Police	Patrol Cruisers - Hybrid	\$ 220,000
Police	Records Management System Upgrade	\$ 350,000
Police	Policy & Training Mgmt Software Upgrade	\$ 16,000
Police	Communications Center Radio Upgrades	\$ 18,200
	Total - Police	\$ 769,200

DEPARTMENT	ITEM(S)	FY25
Fire	Miscellaneous Equipment/unforseen	\$ 26,125
Fire	Radio equipment	\$ 20,000
Fire	2017 Ford explorer	\$ 57,000
Fire	Turnout Gear (9 sets per year - change in FY25)	\$ 202,100
Fire	Medical Equipment upgrade	\$ 15,675
Fire	Defibrillators town/school bldgs	\$ 8,000
Fire	Cardiac Monitor	\$ 180,000
Fire	IV Pump	\$ 8,400
Fire	ALS medication storage (dispenser or renovation)	\$ 20,080
	Total - Fire	\$ 537,380



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Information Technology	Computers	\$ 120,000
Information Technology	Security Improvements	\$ 50,000
Information Technology	Servers (6 from 2020)	\$ 100,000
Information Technology	Munis Payroll, Recruiting and HCM modules	\$ 100,000
Information Technology	Public Safety computers & modems	\$ 10,000
Information Technology	Evaluate Building Security	\$ 50,000
Information Technology	Copiers and Multi-function printers	\$ 28,000
	Total - Information Technology	\$ 458,000

DEPARTMENT	ITEM(S)	FY25
Planning & Land Management	Building & Inspections	\$ 120,000
Planning & Land Management	Natural Resources	\$ 10,000
Planning & Land Management	Natural Resources	\$ 10,000
	Total - Planning & Land Management	\$ 140,000

DEPARTMENT	ITEM(S)	FY25
General Government	Public Safety bldg DC Fast Charging Station	\$ 100,000
General Government	Warner's Pond Remediation* already appropriated	\$ 1,775,000
General Government	Stormwater Management	\$ 250,000
General Government	Ped/Bike Safety update 2018 Complete Streets	\$ 100,000
General Government	Pedestrian Safety and Bike Improvements	\$ 100,000
General Government	Traffic improvements - design	\$ 100,000
	Total - General Government	\$ 2,425,000



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Facilities	Hunt Recreation conference room window replacement	\$ 15,000
Public Works - Facilities	Marshall Farm roof replacement	\$ 30,000
Public Works - Facilities	McGrath Farm windows, siding, & general carpentry	\$ 200,000
Public Works - Facilities	Town House install new HVAC system	\$ 825,000
Public Works - Facilities	Facilities replace miscellaneous tools & equipment	\$ 10,000
Public Works - Facilities	Facilities additional vehicle	\$ 75,000
Public Works - Facilities	55 Church Street replace lobby/hall flooring	\$ 45,000
Public Works - Facilities	Hunt Recreation Center replace carpet 1st fl	\$ 50,000
Public Works - Facilities	Doug White Field playing surface replacement	\$ 100,000
Public Works - Facilities	Willard School renovate tennis courts	\$ 160,000
Public Works - Facilities	Rideout Field renovate tennis/pickle-ball courts	\$ 460,000
	Total Public Works - Facilities	\$ 1,970,000

DEPARTMENT	ITEM(S)	FY25
Public Works - Highway Maintenance	Small Equipment - Highway	\$ 10,000
Public Works - Highway Maintenance	Falcon Hotbox Trailer	\$ 47,000
Public Works - Highway Maintenance	H14 2009 Ford F-550 Dump/Plow	\$ 120,000
Public Works - Highway Maintenance	H23 2012 Freightliner 35,000GVWR	\$ 375,000
Public Works - Highway Maintenance	H25 2012 Freightliner 35,000 GVWR	\$ 375,000
Public Works - Highway Maintenance	74,000 lbs Capacity Mobile Vehicle ILft.	\$ 80,000
Public Works - Highway Maintenance	Upgrade Fuel Master System	\$ 37,000
	Total - Public Works - Highway Maintenance	\$ 1,044,000



THE TOWN OF
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 MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Engineering	Asset Management Tools	\$ 105,000
Public Works - Engineering	Street Pavement Markings	\$ 102,000
Public Works - Engineering	Roadside Safety & Guardrail Improvements	\$ 171,000
Public Works - Engineering	Traffic Signals & Signage	\$ 257,000
Public Works - Engineering	Landfill Monitoring	\$ 28,300
Public Works - Engineering	Culvert & Bridge Repairs	\$ 745,500
Public Works - Engineering	Parking Lot Rehabilitation	\$ 336,500
Public Works - Engineering	Stormwater Mgt (MS4 compliance)	\$ 483,000
Public Works - Engineering	Road Pavement Management	\$ 4,095,000
Public Works - Engineering	Pedestrian Safety & Bike Improvements	\$ 691,000
Public Works - Engineering	Traffic Improvements	\$ 1,300,000
Public Works - Engineering	Transportation Program	\$ 300,000
	Total - Public Works - Engineering	\$ 8,614,300

DEPARTMENT	ITEM(S)	FY25
Public Works - Parks & Trees	Small Equipment - Parks & Trees	\$ 10,000
Public Works - Parks & Trees	Tree Planting - Public Shade Trees & Setback Trees	\$ 50,000
Public Works - Parks & Trees	Completion of Updated tree Inventory	\$ 136,000
Public Works - Parks & Trees	Field Replacement - Doug White Field	\$ 100,000
	Total - Public Works - Parks & Trees	\$ 296,000

DEPARTMENT	ITEM(S)	FY25
Public Works - Cemetery	Grave Marker Restoration	\$ 10,000
Public Works - Cemetery	Misc. Cemetery Improvements (have Mstr Plan)	\$ 30,000
	Total - Public Works - Cemetery	\$ 40,000



THE TOWN OF
CONCORD
MASSACHUSETTS

FY25 Capital Improvement Plan Projects

DEPARTMENT	ITEM(S)	FY25
Library	Computer Equipment	\$ 15,000
Library	Chrysler Pacifica PHEV (van)	\$ 45,000
	Total - Library	\$ 60,000

DEPARTMENT	ITEM(S)	FY25
Veterans Agent	Electric Vehicle	\$ 35,000
	Total - Veterans Agent	\$ 35,000

DEPARTMENT	ITEM(S)	FY25
COA	Transport Vehicle	\$ 130,000
	Total - COA	\$ 130,000

DEPARTMENT	ITEM(S)	FY25
COA	Transport Vehicle	\$ 8,500
	Total - Town Clerk	\$ 8,500



THE TOWN OF
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 MASSACHUSETTS

FY25 Capital Improvement Plan Projects - Schools

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Elementary		
Roof Infrared Leak Detection/Moisture Scan	20,000	All elementary bldgs and Ripley
Flooring Replacement	75,000	Continuation of 4-year project to replace worn/damaged flooring areas across elementary schools. May do tile instead
Custodial Equipment replacement/upgrade i.e. floor cleaning equipment	30,000	Specific equipment items to be prioritized by Dir. of Facilities
Classroom furniture replacements	35,000	Replacement of old classroom furniture
Existing Conditions Reports & related repairs/improvements		
Bldg HVAC/BMS Re-Commissioning/calibration	35,000	Includes both HVAC controls work and BMS programming at Alcott and Thoreau.
Bldg Mgmt System Upgrades	45,000	FY25: Qty. 4 BMS controllers at approx. \$10K each, plus \$5K ancillary parts
Total Elementary:	240,000	
Alcott		
Fire alarm notification panel upgrade and replacement of all smoke detectors	96,000	Based on quote from Norel; will seek other quotes
Plumbing repairs	30,000	
Meshi Wifi - campus safety	15,000	Wifi enabled calling, similar to CCHS
Total Alcott:	141,000	



THE TOWN OF
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 MASSACHUSETTS

FY25 Capital Improvement Plan Projects - Schools

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Thoreau		
Campus Master Plan	156,000	Campus wide study to address community needs at Thoreau, including beautification and parking concerns.
Total Thoreau:	156,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Willard		
Compact sitdown tractor primarily for plowing sidewalks and some grounds work: John Deere	40,000	For clearing snow in large open space in entry courtyard
Total Willard:	40,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Peabody Building		
Reserved for life safety and health	25,000	Contingency for aging facilities.
Total Peabody:	25,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
Sanborn Building		
Reserved for life safety and health	25,000	Contingency for aging facilities.
Total Sanborn:	25,000	



THE TOWN OF
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MASSACHUSETTS

FY25 Capital Improvement Plan Projects - Schools

<u>District Wide</u>		
Copier equipment replacement: all schools	70,000	
Bus Radio Upgrade/Replacement. Total =\$30K	18,000	
Replacement Dump Truck/Sander : Ford Total Cost = \$150K	150,000	
Total District Wide	238,000	

<u>Project Description</u>	<u>FY25</u>	<u>Comments</u>
<u>Ripley Building/Knox Trail</u>		
IT Data Center HVAC	35,000	To protect data center high value equipment (total cost needed)
Total Ripley:	35,000	



THE TOWN OF
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 MASSACHUSETTS

FY25-FY29 Capital Improvement Plan (by Tiers)

DEPARTMENT	FY25			FY26			FY27			FY28			FY29		
	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III	Tier I	Tier II	Tier III
Police	\$ 419,200	\$ 350,000	\$ -	\$ 257,500	\$ -	\$ -	\$ 260,000	\$ -	\$ -	\$ 235,000	\$ -	\$ -	\$ 272,500	\$ -	\$ -
Fire	\$ 375,280	\$ -	\$ -	\$ 437,000	\$ 361,000	\$ -	\$ 403,000	\$ 372,000	\$ -	\$ 200,000	\$ -	\$ -	\$ 202,000	\$ 254,000	\$ -
Information Technology	\$ 458,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 345,000	\$ -	\$ -	\$ 310,000	\$ -	\$ -	\$ 125,000	\$ -	\$ -
Public Works															
Facilities	\$ 685,000	\$ 1,285,000	\$ -	\$ 370,000	\$ 2,000,000	\$ -	\$ 240,000	\$ 1,000,000	\$ -	\$ 635,000	\$ 1,110,000	\$ -	\$ 580,000	\$ -	\$ -
Engineering	\$ 406,300	\$ 4,113,000	\$ 4,095,000	\$ 653,393	\$ 3,701,800	\$ 4,307,200	\$ 478,185	\$ 4,511,000	\$ 4,519,600	\$ 553,908	\$ 5,032,200	\$ 4,742,000	\$ 585,265	\$ 4,466,950	\$ 4,979,130
Parks	\$ 296,000	\$ -	\$ -	\$ 60,000	\$ 2,000,000	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 65,000	\$ -	\$ -
Cemetery	\$ 40,000	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -
Highway	\$ 294,000	\$ 750,000	\$ -	\$ 630,000	\$ 305,000	\$ -	\$ 405,000	\$ 640,000	\$ -	\$ 1,050,000	\$ 320,000	\$ -	\$ 555,000	\$ 300,000	\$ -
Planing & Land Management	\$ 140,000	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 245,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 25,000	\$ 500,000	\$ -
General Government	\$ 650,000	\$ 1,775,000	\$ -	\$ 325,000	\$ 1,000,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Library	\$ 60,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 17,500	\$ -	\$ -
Veterans Agent	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Council on Aging	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Clerk	\$ 8,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Schools	\$ -	\$ 900,000	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ 900,000	\$ -
Total	\$ 3,997,280	\$ 9,173,000	\$ 4,095,000	\$ 3,197,893	\$ 10,267,800	\$ 4,307,200	\$ 2,596,185	\$ 7,423,000	\$ 4,519,600	\$ 3,123,908	\$ 7,362,200	\$ 4,742,000	\$ 2,472,265	\$ 6,420,950	\$ 4,979,130
		\$17,265,280.00			\$17,772,893.00			\$14,538,785.00			\$15,228,108.00			\$13,872,345.00	



THE TOWN OF
CONCORD
MASSACHUSETTS

FY25-FY29 Capital Improvement Plan Funding Plan

Tier 1

	FY25	FY26	FY27	FY28	FY29
Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 105,788,700	\$ 108,962,361	\$ 112,231,232	\$ 115,598,169	\$ 119,066,114
Operating Capital Outlay Target - 2%	\$ 2,115,774	\$ 2,179,247	\$ 2,244,625	\$ 2,311,963	\$ 2,381,322
Operating Capital Outlay Target - 3%	\$ 3,173,661	\$ 3,268,871	\$ 3,366,937	\$ 3,467,945	\$ 3,571,983

Tier 2

	FY25	FY26	FY27	FY28	FY29
Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 105,788,700	\$ 108,962,361	\$ 112,231,232	\$ 115,598,169	\$ 119,066,114
Debt Service Target - 5%	\$ 5,289,435	\$ 5,448,118	\$ 5,611,562	\$ 5,779,908	\$ 5,953,306



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25-FY29 Capital Improvement Plan Funding – Tier I

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
	Tier I	Tier I	Tier I	Tier I	Tier I
Police	\$ 419,200	\$ 257,500	\$ 260,000	\$ 235,000	\$ 272,500
Fire	\$ 375,280	\$ 437,000	\$ 403,000	\$ 200,000	\$ 202,000
Information Technology	\$ 458,000	\$ 300,000	\$ 345,000	\$ 310,000	\$ 125,000
Public Works					
Facilities	\$ 685,000	\$ 370,000	\$ 240,000	\$ 635,000	\$ 580,000
Engineering	\$ 406,300	\$ 653,393	\$ 478,185	\$ 553,908	\$ 585,265
Parks	\$ 296,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 65,000
Cemetery	\$ 40,000	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Highway	\$ 294,000	\$ 630,000	\$ 405,000	\$ 1,050,000	\$ 555,000
Planing & Land Management	\$ 140,000	\$ 110,000	\$ 245,000	\$ 20,000	\$ 25,000
General Government	\$ 650,000	\$ 325,000	\$ 100,000	\$ -	\$ -
Library	\$ 60,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 17,500
Veterans Agent	\$ 35,000	\$ -	\$ -	\$ -	\$ -
Council on Aging	\$ 130,000	\$ -	\$ -	\$ -	\$ -
Town Clerk	\$ 8,500	\$ -	\$ -	\$ -	\$ -
Schools	\$ -	\$ -	\$ -	\$ -	\$ -
Total by Tiers	\$ 3,997,280	\$ 3,197,893	\$ 2,596,185	\$ 3,123,908	\$ 2,472,265

Operating Capital Outlay Target - 2%	\$ 2,115,774	\$ 2,179,247	\$ 2,244,625	\$ 2,311,963	\$ 2,381,322
Variance	\$ (1,881,506)	\$ (1,018,646)	\$ (351,560)	\$ (811,945)	\$ (90,943)

Operating Capital Outlay Target - 3%	\$ 3,173,661	\$ 3,268,871	\$ 3,366,937	\$ 3,467,945	\$ 3,571,983
Variance	\$ (823,619)	\$ 70,978	\$ 770,752	\$ 344,037	\$ 1,099,718



THE TOWN OF
CONCORD
 MASSACHUSETTS

FY25-FY29 Capital Improvement Plan Funding – Tier II

DEPARTMENT	FY25	FY26	FY27	FY28	FY29
	Tier II	Tier II	Tier II	Tier II	Tier II
Police	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Fire	\$ -	\$ 361,000	\$ 372,000	\$ -	\$ 254,000
Public Works					
Facilities	\$ 1,285,000	\$ 2,000,000	\$ 1,000,000	\$ 1,110,000	\$ -
Engineering	\$ 4,113,000	\$ 3,701,800	\$ 4,511,000	\$ 5,032,200	\$ 4,466,950
Parks	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -
Highway	\$ 750,000	\$ 305,000	\$ 640,000	\$ 320,000	\$ 300,000
Planing & Land Management	\$ -	\$ -	\$ -	\$ -	\$ 500,000
General Government	\$ 1,775,000	\$ 1,000,000	\$ -	\$ -	\$ -
Library	\$ -	\$ -	\$ -	\$ -	\$ -
Veterans Agent	\$ -	\$ -	\$ -	\$ -	\$ -
Council on Aging	\$ -	\$ -	\$ -	\$ -	\$ -
Town Clerk	\$ -	\$ -	\$ -	\$ -	\$ -
Schools	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Total by Tiers	\$ 9,173,000	\$ 10,267,800	\$ 7,423,000	\$ 7,362,200	\$ 6,420,950

Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 5,289,435	\$ 5,448,118	\$ 5,611,562	\$ 5,779,908	\$ 5,953,306
Variance	\$ (3,883,565)	\$ (4,819,682)	\$ (1,811,438)	\$ (1,582,292)	\$ (467,644)



THE TOWN OF
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 MASSACHUSETTS

FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Police	Tasers	\$ 65,000
Police	Cruiser Laptops	\$ 70,000
Police	Public Safety Equipment	\$ 30,000
Police	Patrol Cruisers - Hybrid	\$ 220,000
Police	Records Management System Upgrade	\$ 350,000
Police	Policy & Training Mgmt Software Upgrade	\$ 16,000
Police	Communications Center Radio Upgrades	\$ 18,200
Total - Police		\$ 769,200

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 65,000				
\$ 70,000				
\$ 30,000				
\$ 220,000				
	\$ 350,000			
\$ 16,000				
\$ 18,200				
\$ 419,200	\$ 350,000	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25
Fire	Miscellaneous Equipment/unforseen	\$ 26,125
Fire	Radio equipment	\$ 20,000
Fire	2017 Ford explorer	\$ 57,000
Fire	Turnout Gear (9 sets per year - change in FY25)	\$ 202,100
Fire	Medical Equipment upgrade	\$ 15,675
Fire	Defibrillators town/school bldgs	\$ 8,000
Fire	Cardiac Monitor	\$ 180,000
Fire	IV Pump	\$ 8,400
Fire	ALS medication storage (dispenser or renovation)	\$ 20,080
Total - Fire		\$ 537,380

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 26,125				
				Deferred to FY26
				Utilizing FY24 Available Funds
\$ 40,000				Keeping current replacement schedule \$40K per year
\$ 15,675				
\$ 8,000				
		\$ 180,000		Decision on ALS still needs to be determined
		\$ 8,400		Decision on ALS still needs to be determined
		\$ 20,080		Decision on ALS still needs to be determined
\$ 89,800	\$ -	\$ 208,480	\$ -	

DEPARTMENT	ITEM(S)	FY25
Information Technology	Computers	\$ 120,000
Information Technology	Security Improvements	\$ 50,000
Information Technology	Servers (6 from 2020)	\$ 100,000
Information Technology	Munis Payroll, Recruiting and HCM modules	\$ 100,000
Information Technology	Public Safety computers & modems	\$ 10,000
Information Technology	Evaluate Building Security	\$ 50,000
Information Technology	Copiers and Multi-function printers	\$ 28,000
Total - Information Technology		\$ 458,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 120,000				
\$ 50,000				
				Deferred to FY26
		\$ 100,000		Funds available from FY17 Capital article
\$ 10,000				
\$ 50,000				
\$ 28,000				
\$ 258,000	\$ -	\$ 100,000	\$ -	



THE TOWN OF
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 MASSACHUSETTS

FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Facilities	Hunt Recreation conference room window replacement	\$ 15,000
Public Works - Facilities	Marshall Farm roof replacement	\$ 30,000
Public Works - Facilities	McGrath Farm windows, siding, & general carpentry	\$ 200,000
Public Works - Facilities	Town House install new HVAC system	\$ 825,000
Public Works - Facilities	Facilities replace miscellaneous tools & equipment	\$ 10,000
Public Works - Facilities	Facilities additional vehicle	\$ 75,000
Public Works - Facilities	55 Church Street replace lobby/hall flooring	\$ 45,000
Public Works - Facilities	Hunt Recreation Center replace carpet 1st fl	\$ 50,000
Public Works - Facilities	Doug White Field playing surface replacement	\$ 100,000
Public Works - Facilities	Willard School renovate tennis courts	\$ 160,000
Public Works - Facilities	Rideout Field renovate tennis/pickle-ball courts	\$ 460,000
	Total Public Works - Facilities	\$ 1,970,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
			\$ 15,000	Recommend Recreation Funds
			\$ 30,000	
			\$ 200,000	
			\$ 825,000	
\$ 25,000				
\$ 75,000				
				No longer necessary, work completed in FY24
			\$ 50,000	Possible Recreation Funds
			\$ 100,000	Possible Recreation Funds
			\$ 160,000	Possible Recreation Funds
			\$ 460,000	Possible Recreation Funds
\$ 100,000	\$ -	\$ -	\$ 1,840,000	

DEPARTMENT	ITEM(S)	FY25
Public Works - Engineering	Asset Management Tools	\$ 105,000
Public Works - Engineering	Street Pavement Markings	\$ 102,000
Public Works - Engineering	Roadside Safety & Guardrail Improvements	\$ 171,000
Public Works - Engineering	Traffic Signals & Signage	\$ 257,000
Public Works - Engineering	Landfill Monitoring	\$ 28,300
Public Works - Engineering	Culvert & Bridge Repairs	\$ 745,500
Public Works - Engineering	Parking Lot Rehabilitation	\$ 336,500
Public Works - Engineering	Stormwater Mgt (MS4 compliance)	\$ 483,000
Public Works - Engineering	Road Pavement Management	\$ 4,095,000
Public Works - Engineering	Pedestrian Safety & Bike Improvements	\$ 691,000
Public Works - Engineering	Traffic Improvements	\$ 1,300,000
Public Works - Engineering	Transportation Program	\$ 300,000
	Total - Public Works - Engineering	\$ 8,614,300

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
				Defer to FY26
\$ 102,000				
\$ 171,000				
		\$ 257,000		
\$ 28,300				
\$ 25,000				Fund at FY24 level
	\$ 336,500			
\$ 50,000				Fund at FY24 level, need stormwater utility revenue
	\$ 2,000,000		\$ 650,000	Chapter 90 Funds, Defer to FY26 - Potential Tier III
	\$ 163,500			Defer to FY26 - Potential Tier III
	\$ 500,000			Defer to FY26
\$ 300,000				
\$ 676,300	\$ 3,000,000	\$ 257,000	\$ 650,000	



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FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Public Works - Parks & Trees	Small Equipment - Parks & Trees	\$ 10,000
Public Works - Parks & Trees	Tree Planting - Public Shade Trees & Setback Trees	\$ 50,000
Public Works - Parks & Trees	Completion of Updated tree Inventory	\$ 136,000
Public Works - Parks & Trees	Field Replacement - Doug White Field	\$ 100,000
Total - Public Works - Parks & Trees		\$ 296,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 10,000				
\$ 50,000				
\$ 136,000				
		\$ 100,000		
\$ 196,000	\$ -	\$ 100,000	\$ -	

DEPARTMENT	ITEM(S)	FY25
Public Works - Cemetery	Grave Marker Restoration	\$ 10,000
Public Works - Cemetery	Misc. Cemetery Improvements (have Mstr Plan)	\$ 30,000
Total - Public Works - Cemetery		\$ 40,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
			\$ 10,000	Cemetery Funds
			\$ 30,000	Cemetery Funds
\$ -	\$ -	\$ -	\$ 40,000	

DEPARTMENT	ITEM(S)	FY25
Public Works - Highway Maintenance	Small Equipment - Highway	\$ 10,000
Public Works - Highway Maintenance	Falcon Hotbox Trailer	\$ 47,000
Public Works - Highway Maintenance	H14 2009 Ford F-550 Dump/Plow	\$ 120,000
Public Works - Highway Maintenance	H23 2012 Freightliner 35,000GVWR	\$ 375,000
Public Works - Highway Maintenance	H25 2012 Freightliner 35,000 GVWR	\$ 375,000
Public Works - Highway Maintenance	74,000 lbs Capacity Mobile Vehicle llft.	\$ 80,000
Public Works - Highway Maintenance	Upgrade Fuel Master System	\$ 37,000
Total - Public Works - Highway Maintenance		\$ 1,044,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 10,000				
\$ 47,000				
\$ 120,000				
	\$ 375,000			
	\$ 375,000			
\$ 80,000				
\$ 37,000				
\$ 294,000	\$ 750,000	\$ -	\$ -	



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FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Planning & Land Management	Building & Inspections	\$ 120,000
Planning & Land Management	Natural Resources	\$ 10,000
Planning & Land Management	Natural Resources	\$ 10,000
Total - Planning & Land Management		\$ 140,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 120,000				
\$ 10,000				
\$ 10,000				
\$ 140,000	\$ -	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25
General Government	Public Safety bldg DC Fast Charging Station	\$ 100,000
General Government	Warner's Pond Remediation* already appropriated	\$ 1,775,000
General Government	Stormwater Management	\$ 250,000
General Government	Ped/Bike Safety update 2018 Complete Streets	\$ 100,000
General Government	Pedestrian Safety and Bike Improvements	\$ 100,000
General Government	Traffic improvements - design	\$ 100,000
Total - General Government		\$ 2,425,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
		\$ 100,000		Combination of ARPA & Green Communities Grant
				Funds already appropriated ATM 2020 - Article 11 \$500,000 ATM 2021 - Article 13 (10) \$ 1,250,000
				In DPW-Engineering Capital
				Funded under DPW-Engineering (Transportation)
\$ -	\$ -	\$ 100,000	\$ -	

DEPARTMENT	ITEM(S)	FY25
Schools		\$ 900,000
Total - Schools		\$ 900,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
	\$ 900,000			
\$ -	\$ 900,000	\$ -	\$ -	



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FY25 Recommended CIP Projects

DEPARTMENT	ITEM(S)	FY25
Library	Computer Equipment	\$ 15,000
Library	Chrysler Pacifica PHEV (van)	\$ 45,000
	Total - Library	\$ 60,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 15,000				
\$ -				Defer to FY26
\$ 15,000	\$ -	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25
Veterans Agent	Electric Vehicle	\$ 35,000
	Total - Veterans Agent	\$ 35,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 25,000			\$ 10,000	Electrofication of Fleet Fund
\$ 25,000	\$ -	\$ -	\$ 10,000	

DEPARTMENT	ITEM(S)	FY25
COA	Transport Vehicle	\$ 130,000
	Total - COA	\$ 130,000

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 130,000				
\$ 130,000	\$ -	\$ -	\$ -	

DEPARTMENT	ITEM(S)	FY25
Town Clerk	Poll Place Scanner and Tabulator	\$ 8,500
	Total - Town Clerk	\$ 8,500

Tier I (Cash)	Tier II (Debt)	ARPA	Other	Comments
\$ 8,500				
\$ 8,500	\$ -	\$ -	\$ -	



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FY25 Capital Improvement Plan Tier I Funding Plan

DEPARTMENT	FY25 Requested	FY25 Recommended	FY25 Recommended	FY25 Recommended
	Tier I	Tier I	ARPA	Other
Police	\$ 419,200	\$ 419,200	\$ -	\$ -
Fire	\$ 537,380	\$ 89,800	\$ 208,480	\$ -
Information Technology	\$ 458,000	\$ 258,000	\$ 100,000	\$ -
Public Works				
Facilities	\$ 685,000	\$ 100,000	\$ -	\$ 1,840,000
Engineering	\$ 406,300	\$ 676,300	\$ 257,000	\$ 650,000
Parks	\$ 296,000	\$ 196,000	\$ 100,000	\$ -
Cemetery	\$ 40,000	\$ -	\$ -	\$ 40,000
Highway	\$ 294,000	\$ 294,000	\$ -	\$ -
Planing & Land Management	\$ 140,000	\$ 120,000	\$ -	\$ 20,000
General Government	\$ 650,000	\$ -	\$ 100,000	\$ -
Library	\$ 60,000	\$ 15,000	\$ -	\$ -
Veterans Agent	\$ 35,000	\$ 35,000	\$ -	\$ 10,000
Council on Aging	\$ 130,000	\$ 130,000	\$ -	\$ -
Town Clerk	\$ 8,500	\$ 8,500	\$ -	\$ -
Schools	\$ -	\$ -	\$ -	\$ -
Total by Tiers	\$ 4,159,380	\$ 2,341,800	\$ 765,480	\$ 2,560,000

Operating Capital Outlay Target - 2%	\$ 2,115,774
Variance	\$ (2,043,606)

	\$ 2,115,774
	\$ (226,026)



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FY25 Capital Improvement Plan Tier II Funding Plan

DEPARTMENT	FY25 Requested	FY25 Recommended
	Tier II	Tier II
Police	\$ 350,000	\$ 350,000
Fire	\$ -	\$ -
Information Technology		
Public Works		
Facilities	\$ 1,285,000	\$ -
Engineering	\$ 4,113,000	\$ 3,000,000
Parks	\$ -	\$ -
Cemetery	\$ -	\$ -
Highway	\$ 750,000	\$ 750,000
Planing & Land Management	\$ -	\$ -
General Government	\$ 1,775,000	\$ -
Schools	\$ 900,000	\$ 900,000
Total Tier II	\$ 9,173,000	\$ 5,000,000

Est. FY24 General Fund Levy (exclude Exempt debt)	\$ 5,289,435	\$ 5,289,435
Variance	\$ (3,883,565)	\$ 289,435



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FY25 Capital Improvement Plan (*Update*)

Late additional requests (not included in previous slides):

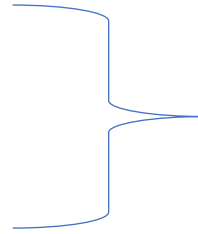
- Council on Aging – New transport van/bus (\$130,000)
- Veterans Agent – New electric vehicle (\$35,000)
- Town Clerk - Poll Place Scanner and Tabulator (\$8,500)
- Library – New electric delivery & maintenance van (\$45,000), computer equipment (\$15,000)



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Future Tier III CIP Projects

- **Public Works Facility**
- **Public Safety Complex**
- **Walden Street Complex Renovations**
- **Public Works Infrastructure**



Town: Municipal
Assessment & Master
Plan, 2020



Public Works Facility

Space Needs for Operations

- Estimated Cost (in 2019\$):
 - At existing location - \$29.9M
 - At new location: \$46M
- Next Step: complete feasibility study/master plan
- \$150,000 funded (ARPA) in FY14 to study options
- Phased redevelopment to move project forward

Space Needs:	Public Works
Building Area	21,689 sq. ft.
Garage	65,040 sq. ft.
Building Footprint	78,054 sq. ft.
Parking Spaces	137
Parking Area	54,935 sq. ft.
Drives/Access Lanes	21,974 sq. ft.
Open Space Required	442,750 sq. ft.
Estimated Developable Site Area	13.72 acres
Existing Site Area	9.75 acres



Public Safety Complex

- Existing facility is too small by 1/3 in net square footage
- Existing site can accommodate only about 25% of gross space needs
- Significant health & safety issues
- Building constructed in 1961

Space Needs:	Public Safety
Building Area	38,570 sq. ft.
Building Footprint	23,142 sq. ft.
Parking Spaces	129
Parking Area	51,426 sq. ft.
Drives/Access Lanes	20,570 sq. ft.
Open Space Required	271,823 sq. ft.
Estimated Developable Site Area	8.42 acres
Existing Site Area	1.59 acres



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Walden Street Complex Renovations

- Estimated costs depends upon reuse
- On hold until determination is made about other priorities
- \$150,000 funded (ARPA) in FY14 to study facility options



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Public Works Complex

Annually Recurring Need: Public Works Infrastructure

- Includes: Pavement Management; parking Lot Rehabilitation, Culvert & Bridge Repairs; Stormwater Management; Traffic/Transportation Improvements; Bike & Pedestrian Improvements
- \$4 - \$8M per year
- Current allocation is about 60% of total existing Tier II CIP (debt financed)
- Options:
 - Allocate more of tier II Spending to Public Works Infrastructure
 - Increase amount available by either
 - Shifting some Tier II to Tier I
 - Raise Tier II Spending total; requires policy change

Concept: Long-term Recapture & Repurpose Budget “Savings” to pay cash for future road maintenance

		FY24 Appropriated		FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Non-Guidelines	Group Insurance	\$ 8,140,471		\$ 8,000,000	\$ 8,512,000	\$ 9,031,232	\$ 9,555,043	\$ 10,080,571	\$ 10,604,761	\$ 11,156,208	\$ 11,736,331	\$ 12,346,620	\$ 12,988,644
	Retiree Health Insurance from OPEB Trust										\$ (1,760,450)	\$ (1,851,993)	\$ (1,948,297)
Non-Guidelines	Retirement, General Fund	\$ 3,399,675	8	\$ 3,621,737	\$ 3,694,172	\$ 3,768,056	\$ 3,843,417	\$ 3,920,285	\$ 2,125,406	\$ 2,199,795	\$ 2,276,788	\$ 2,356,476	\$ 2,438,952
Non-Guidelines	OPEB	\$ 1,467,851	12	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851	\$ -	\$ -	\$ -
				FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
	"Savings" resulting from payoff of Pension Liability:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,794,879	\$ 1,794,879	\$ 1,794,879	\$ 1,794,879	\$ 1,794,879
	"Savings" resulting from payoff of OBEB Liability:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,467,851	\$ 1,467,851	\$ 1,467,851
	"Savings" resulting from use of OPEB Trust:			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,760,450	\$ 1,851,993	\$ 1,948,297
				\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,794,879	\$ 1,794,879	\$ 5,023,180	\$ 5,114,723	\$ 5,211,027

For illustrative purposes only

Concept: Short-term, seek debt exemption to fund work while waiting for “savings”

Scenario Assumptions						
Amount	30,000,000				Total Town AV	\$ 9,212,781,383.00
Term/years	10				Median Value	\$ 1,303,250
Rate	4.000%					
Amortization	straight line					
Year	Balance	Principal	Interest	Total	estimate at Median AV Level Principal	estimate at Median AV Level Payment
1	30,000,000	3,000,000	1,200,000	4,200,000	\$ 594.14	\$ 517.75
2	27,000,000	3,000,000	1,080,000	4,080,000	\$ 577.16	\$ 517.75
3	24,000,000	3,000,000	960,000	3,960,000	\$ 560.19	\$ 517.75
4	21,000,000	3,000,000	840,000	3,840,000	\$ 543.21	\$ 517.75
5	18,000,000	3,000,000	720,000	3,720,000	\$ 526.24	\$ 517.75
6	15,000,000	3,000,000	600,000	3,600,000	\$ 509.26	\$ 517.75
7	12,000,000	3,000,000	480,000	3,480,000	\$ 492.28	\$ 517.75
8	9,000,000	3,000,000	360,000	3,360,000	\$ 475.31	\$ 517.75
9	6,000,000	3,000,000	240,000	3,240,000	\$ 458.33	\$ 517.75
10	3,000,000	3,000,000	120,000	3,120,000	\$ 441.36	\$ 517.75
Total	30,000,000	30,000,000	6,600,000	36,600,000	\$ 5,177.48	\$ 5,177.48

For illustrative purposes only



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Thank you!

Questions?

From: Henry Dane

Sent: Friday, November 17, 2023 3:17 PM

To: garyclayton <garyclayton@comcast.net>

Cc: 'Kerry Lafleur' <klafleur@concordma.gov>; rickloughlin1@gmail.com; PHILIP SWAIN <pswain@comcast.net>; Mary Hartman <maryhartman7@gmail.com>

Subject: RE: CONCORD250 EXEC. COMM.

Gary, since the status report of the Concord 2025 Executive Committee will be on the agenda for December 4 Select Board meeting, I am forwarding my email of October 21 as a reminder. In addition, for your report, we will have particular interest in the following:

1. How the plans of the Committee are responsive to its Charge, as updated March 20, 2023, which identifies the central focus as follows:

The purpose of the Committee is to evaluate and make recommendations as to how the Town should organize for this event and to serve as the Executive Committee to oversee other committees to be created to assist with this effort; and, to oversee activities to be held to commemorate the 250th Anniversary of the Battle of Concord and other historical events related to the founding of our Country.; and to develop a comprehensive plan for celebrating and promoting the 250th anniversary of the Battle of Concord and other historical events leading to the founding of our Country which includes reference to new historical research and the contributions of native and black Concordians in that history;

2. Since the expenses called out in the Budget (attached above) far exceed the funds currently available, please give the particulars with regard to:
 - a. The source and amount of the additional funds that you anticipate; including which activities you expect to be self-funding (by means of sponsorships, fees or related sales of goods, etc.), and if such anticipated funds (beyond the currently available \$700k +/-) do not materialize,
 - b. How you intend to prioritize the expenditure of such funds as are available (including which activities will be deleted or scaled back) and

EVENTS 2023 and 2024

April

14th Stand Up for Ellen

July

13-16 Glory for George

September

Beyond 1775: Concord and the Massachusetts National Guard Tours

October

Beyond 1775: Concord and the Massachusetts National Guard Tours

American Contradictions: Slavery and the American Revolution at the Old Manse

November

5th Concord and the Vietnam War: Vietnam Veterans Recount the Protest at the Old North Bridge in 1971

10th Veteran's Day Massachusetts National Guard Special Collections Tour

December

16th Boston Tea Party 250 Event TBD

January 2024

Petitions of the Enslaved 1773-1777

February

Black History Month

March

Women's History Month

April

Ellen Garrison Day,
Permanent Memorial,
Mini FreedomFest TBD

May

Asian American Pacific Islander History

June

Juneteenth and LGBTQIA+ Pride

July

Independence Day

August to December TBD

EVENTS 2025

January

February

March

April

12th Concord Homecoming

14th Ellen Garrison Day

19th Permanent Memorial Dedication

Freedom Fest 25 (late day family friendly music festival and light show)

May

June

Bunker Hill 250th

July 2025-July 2026

TBD

Henry Dane

From: garyclayton <garyclayton@comcast.net>
Sent: Saturday, November 18, 2023 3:49 PM
To: Henry Dane
Cc: klafleur@concordma.gov; Shannon McAndrew
Subject: Background information on Concord 250 for the Select Board mtg on 12/4/2023

Good afternoon Henry,

In preparation for the Select Board meeting on December 4, I am very pleased to provide you and other members of the Board with a comprehensive package of background information regarding the progress as well as the future plans of the Concord 250 Executive Committee. This information includes introductory material and six major sections: Programs; The Parade; The Permanent Memorial; Public Safety and Security; Communications and IMA, and; Budget and Fundraising. It represents the work of dozens of Concord residents who have already committed thousands of hours of volunteer time on the wide and complex scope of 250th related activities. We are fortunate to have citizens who are so enthusiastic about this endeavor and we are excited to be moving forward with the continued support of the Board and Town Manager.

An immediate next step for Concord will be to have the Inter-Municipal Agreement that is included in the package reviewed and voted upon by the Select Board on December 4. The Agreement has been reviewed by Town Counsel and the Town Managers of Arlington, Concord, Lexington and Lincoln. The town Select Boards of Lexington and Lincoln have recently approved the Agreement.

We look forward to meeting with the Select Board on December 4 !

Gary

[Click to Download](#)

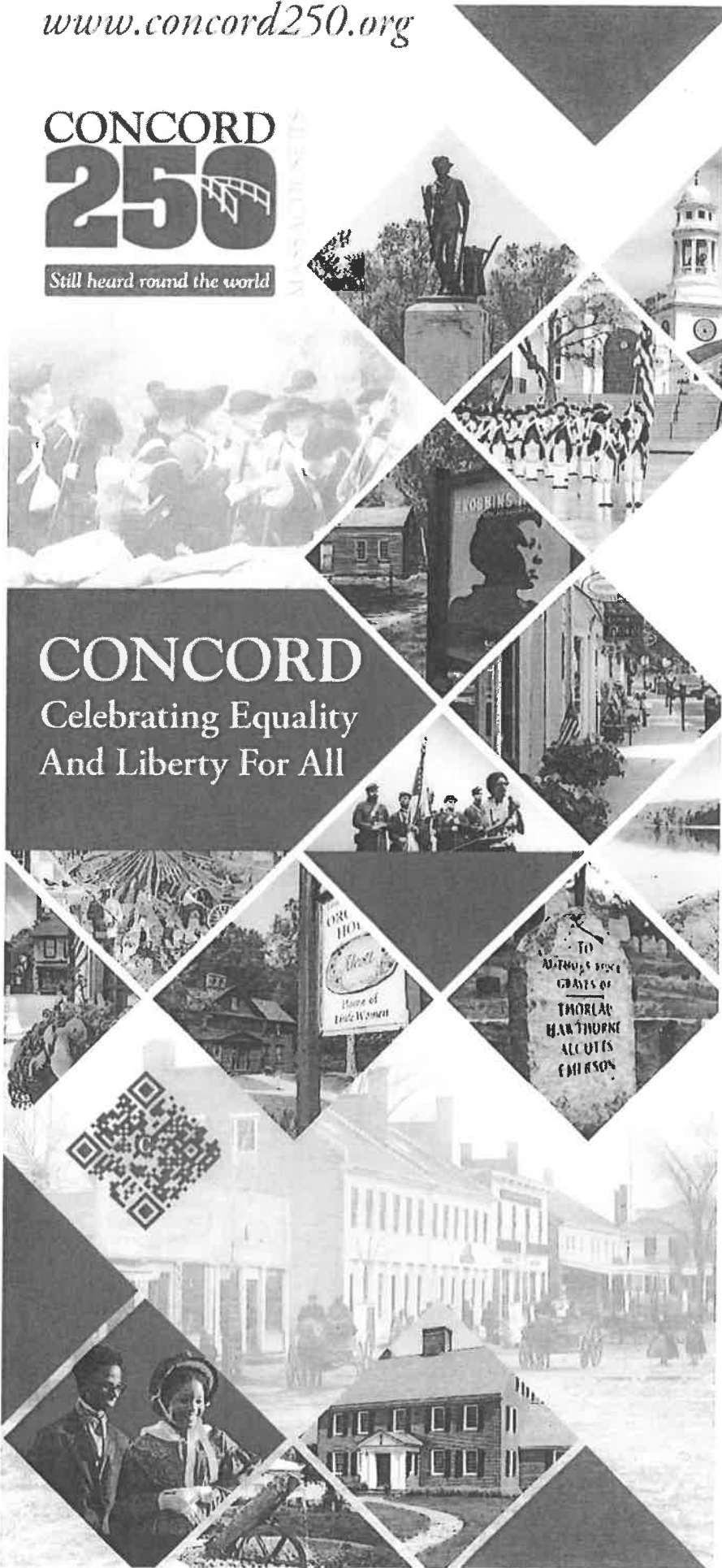
Select Board Packet.pdf
30.1 MB

www.concord250.org

CONCORD
250

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MASSACHUSETTS



CONCORD
Celebrating Equality
And Liberty For All



Friday, November 17

With a little over 16 months until Patriot's Day weekend, 2025, the Concord 250 Executive Committee is pleased to report the progress made to date, the relationships built within and across towns, and the investments made in people, organizations, and processes. We are grateful to the support and guidance of the Select Board, specifically its chair, Mr. Henry Dane, as well as from Town Government, the more than 50 subcommittee volunteers, and the residents of Concord who have lent their voices to this effort. We look forward to continued collaboration as we prepare in earnest for a robust, rewarding, and, ultimately, safe, April 19th, 2025 weekend.

With gratitude on behalf of the entire Executive Committee,

Gary Clayton—Chair

Gary Clayton

Robert Munro—Vice Chair

Robert W. Munro



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Concord 2025 Executive Committee

Purpose and Duties

The year 2025 will mark the 250th anniversary of the historic battles of Concord and Lexington. 2026 will mark the 250th anniversary of the signing of the Declaration of Independence. To mark these significant anniversaries, the Select Board will create the Concord 2025 Executive Committee. The purpose of the Committee is to evaluate and make recommendations as to how the Town should organize for this event and to serve as the Executive Committee to oversee other committees to be created to assist with this effort; and, to oversee activities to be held to commemorate the 250th Anniversary of the Battle of Concord and other historical events related to the founding of our Country.

The Executive Committee will also coordinate the Town's events with our sister communities of Lincoln, Bedford, Lexington, and Arlington (Battle Road 2025); Minuteman National Historical Park; Hanscom Air Force Base as well as with other local, state, regional and federal events.

As the 200th celebration in 1975 was a grand celebration including multiple events across several months/years planned by numerous subcommittees and entities well in advance of an accepted invitation from President Ford and other dignitaries, the committee's work will commence immediately and extend through December 2026 in anticipation of a possible breadth of events on the same scale. Given the scope of the committee's charge, it may be necessary for the committee to request an amended charge from the Select Board once the landscape of the numerous celebration-related Federal, State and local communities' plans is initially surveyed and the Concord 2025 Executive Committee outlines its own preliminary plans. The Select Board recognizes that immediate advance planning/outreach will be needed for specific components of the preliminary plan.

As part of its duties, the committee shall:

1. develop a comprehensive plan for celebrating and promoting the 250th anniversary of the Battle of Concord and other historical events leading to the founding of our Country which includes reference to new historical research and the contributions of native and black Concordians in that history;
2. identify funding needs and a plan for both Town and private funding (which would require a 501(c)3 entity);
3. develop a plan for a permanent memorial and recommend its placement;
4. appoint subcommittees, where necessary, to carry out specific tasks and in so doing may appoint members of the Executive Committee and/or other residents of the Town;
5. identify opportunities for individuals or organizations to participate in celebrations of the anniversary;
6. ensure that activities represent a commitment to diversity and inclusiveness, and

create opportunity at all levels and activities for citizen participation;

7. hold public hearings from time to time in order to gain input from the residents of Concord, including at least three in the first eighteen months of the committee's formation;

8. report its activities to the Select Board on a periodic basis, but no less often than on a quarterly basis; and,

9. file a final summary report of committee activities and events with the Select Board on/ or before December 31, 2026, and subsequently with the Town Municipal Archives including associated celebration memorabilia.

Membership

The Committee shall be a 9-member committee with appointments made by the Select Board for the period of July 2021-June 2022, expanding to 12 members in July 2022. In March 2023, the committee shall expand to 15 members. The initial representatives will be 9 individuals selected from any of the following groups, with all identified groups to be represented in March 2023:

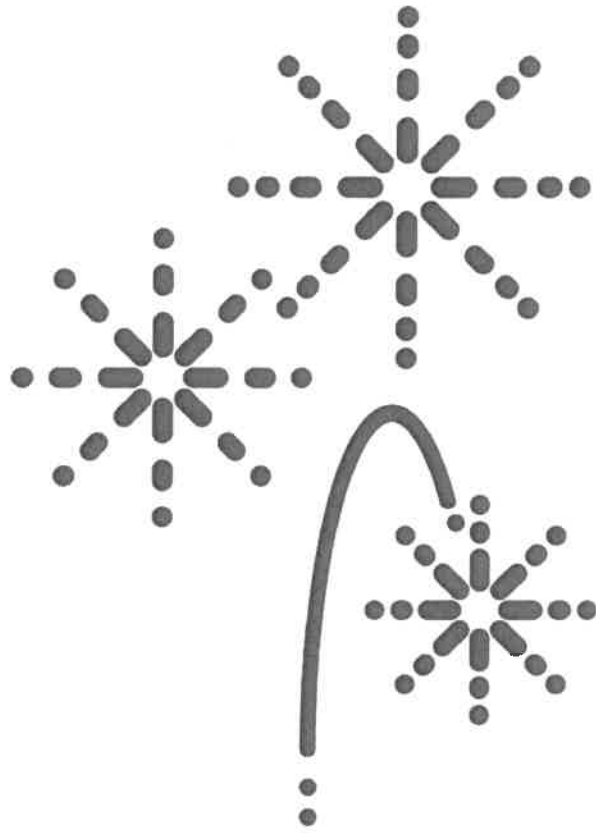
- Select Board or appointee (1)
- Town (1)
- Concord Public Schools/Concord-Carlisle Regional High School/Minuteman Technical High School (1)
- Business Community (1)
- Public Ceremonies and Celebrations Committee (PCCC) or Reenactment Community (1)
- Community members with a background in American history (1)
- Event planning and/or logistics expertise (1)
- Community leaders with fundraising experience (1)
- Civic or Community groups (1)
- Literature, Music, and the Arts Community (1)
- Concord Museum (1)
- Concord Library (1)
- At Large (3)

Other Considerations

The Committee shall comply with the provisions of the Open Meeting Law (OML), the Public Records Law, the Conflict-of-Interest Law and all other laws and regulations of the Commonwealth, as well as all relevant Bylaws and Administrative Policies of the Town. Given the number of citizens that may be asked to participate in committee-related activities for their particular interest, expertise, and community connection, APP #10 Section 7c, d, e and g will not apply to this committee or its subcommittees.

2025 SUBCOMMITTEE CONTACT LIST**NAME****SELECT BOARD****DANE, HENRY - SELECT BOARD MEMBER, EXEC. COMM. MEMBER****ARTS LITERATURE & MUSIC****CLYMER, DIANA - EXEC. COMM. MEMBER****CLARKE, MAURA (volunteer outreach)****EVANS, LISA (Concord Youth Theater)****FISHER, JANE (Concord Women's Chorus)****HARPER, SANDY (Concord Visitors center)****JAMES, KATE (Concord Art)****KIMBALL, MARGOT (Art for All)****KING, CC****LITWACK, SHERRY (Concord Free Public Library)****ROESSLER, ANDREA (Concord Players)****ROSE, TAMMY (Transcendental Concord)****SHILLING, ALLISON (Concord Museum)****STEVENS, PRISCILLA (Concord Chorus)****SWAIM, TOM (committee clerk)****TURNQUIST, JAN (Orchard House)****VOSS, ANKE (Concord Library, Special Collections)****WAYLAND, CAROLE (51 Walden)****WEDGE, JERRY (The Umbrella)****WILLIAMS, SAM (Concord Prison Outreach)****YODER, KATE (Concord Conservatory of Music)****AT LARGE****LOVE, GEOFFREY, LTC EXEC. COMM. MEMBER****MONTELEONE, SIMONE****COINS AND MOMENTOS****HICKLING, JOHN****COMMUNICATIONS & PUBLICITY****PROCTOR, DIANE - EXEC. COMM. MEMBER****CHAUDHURI, TOBY****EVANGELISTA, BARBARA****HURLEY-WALES, JENNIFER****IKEDA, STEWART****MCINTOSH, DONNA (Support Staff)****PAULEY, MARK****RANKIN, CARRIE****SAALFIELD, MELISSA****SCHUNEMANN, JENNIFER****SHERBLOM, JAMES P.****SHUGRUE, KATHLEEN**

STURGES, PRISCILLA
WILLIAMS BETH (Support Staff)
COMMUNITY PARTICIPATION
CRATSLEY, HOLLY - EXEC. COMM. MEMBER
BOOTH, COURTLAND
DOWD, FABIANA
EBERLE, MOLLY
FARWELL-CLAY, JULIA
FORBES, MAYNARD
HUTCHINSON, MARDI
JALAN, RADHA
MC JENNETT, NANCY
MEYER, POLLY
WILSON, CAROL
ZELLNER, JOSEPH
DEI
MUNRO, ROBERT - EXEC. COMM. MEMBER, VICE CHAIR
EVENT PLANNING
PALUMBO, JOSEPH F. - EXEC. COMM. MEMBER
ANDERSON, CATO
BENN, MICHAEL J.
BRADY, JOHN P.
GAUDET, MEG
LOUGHLIN, RICHARD
POWERS, JAY
FINANACE
LOUGHLIN, RICHARD - EXEC. COMM. MEMBER
RAILSBACK, BETH
SPADA, LOIUS
SWAIN, PHILIP (Vice Chair)
BARTON, BILL
GOVERNMENTAL RELATIONS
ATKINS, CORY
RYAN, FREDERICK - EXEC. COMM. MEMBER
HISTORY & EDUCATION
WOOD, DAVID - EXEC. COMM. MEMBER
BATES, TOM
BOHY, JOEL
FOSTER, SUSAN
FORSETER, ALLISON
FREDERICK, KIMBERLY
FUREY, ROBERT



**PROGRAM OF
EVENTS &
ACTIVITIES**



**Minute Man National Historical Park
250th Anniversary of the American Revolution
Calendar of Events (In Person and Digital)**

Rise to Rebellion: December 2023-June 17, 2025

Catalyst: December 2023 – May 31, 2024

Lexington Tea burning	December 2023	Support Partner Event
The Hive (Living History symposium)	February 17, 2024	1774 Themed Material
Tea Party In Real Time	November- December 2023	Digital
Tea Party Meeting (Rev Spaces)	December 15-16	Partner Event Support
Concord Town Meeting	January 2024	Digital
Tarring and feathering of John Malcolm (Loyalist)	January 25, 2024	Digital
Naturalization Ceremony	May 15, 2024	Park and US CIS event

Radicalization: June, 1 2024- October 6, 2024

Port Closure Program	June 1, 2024	In Person & Digital
Print Media and propaganda Lecture	June	In Person & Digital
The Enemy Among Us	July 13, 2024	Multi-day programming about who the British Soldiers are. In Person & Digital
Neighbor against neighbor	June- October	Digital Content
On The Edge of Liberty: Freedom and Slavery in 18 th Century, Ma	June- September	Digital Content
Committee of Donations	June	Digital Content
A Dark Summer (Political Violence in 1774)	August	Digital Content
Women and non-importation/ non-consumption (Lecture)	August	In Person & Digital

Politics out of doors (Lecture)	September	In Person & Digital
The Powder Alarm	September 7, 2024	In Person & Digital
The Provincial Congress	October	Digital
Closing the courts	September	In Person & Digital

Organization: October 7, 2024- April 17, 2025

Preparing for Winter, Preparing for War	October 12-13, 2024	In Person & Digital
Lecture about warlike supplies	October 2024	In Person & Digital
Leslie's Raid	February 2025	Digital
Spies in Concord	February/ March 2025	Digital
Parliamentary Pressures	September- April	Digital

Rebellion: April 18, 2025 – June 17, 2025

Search of Barrett Farm	April 13, 2025	In Person & Digital
Patriot Vigil	April 17 or 18 th , 2025	In Person & Digital
Paul Revere's Ride Talk	April 18, 2025	In Person & Digital
Battle Road Tactical Demonstration	April 19, 2025	In Person & Digital
North Bridge Tactical Demonstration	April 21, 2025	In Person & Digital
Battle Road Hike-PM	April 21, 2025	In Person & Digital
Revolution in real time	April-June 2025	Digital
Civilians Caught In the Storm of War	April 2025-March 2026	In Person & Digital
Early Skirmishes (Fort Ti, Crown Point, Grape Island, etc.)	April - May	Digital
After The Battle/Aftermath program	April	In Person & Digital
Battle of Chelsea Creek	May 27, 2025	Digital
The Siege of Boston	April – June	Digital

Road To Revolution: June 18, 2025- July 4, 2026

The Siege of Boston	June 2025- March 2026	Digital
POWs in Concord	June 2025	In Person
Patriots of Color (Continental Army)	July 2025	In Person & Digital
Naturalization Ceremony	2025	Partnership with US CIS
The Battle of Bunker Hill	June 17, 2025	Digital & Partner Support
Birth of the Continental Army	July 2025	Digital & In Person
Bermuda Powder Raid	August 11, 2025	Digital
Stress on the Homefront	October 2025	Digital & In Person
Evacuation day	March 2026	Digital
Declaration of Independence	July 4, 2026	Digital
Naturalization Ceremony	2026	Partnership with US CIS

America Unfinished: July 5, 2026- 2032

Freedom for who?	2026	In Person & Digital
Naturalization Ceremony	2026	Partnership with DHS
Saratoga Campaign	October 2027	In Person & Digital
Convention Army in Boston	2027/2028	In Person & Digital
Battle of Rhode Island	2028	Digital
The Loyalist Diaspora	2031	In Person & Digital
Lexington & Concord in Historical Memory	2024 onward	In Person & Digital

Events FOCUS

Concord 250 Event Planning

- Develop a comprehensive plan of events for celebrating and promoting the 250th anniversary and other historical events which includes reference to new historical research and the contributions of Indigenous and Black Concordians, as well as all those who have come before but whose voices were not always heard, honored, or remembered.
- Create events around the progress we have made, and continue to make, to preserve, protect and expand the foundational principles of self-determination, equality, and liberty for all people.
- Identify opportunities for individuals or organizations to participate in celebrations and events.
- Ensure that activities represent a commitment to diversity and inclusiveness, and create opportunity at all levels and activities for citizen participation.

Joe Palumbo, Chair
joe.frank.palumbo@gmail.com





Program of Events and Activities 2023-2026

As Outlined in the Select Board's Charge We Will:

- Develop a comprehensive plan of events for celebrating and promoting the 250th anniversary and other historical events which includes reference to new historical research and the contributions of Indigenous and Black Concordians as well as all those who have come before but whose voices were not always heard, honored, or remembered.*
- Create events around the progress we have made and continue to make to preserve, protect and expand the foundational principles of self-determination, equality, and liberty for all people*
- Identify opportunities for individuals or organizations to participate in celebrations and events*
- Ensure that activities represent a commitment to diversity and inclusiveness, and create opportunity at all levels and activities for citizen participation*

2023

April

14th Stand Up for Ellen

<https://www.youtube.com/watch?v=PHTVbE6QdOw&t=3913s>

<https://www.youtube.com/watch?v=vLSBkbSZ-7c&t=1204s>

Concord 250 Program of Events and Activities 2023-2026 as of 11/20/23

July

13-16 Glory for George

<https://www.youtube.com/watch?v=BDkziKWYGrI>

September

Beyond 1775: Concord and the Massachusetts National Guard Tours of the Armory

<https://visitconcord.org/visit/walking-tours/beyond-1775-concord-and-the-massachusetts-national-guard/>

October

Beyond 1775: Concord and the Massachusetts National Guard Tours

American Contradictions: Slavery and the American Revolution at the Old Manse

<https://thetrustees.org/event/407831/#:~:text=Many%20who%20fought%20for%20liberty,Pat%20Preacher%E2%80%9D%20and%20slave%20holder.>

November

5th Concord and the Vietnam War: Vietnam Veterans Recount the Protest at the Old North Bridge in 1971

<https://www.youtube.com/watch?v=kDcf4QyfnCE>

10th Veteran's Day Massachusetts National Guard Special Collections Tour

December

Tea Party in Real Time: Boston Tea Party 250

Online Event sponsored by NPS

<https://www.nps.gov/articles/000/boston-tea-party-in-real-time.htm>

Concord 250 Program of Events and Activities 2023-2026 as of 11/20/23

2024

January

A Cry for Freedom!

Petitions of the Enslaved 1773-1777

Concord Town Meeting of 1774

Digital Event sponsored by NPS

Revolutionary War Pension Project: Volunteer as a citizen archivist

Sponsored by NPS and The National Archives

<https://www.nps.gov/subjects/americanrevolution/revolutionary-war-pension-project.htm>

February

Black History Month in Concord

Learning about local Patriots of Color and the fight for Freedom and Equality

March

Women's History Month in Concord

Highlighting women's role in progress we have made to preserve, protect and expand the foundational principles of self-determination, equality, and liberty for all people

April

April 14 Ellen Garrison Day Activities

April 15 Patriots Day Activities

6:00 Dawn Salute

8:30 Parade Step Off

9:30 Old North Bridge Ceremony

11:00 Parade Ends

2:00 Permanent Memorial Event

4:00 Freedom Fest '24 Music Event

Concord 250 Program of Events and Activities 2023-2026 as of 11/20/23

2025

January to March TBD

April

April 12 Concord250 Homecoming

April 14 Ellen Garrison Day Activities

April 19 Patriots Day Activities for Concord250

6:00 Dawn Salute

8:30 Parade Step Off

9:30 Old North Bridge Ceremony

11:00 Parade Ends

2:00 Permanent Memorial Dedication

5:00 Freedom Fest '25 Family friendly music festival with light show at dusk

May TBD

June Bunker Hill 250th Events TBD

July 2025-July 2026 TBD

July 4th Celebrating the Declaration of Independence

Naturalization Ceremony at Old North Bridge

NPS and US CIS Event

Concord 250 Program of Events and Activities 2023-2026 as of 11/20/23

COMMONWEALTH OF MASSACHUSETTS
TOWN OF CONCORD
SELECT BOARD

PROCLAMATION

HONORING APRIL 14TH AS ELLEN GARRISON DAY

WHEREAS Ellen Garrison was born in Concord on April 14, 1823, granddaughter of Patriot of Color Ceasar Robbins, who served in the American Revolution and was most likely at the North Bridge on April 19, 1775; and

WHEREAS Ellen was the daughter of formerly enslaved man Jack Garrison and her mother, Susan Garrison, who became a founding member of the Concord Female Anti-Slavery Society; and

WHEREAS Ellen was educated in Concord Public Schools in Monument Square and her activism began early, learning about racial discrimination; and at age 12, in 1835 she marched in a Concord parade hand-in-hand with her white schoolmate "beneath the gaze of curiosity, surprise, ridicule, and admiration."

WHEREAS Ellen continued her mother's anti-slavery activism, as a teacher in the Freedman's Schools during Reconstruction and in her commitment demanding civil rights for all. In 1866, Ellen tested the nation's first Civil Rights Act in court. Ellen sat in a segregated waiting room in a Baltimore train station and was "forcibly ejected." Ellen felt it was her duty to test the new law. She said "I feel as though I ought to strive to maintain my rights... it will be a stand for others.... We contend against outrage and oppression wherever we find it"

WHEREAS Ellen lived a life dedicated to the struggle for civil rights until her passing in an anti-slavery community in Pasadena, California, where she is buried alongside other anti-slavery activists;

NOW THEREFORE We, as the Select Board of the Town of Concord, Massachusetts, on behalf of Concord's employees, committees, community partners, and citizens, do hereby recognize April 14, 2023 as Ellen Garrison Day, honoring this native daughter of Concord and her connection to all those who fought for freedom.

Proclaimed this 3rd day of April 2023



[Handwritten signatures]

Macy Hartman

Concord Select Board

GLORY FOR GEORGE!

FREEDOM UNFINISHED

A WEEKEND OF CELEBRATION TO HONOR THE LEGACY OF CONCORD NATIVE SON,
GEORGE WASHINGTON DUGAN

EVERY EVENT IS FREE AND OPEN TO ALL!

THU JULY 13, 7 PM

MARVIN ALONZO GREER LECTURE AND DISCUSSION
GOODWIN FORUM, CONCORD FREE PUBLIC LIBRARY

FRI JULY 14, 7 PM

SCREENING OF THE ACADEMY AWARD WINNING FILM **GLORY**
INCLUDING TALKBACK WITH HISTORIAN MARVIN ALONZO GREER
THE UMBRELLA ARTS CENTER, MAINSTAGE THEATRE

SAT JULY 15

10:30AM-NOON

CEREMONY HONORING CONCORD NATIVE SON AND HERO
GEORGE WASHINGTON DUGAN
MONUMENT SQUARE

WITH A PROCESSION OF MARCH FOR
THE FORMAL DEDICATION OF A MONUMENT IN HIS MEMORY AT SLEEPY HOLLOW

1 PM

FREEDOM UNFINISHED: A TALK BY HISTORIAN MARVIN ALONZO GREER
NORTH BRIDGE AREA

2 PM

CIVIL WAR LIVING HISTORY DEMONSTRATIONS
ROBBINS HOUSE LAWN

4 PM

LIFE OF A CIVIL WAR SOLDIER
NORTH BRIDGE AREA

SUN JULY 16, 11 AM

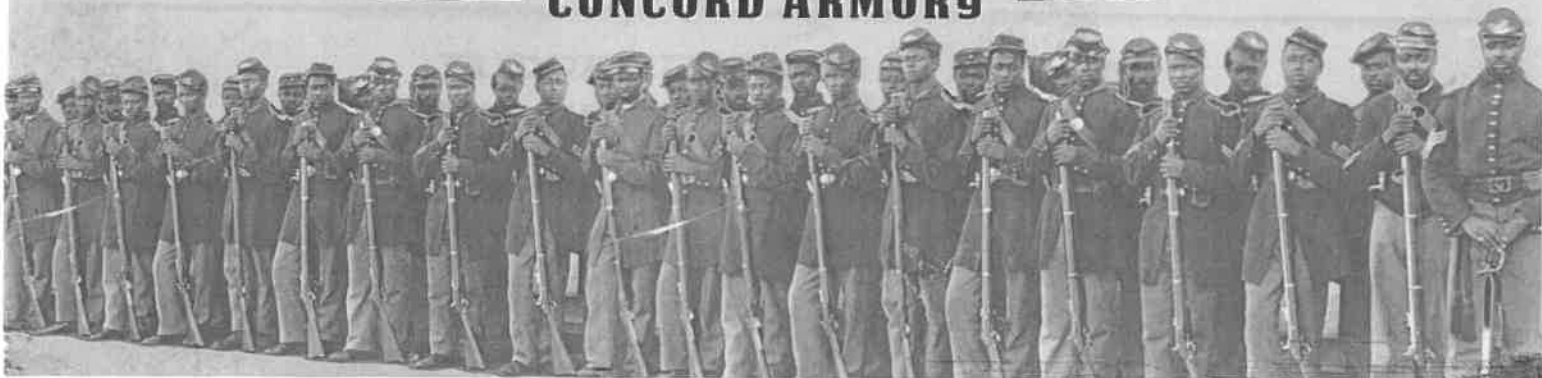
CIVIL WAR LIVING HISTORY DEMONSTRATIONS
ROBBINS HOUSE LAWN

NOON TO 3 PM

OPEN HOUSE AT NATIONAL GUARD MUSEUM DISPLAYING CIVIL WAR ARTIFACTS
CONCORD ARMORY



CONCORD
250
BIRTHDAY





GLORY

FRIDAY JULY 14, 7 PM

The Umbrella Arts Center Main Stage

THE UMBRELLA ARTS CENTER IS PROUD
TO PARTNER WITH THE TOWN OF CONCORD
TO CELEBRATE THE SACRIFICE OF CONCORD'S NATIVE SON,

GEORGE WASHINGTON DUGAN

WHO SERVED IN THE MASSACHUSETTS 54TH
DURING THE CIVIL WAR.



JOIN US

ON FRIDAY JULY 14, 7PM
FOR A FREE PUBLIC SCREENING
OF THE OSCAR-NOMINATED FILM



GLORY

THE UMBRELLA
DISCOVER YOUR ARTS

WHICH TELLS THE STORY OF THE MASSACHUSETTS 54TH,
ONE OF THE UNION ARMY'S FIRST BLACK REGIMENTS IN THE CIVIL WAR.



THE SCREENING WILL BE FOLLOWED
BY A TALKBACK WITH GUEST
HISTORIAN, AUTHOR, AND
LIVING HISTORY INTERPRETER
MARVIN ALONZO GREER.

FREE EVENT and **OPEN TO THE PUBLIC**
The Umbrella is ADA accessible and offers free parking.

40 STOW ST. CONCORD, MA. 01742

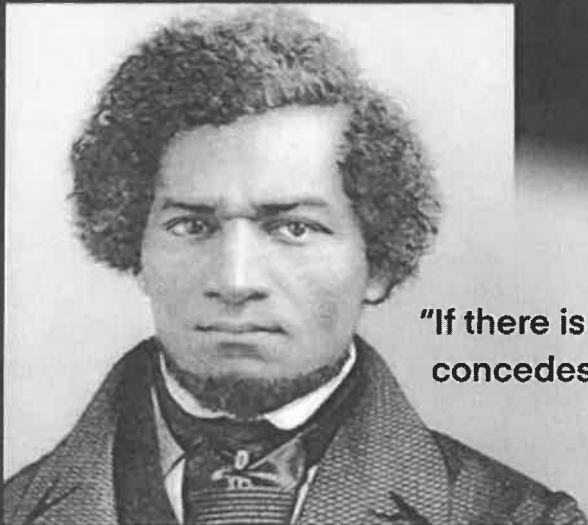
STAND UP FOR ELLEN

CELEBRATING THE
200TH BIRTHDAY OF
CONCORD'S NATIVE
DAUGHTER
ELLEN GARRISON,
EDUCATOR AND ACTIVIST



"I feel as though I ought to strive to maintain my rights... We contend against outrage and oppression wherever we find it."

-Ellen Garrison



"If there is no struggle, there is no progress...Power concedes nothing without a demand. It never did and it never will."

-Frederick Douglass



FRIDAY APRIL 14, 2023 6PM TO 8PM
HOLY FAMILY CHURCH & CONCORD TOWNHOUSE
12 MONUMENT SQUARE, CONCORD, MA



LIVING HISTORY MUSIC ARTS
& PERFORMANCE

FREE, OPEN TO ALL,
AND SUITABLE FOR
ALL AGES

PRESENTED BY THE ROBBINS HOUSE RobbinsHouse.org
FIRST Official Event of the Concord 250 Celebration



Concord and the Vietnam War

SUNDAY, NOVEMBER 5 2:00—4:00 PM

Goodwin Forum, Main Library, 129 Main Street, Concord, MA, 01742

Concord and the Vietnam War: Vietnam Veterans Recount the Protest They Staged at the Old North Bridge in 1971 and How it Led to One of the Largest Mass Arrests in Massachusetts History



On the opening night of Memorial Day Weekend in 1971, men wearing fatigues began to gather at the Old North Bridge in Concord to protest the ongoing war which they had just returned home from fighting. Their plan was to camp overnight and then march all the way to Boston Common. Photographs of them crossing the bridge were splashed across the region's newspapers. For the liberal press, these were the new Minute Men.

On a panel moderated by Elise Lemire, author of *Black Walden* and *Battle Green, Vietnam*, three Massachusetts Vietnam veterans recall why they chose to stage their protests against the Vietnam War at New England's most storied battlefields, their decision on the second day of the march to emulate Thoreau by occupying the Lexington Battle Green without permission, and their reception in Concord when they were tried in Middlesex Court for civil disobedience. This panel with Vietnam veterans Bestor Cram, Christopher Gregory, and Lenny Rotman, will explore the role of memorialized battlefields, the principles of civil disobedience, and the role protest can play in healing moral injuries.





Concord 2025 Executive Committee History & Education Subcommittee

The year 2025 will mark the 250th anniversary of the historic battles of Concord and Lexington. The Select Board established the Concord250 Executive Committee and several Subcommittees to mark this significant anniversary. Among the goals of the Concord250 History and Education Subcommittee has been proper documentation of the men who fought for Concord in the American Revolution. Past research has made significant progress on who fought on April 19th from Concord. The Subcommittee has expanded that inquiry to ask, seemingly for the first time, who fought from Concord during the entire eight years of the war? Who from Concord died in service during the Revolutionary War? Where are they buried?

The research has already yielded gratifying results. First, the research of the Subcommittee has identified the names of 519 individuals who found a birthplace, home, or grave in Concord or whose Revolutionary War service was credited to the town. The names include those of free and enslaved black men, some of the common enemy (known as the British today), and Martha Moulton, who was called a heroine by the committee that agreed to pay her for her service in saving the Town of Concord from burning on April 19, 1775.

Additionally, the research alerted the Subcommittee that the graves of 12 American Revolution veterans in New England had not previously been marked with flags. Seven of the graves are in Sleepy Hollow here in Concord. All graves that have communities that take part in placing flags next to veterans' graves have gladly placed flags next to the gravestones.

Finally, the research has identified two soldiers the British took prisoner on February 3, 1780, and 17 individuals who died or were killed during the eight years of the Revolutionary War.

Although the information found by this committee is exciting, it is incomplete. It is a good start, but more research needs to be done.

VETERANS FLAGS ADDED IN 2023

Concord

Reuben Ball	Sleepy Hollow, New Hill
Thaddeus Blood	Sleepy Hollow, New Hill
Ephraim Brown	Sleepy Hollow, New Hill
Ephraim Farrar	Sleepy Hollow, New Hill
Benjamin Hosmer	Sleepy Hollow, Authors Ridge
Samuel Melvin	Sleepy Hollow, New Hill
William Mercer	Sleepy Hollow, New Hill

Acton, MA

Charles Handley	Woodlawn Cemetery, Middlesex County
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Barre, MA

Ephraim Brooks	Buckminster Cemetery, Worcester County
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Framingham, MA

Timothy Marriam	Church St, Middlesex County
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email sent, awaiting a reply as to when flag is placed

Tyngsboro, MA

Charles Flint	Flint Cemetery, Middlesex County
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Swanton, VT

Purchis Brown	Woods Hill Cemetery, Franklin County
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Swanton, VT does not place flags on graves. Brown was *not* listed as a veteran in their town records. The Town Administrator, who also happens to be on the cemetery committee, updated the town records to add Brown as a veteran of the Revolutionary War.

Prisoner of War

John Emery	February 3, 1780
Daniel Stearns	February 3, 1780

**Killed or Died During the Revolutionary War
1775 - 1783**

NAME	RESIDENCE	DATE OF DEATH
Richard Anthony	Concord – Index Card	April 18, 1778 at Valley Forge
Benjamin Ball	Concord – born in Concord.	September 30, 1775
Simeon Burridge	Concord – he signed the Covenant*	March 7, 1778
William Burridge	Concord – Index Card	Jan 12 1778 or estimated April 8, 1779
William Buttrick	Concord – he signed the Covenant*	On or Before September 30, 1775
John Corneall	Concord – Index Card; Miles' minute company, service on April 19	October 1777, Killed in Action – Second Battle of Saratoga
Barnabas Davis	Concord – he signed the Covenant*	August 1775
William Emerson	Concord – he signed the Covenant*	October 20, 1776
Thomas Fay	Concord – Index Card	March 3, 1778
Danforth Heywood	Concord – he signed the Covenant*	August or September 1775
Tilly Holden	Concord – born here, his father signed the Covenant*, He was reported a minor at the time of his enlistment	On or before August 15, 1777 He was 18 when he died.
Reuben Parks	Shattuck & Index Card: Hired by Concord, April 20, 1778	Reported Died by December 1, 1778
Solomon Rice	Concord, was married here, on roll of Miles' co, service as minuteman April 19 confirmed by JB	Died before Feb 26, 1777, on the way to or at Ticonderoga.
Ebenezer Smith	Concord – Index Card	On or before Feb. 16, 1777, on the way to or at Ticonderoga.
William Wheeler	Concord	April 14, 1778
William Wilson	Concord – born here, he signed the Covenant*	Feb 26 or 18, 1778
Sampson Yearney	Resident of Medford, engaged for Concord, <i>not eligible</i> for roll of honor on Memorial Day	March 7, 1779

* Covenant for Non-Consumption of Wares, Goods, & Merchandise from Great Britain on June 27, 1774.

No. 5. — Petition of Martha Moulton, relative to Events in Concord. To the Honorable General Court of the Province of the Massachusetts Bay, in New England, in their present session at Watertown. The petition of Martha Moulton, of Concord, in said Province, widowwoman.

Humbly sheweth :

That on the 19th day of April, 1775, in the forenoon, the town of Concord, wherein I dwell, was beset with an army of regulars, who, in a hostile manner, entered the town, and drew up in form before the door of the house where I live ; and there they continued on the green, feeding their horses within five feet of the door ; and about fifty or sixty of them was in and out the house, calling for water and what they wanted, for about three hours. At the same time, all our near neighbors, in the greatest consternation, were drawn off to places far from the thickest part of the town, where I live, and had taken with them their families and what of their best effects they could carry, — some to a neighboring wood, and others to remote houses, — for security.

Your petitioner, being left to the mercy of six or seven hundred armed men, and no person near but an old man of eighty-five years, and myself seventyone years old, and both very infirm. It may easily be imagined what a sad condition your petitioner must be in. Under these circumstances, your petitioner committed herself, more especially, to the Divine Protection, and was very remarkably helpt with so much fortitude of mind, as to wait on them, as they called, with water, or what we had, — chairs for Major Pitcairn and four or five more officers, — who sat at the door viewing their men. At length your petitioner had, by degrees, cultivated so much favor as to talk a little with them. When all on a sudden they had set fire to the great guncarriages just by the house, and while they were in flames your petitioner saw smoke arise out of the Town House higher than the ridge of the house. Then your petitioner did put her life, as it were, in her hand, and ventured to beg of the officers to send some of their men to put out the fire ; but they took no notice, only sneered. Your petitioner seeing the Town House on fire, and must in a few minutes be past recovery, did yet venture to expostulate with the officers just by her, as she stood with a pail of water in her hand, begging of them to send, &c. When they only said, " O, mother, we won't do you any harm ! " "Don't be concerned, mother," and such like talk. The house still burning, and knowing that all the row of four or five houses, as well as the school-house, was in certain danger, your petitioner (not knowing but she might provoke them by her insufficient pleading) yet ventured to put as much strength to her arguments as an unfortunate widow could think of; and so your petitioner can safely say that, under Divine Providence, she was an instrument of saving the Court House, and how many more is not certain, from being consumed, with a great deal of

valuable furniture, and at the great risk of her life. At last, by one pail of water after another, they sent and did extinguish the fire. And now, may it please this honored Court, as several people of note in the town have advised your petitioner thus to inform the public of what she had done, and as no notice has been taken of her for the same, she begs leave to lay this her case before your honors, and to let this honored Court also know that the petitioner is not only so old as to be not able to earn wherewith to support herself, is very poor, and shall think her highly honored in the favorable notice of this honored Court. As what the petitioner has done was of a public as well as a private good, and as your honors are in a public capacity, your petitioner begs that it may not be taken ill, in this way, to ask in the most humble manner something, as a fatherly bounty, such as to your great wisdom and compassion shall seem meet ; and your petitioner, as in duty bound, for the peace and prosperity of this our American Israel, shall ever pray.

Martha Moulton.¹ Concord, February 4, 1770.

¹ The committee reported a resolve in favor of paying; this heroine three pounds for her good services in so boldly and successfully preventing the army from burning the Town House in Concord, as set forth in her petition.

From *History of the Siege of Boston*, Frothingham, Page 369-70

<https://archive.org/details/historyofsiegeof02frot/page/369/mode/1up>



HOSPITALITY AND INVITATIONS SUBCOMMITTEE
AS OF OCTOBER 2023

We have...

- successfully provided food and drink for meetings and events that we have held
- Created a list of possible parade attendees
- Created a list of possible parade participants
- Created a database of volunteers

We plan to ...

- Continue to provide refreshments when needed - ongoing
- Secure hotel space – by 10/31/2023
- Create an invitation – by 2/1/2024
- Obtain contact information for both parade groups to create a database - by 1/1/2024 but also ongoing
- Support other committees with any needs we can provide - ongoing

Report from the Community Participation Subcommittee 11/16/2023

Expenses for some of the key events:

Essay Contest

This will be open to all high school students living or attending school in Concord. There will be 5 winning entries. These will be published in a special edition of the Concord Review, which is a literary magazine for high school students. The Editor is excited to devote an issue to the winners, which can be sold as part of the 250th celebrations.

This is underway and we expect initial expenses of approximately \$500 for printing and publicity. There has not been a determination as to whether there will be a cash prize.

Flags marking the Revolution and Witness Houses

Work is underway to verify all of the structures that stood in Concord on April 19, 1775. We would like to put flag stands and flags in front of each house for two weeks around the April 19, 2025 celebration. The estimate is for 80 houses. This involves stands, flags, retro-fit hardware to use standard hardware, and a hanging plant with a 250 logo flag in it. Some homeowners may be willing to pay for their own flags. This is a project that may be attractive to donors. To date over \$600 has been spent on producing graphics and prototypes. This work is almost complete. **The cost of the flags and stands will be approximately \$70 each. Excluding the National Park Properties which will not participate, we expect about 70 houses to display flags. That would be a cost of \$5,250, plus the \$600, or a budget of \$5,850.**

***Quilting Show**

A quilting show with a 250 theme will be held in March 2025. It will include quilts from the many quilting guilds in Concord, Lexington and Arlington. **The cost of the hanging apparatus for a weekend show is currently in the \$6,000 range. There may be a need for a security detail for traffic control. There will be publicity beforehand, posters and flyers costing in the range of \$300. We propose a budget of \$7,000 for this event if the location can be secured at no cost.** Admission could be charged to defray expenses, but the proposal is to request donations so that the show is truly open to the public.



Art, Literature and Music Subcommittee Update, October 24, 2023

What are 3 specific things your subcommittee has accomplished that you are proud of ?

While this is not specific, we are pleased to be developing collaborations within our subcommittee, with other subcommittees and with other towns. Examples : Art, Literature and Music SC members sharing ideas, resources and talent to enhance events such as adding music to an art event, costumes for another SC event, etc.

1. On September 8, 2024, **51 Walden** plans to host pianist Louise Bessette who will perform Charles Ives's Concord Sonata. She will add a talk about the composer's special connection to Emerson, Hawthorne, Alcott and Thoreau.
- 2.. The **Concord Conservatory of Music** has commissioned faculty member and composer Aaron May Meyers to compose a piece titled, Do Not Comply for a concert based on our 250th theme: 'Still heard round the world.' It will take place on March 7, 2025 and include five musicians plus a lecture about the music.
3. **Concord Art** is planning three events : a Spring Curated Exhibition, titled Many Forms of Freedom, curated by Alison Ferris to open on March 27, 2025 a 'Paint Out,' Plein Air Art Making at the North Bridge on May 11, 2025 from 10am to 3 pm that will have 250 artists painting, drawing, sculpting, and photographing, and doing collage....and, Story Telling with the theme of Personal Freedom. There will be two events one in the Spring and one in the Fall. Both will involve partnering with other Concord organizations.
4. In May 2025, **Concord Women's Chorus** (CWC) will present a concert showcasing the historical and contemporary voices of women in Concord, featuring three musical works commissioned by CWC. They request

funding to create professional recordings of the concert works. The works for the May, 2025 concert, to be recorded, are:

Concord Fragments, a 2010 piece by renowned composer Libby Larsen, three movements set to texts by three Concord women: Lidia Emerson, from an 1843 letter to her husband, Ralph Waldo Emerson; Martha Lawrence Prescott, from an 1834 diary entry on her 18th birthday; and poet, former CWC member Melissa Apperson, from a poem inspired by Walden Pond. It is scored for women's voices, oboe, clarinet and piano.

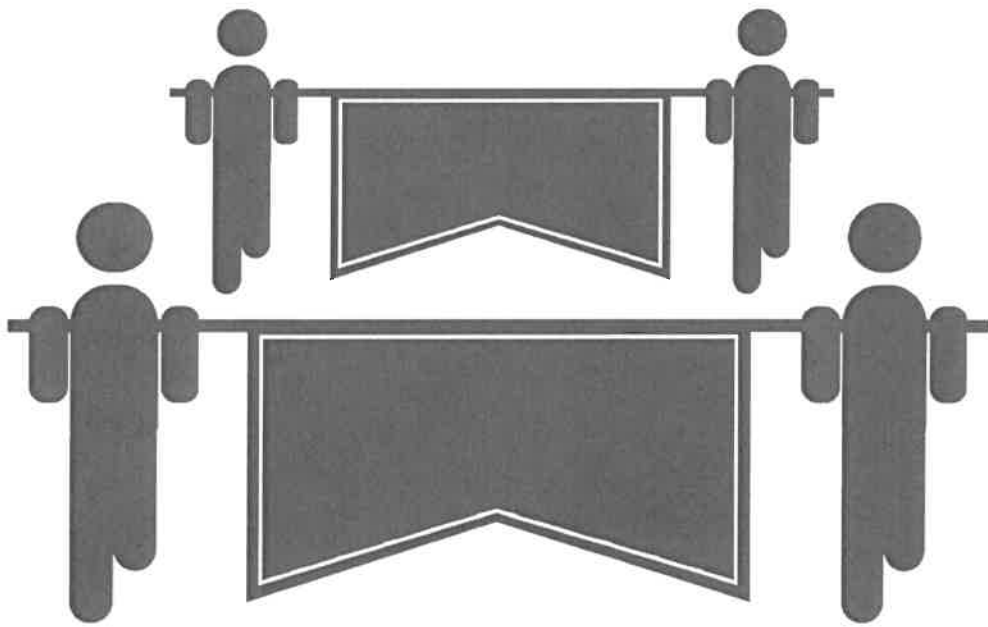
The Tree House (2017), by Beth Denisch, based on poetry by Kathleen Jamie, one of Scotland's most lauded contemporary poets, scored for women's voices, oboe, cello, and piano.

Grown Wild (2021), by contemporary composer Melissa Dunphy, based on a poem by Melissa Apperson, scored for women's voices, piano, and violin.

Jane Ring Frank is the Artistic Director of the 40 member CWC which has an impressive history of performing in Concord for over 60 years. The chorus plans to do the recordings at Trinity Episcopal Church in Concord, MA where they regularly rehearse and perform, eliminating studio rental costs while ensuring excellent acoustics.

What are 3 specific things that your Subcommittee will be working on over the next 3 months ?

1. **Art For All** is determining the scope and location within Concord Center for an art mural based on our 250th theme.
2. Three members are proposing a 'Poetry Slam' and are working on the logistics.
3. A potential art collaboration is being explored with art organizations in Concord and The Art Council in Lexington.



THE PARADE



**Concord 2025 Executive Committee
Parade Committee Report
October 19, 2023**

What has your subcommittee accomplished that you are proud of?

- 1) Decision on the parade theme and concept.

Concept: RECOGNITION OF THE DEDICATION AND SACRIFICE OF ALL THOSE WHO FOUGHT FOR INDEPENDENCE ON APRIL 19, 1775; THE ESTABLISHMENT OF A NEW NATION; AND THE PROGRESS WE HAVE MADE AND CONTINUE TO MAKE TO PRESERVE, PROTECT AND EXPAND THE FOUNDATIONAL PRINCIPLES OF SELF-DETERMINATION, EQUALITY and LIBERTY FOR ALL PEOPLE.

Theme: The parade will aim to tell two stories that historically (and helpfully, for our purposes) are interwoven and inextricable yet distinct: 1) the history and civic growth of our nation, and 2) the history and civic growth of the Town of Concord.

Thus, in essence, we would have two histories to tell, woven together chronologically and thematically, while being visually distinct from one another and grouped within the Line of March in such a way that each story unfolds bit by bit until the end, when Concord's present-day story is presented as the nation's, reflecting it and one with it: we Concordians are aspirational, too, continuing to strive for "self-determination, equality and liberty for all people."

- 2) Finalized a parade route – similar of the parade route from 1975. Forming on Thoreau Street near Hubbard, following Sudbury Road, Main Street to Lowell Road, Liberty to Monument Street, and then after proceeding through Monument Square, continuing on Lexington Road. The parade will end at or on Heywood.
- 3) Met with National Park staff to determine proper and suitable staging location for the reviewing stand at the 2025 bridge ceremony.

What are specific things that your subcommittee will be working on over the next 3 months?

- 1) Sending invitations to parade participants – by November 15th
- 2) Securing estimates and partners for the speaker system/stages – by mid December
- 3) Schedule meeting with Lexington’s parade committee for greater collaboration on planning – by December 1st
- 4) Understand permit process and requirements at both local and federal level – by January 1st
- 5) Develop checklist of tasks and make assignments to each committee member – by December 1st
- 6) Select Parade Marshal (for 2024) – by January 1st

Report respectfully submitted by,

John Arena, III

Parade Committee Chair

PATRIOT WEEK - 2025

April 12 - Saturday	April 13	April 14	April 15	April 16	April 17	April 18 - Friday	April 19 - Saturday	April 20 - Sunday	April 21- Monday
6am 9am 12pm 3pm 6pm						6am 9am 12pm 3pm 6pm	6am 9am 12pm 3pm 6pm	6am 9am 12pm 3pm 6pm	6am 9am 12pm 3pm 6pm
<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="width: 15px; height: 15px; background-color: black;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> </div> <ul style="list-style-type: none"> ■ Bedford Pole Cap –1 hr Suggest 10am step off ■ Meriam’s Corner –1 hr Suggest 12:30 step off ■ Revere’s Capture –1 hr Suggest 2:30 start ■ Tower Park –1 hr Suggest 4:00 start 						<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> </div> <ul style="list-style-type: none"> ■ Revere’s Ride –11:30pm Lexington ■ Patriot Vigil North Bridge –7:45pm-8:45am 	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> </div> <ul style="list-style-type: none"> ■ Battle Lex Green – 5:30am-6:30am Lexington ■ Dawn Salute –1 hr 6am North Bridge ■ North Bridge Ceremony –9:45am-10:30am ■ Concord Parade – 8:30am- 11:30am ■ Battle Road – 11am- 1:30pm Lincoln ■ Lexington Parade –1 hr 2:00 or 3pm step off 	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> </div> <ul style="list-style-type: none"> ■ Battle Menotomy – 12pm-1pm Arlington ■ Search Barrett Farm –3 hr Concord, 1:30-4:30 	<div style="display: flex; justify-content: space-around; margin-bottom: 10px;"> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> <div style="width: 15px; height: 15px; background-color: #ccc;"></div> </div> <ul style="list-style-type: none"> ■ North Bridge Battle–2 9am-11am? ■ Barrett Farm 12pm-4p Public Demonstrations ■ Monroe Tavern 12-4pr Public Demonstrations ■ Hartwell House 12-4pr Public Demonstrations ■ Concord Museum 12- 4pm Public Demonstrations

Parade

Ceremony

Reenactment



**THE
PERMANENT
MEMORIAL**



CONCORD250 PERMANENT MEMORIAL GOALS

The Concord250 Permanent Memorials Subcommittee has spent many months reflecting on the ideals that motivated those who fought for freedom on April 19, 1775, and how these values can best be expressed in projects to mark the 250th anniversary of this event. We have focused on potential initiatives that accomplish a multifaceted goal: honoring the past, elevating the critical concerns of the present and looking ahead, with hope and conviction, to the future.

After a careful process of listening, historical research, and deliberation that has included feedback at various public gatherings, as specified in the charge of the Concord Select Board, Subcommittee members seek to include reference to the contributions of Black Concordians and other men and women who have come before but whose voices were not always heard, honored, or remembered.

We are pledged to highlight those whose stories have historically been overlooked, particularly as they relate to the ongoing struggle to truly live by our country's guiding principles of liberty and justice for all.

We are proposing three initiatives that will accomplish these goals in meaningful and lasting ways. These represent three themes that emerged as the highest priorities in memorializing this pivotal moment in American history:

1. Celebrating the struggle of those who fought for social justice,
2. Planting 250 trees to create a more sustainable Concord,
3. Honoring those who have served our country in the armed forces.

(Over)

Celebrating the struggle for social justice will be the driving concept behind a new public greenspace on Monument Square, to be constructed on the currently unused portion of “Parcel 1693,” a parcel of land gifted to the Town in 1900 as a commemoration of the 125th anniversary of the beginning of the American Revolution. The design will be welcoming, beautiful, and functional, and will invite visitors to reflect on the life of Ellen Garrison and the role she and other Concordians played in the pursuit of freedom and democracy for all. (To mark the first public event of Concord250, the Select Board proclaimed April 14, 2023 as Ellen Garrison Day.) This site will be a lasting expression of the commitment to telling a more complete story of our town’s history.

Planting 250 memorial trees in celebration of the 250 anniversary will create a more sustainable Concord. Such a living memorial celebrates Concord’s revolutionary past, as well as its aspirations for the future. The town’s history reveals a community that has always looked forward and led with courage and vision. The planting of 250 trees is a demonstration of its commitment to a more sustainable and resilient future and is a gift to future generations of Concordians and visitors to appreciate and enjoy.

Honoring those who have served our country in the armed forces will be the focus of several initiatives, including processing a treasure trove of documents in the Special Collections of the Concord Library pertaining to the Concord men and women who have served in the military; marking the gravesites of Concord’s Revolutionary War veterans previously unrecognized on Memorial Day; and publicly honoring those Concordians who died in the American Revolution.

October 27, 2023

Permanent Memorial Subcommittee

Gary Clayton, Christa Collins, Nancy Keohn, Joe Palumbo, Polly Reeve, Tooley Rogers

Concord 250 Memorial Park

Work progress summary

November 19, 2023



Design Objectives

1. The memorial will commemorate groups and individuals whose voices have not always been heard, honored or remembered. As such, the memorial will seek to make a more complete and inclusive telling of Concord's history.
2. Through its written messages and design, the memorial should impress upon those who view it that building a democracy of free people depends upon the commitment of individual citizens to insure its perpetual renewal.
3. The public park that contains the memorial should be a welcoming, gathering place on Monument Square. It should be inclusive and universally accessible.
4. The park should be a safe and secure public space, observable from adjacent sidewalks and streets.
5. The memorial will be permanent and reasonable to maintain over time.
6. The project should be achievable for a reasonable budget.
7. The aesthetic motive of the project will be to convey its message with beauty and simplicity.

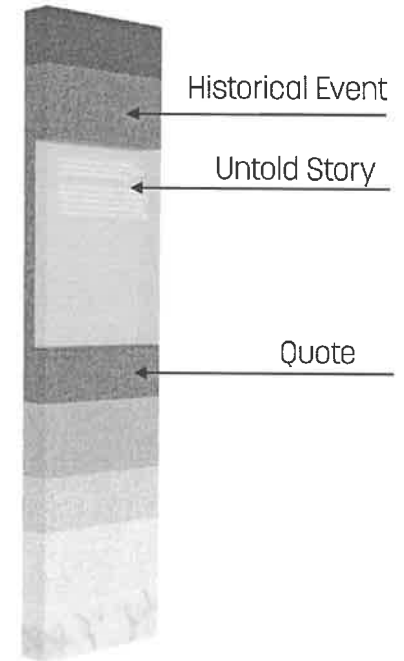
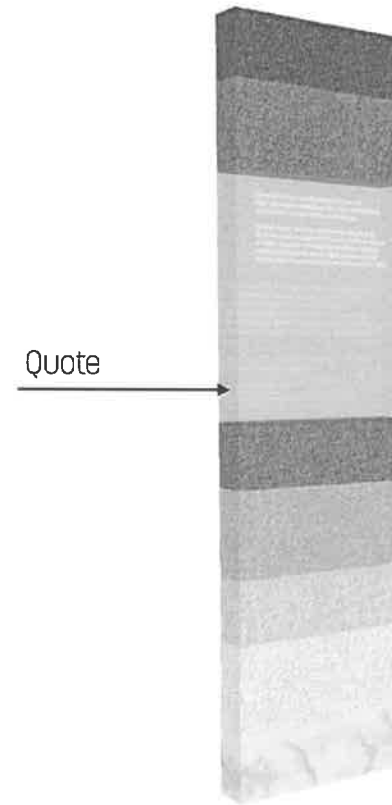
Summary of Public Forum Responses

AWAKE	TRUTH	BELONGING	INSPIRED	TODAY
<ul style="list-style-type: none">• Voice/Voices• Stand up• Speak out• Activism• Demonstration	<ul style="list-style-type: none">• Enlightened• Justice• Education• Equanimous	<ul style="list-style-type: none">• Menders• Equality• Interdependence• Connect• Engaged• Togethers• Togetherness• Coming-Together• Wholeness• Rooted	<ul style="list-style-type: none">• Ahh• Good and Glorious• Energized• Proud• Motivated• Empowered	<ul style="list-style-type: none">• Recognition• Social Justice• Demanding-justice

Example of Memorial Content – The Expansion of Freedom

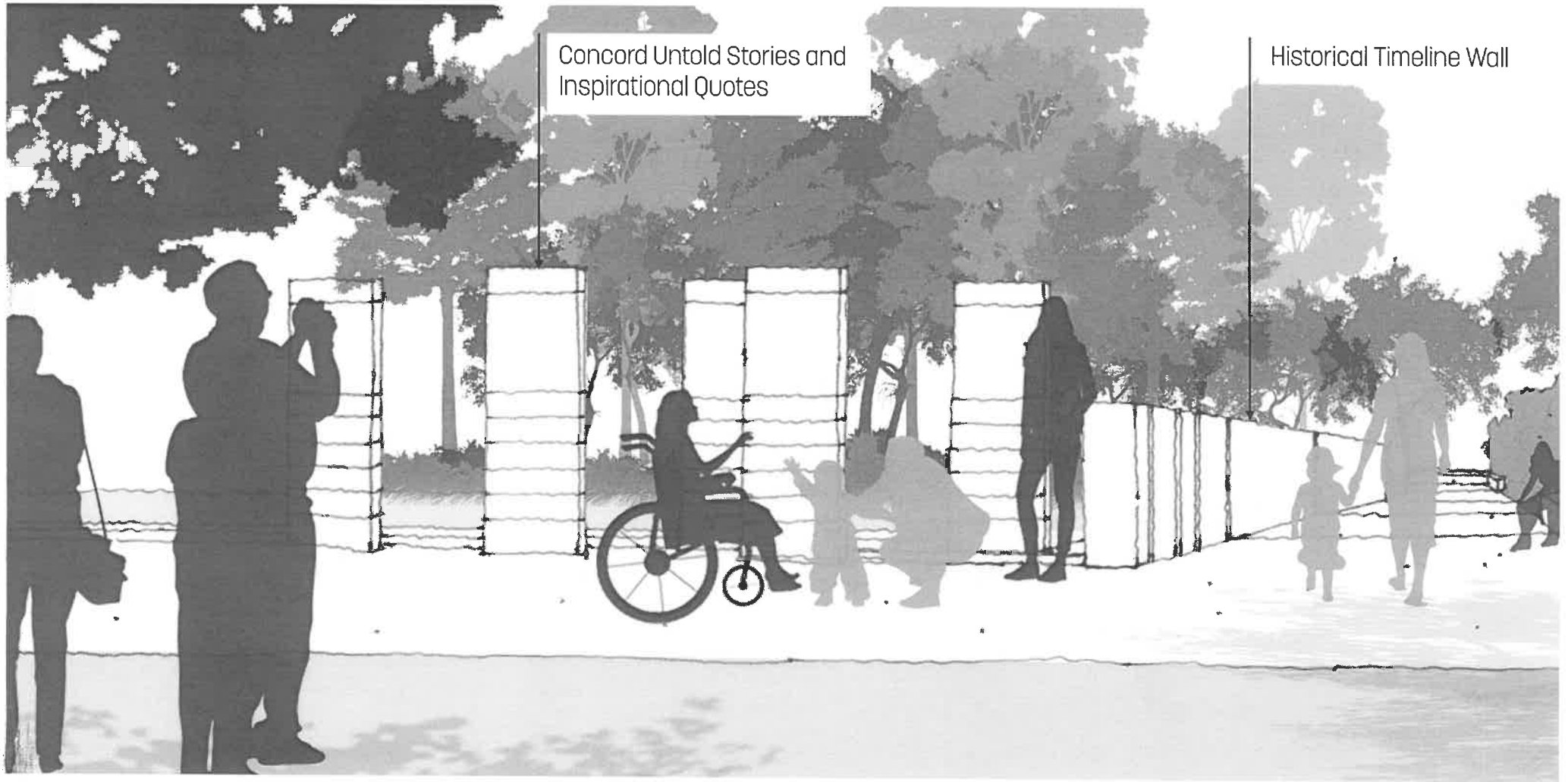
HISTORICAL TIMELINE	UNTOLD STORY	HISTORICAL DIALOG
1835-1866	<p>Free Black families such as the Garrisons and the Dugans along with their allies at The Concord Female Anti-Slavery Society each found ways to help protest and take action to expand freedom during the long struggle for Civil Rights</p> <p>Ellen Garrison GW Dugan Mary Merrick Brooks Susan Garrison Frederick Douglass</p>	<p>"If there is no struggle, there is no progress. Those who profess to favor freedom, and yet depreciate agitation, are men who want crops without plowing up the ground. Power concedes nothing without a demand. It never did and it never will."</p> <p>Frederick Douglass, 1857</p> <p>"I feel as though I ought to strive to maintain my rights. I feel that it is a good and glorious effort in which I am engaged. Our soldiers went forth with sword and bayonet to contend for right and justice. We could not do that. But we contend against outrage and oppression wherever we find it."</p> <p>Ellen Garrison, 1866</p>

Preliminary Memorial Concept : Dimension and Materials Study



18"X74"

Preliminary Memorial Concept





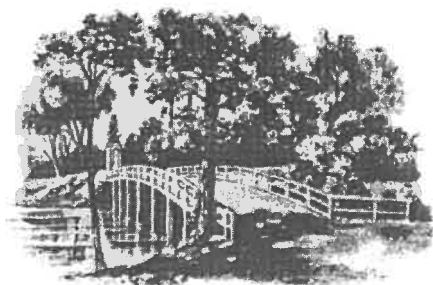
**SAFETY AND
SECURITY**

Concord April, 19 2025 Patriot's Day Parade
Public Safety/Public Works

	FY 2025	FY 2025	Notes	
	Personnel	Expenses	Total	
Public Works	\$75,000	\$100,000	\$175,000	Includes pre-parade route/viewing area/portable toilet stations and preperation and post parade route service and demobilization/cleanup tasks
Police Department	\$200,000	\$50,000	\$250,000	Project expenses related to traffic/crowd control/venue access control/communications
Fire Department	\$135,000	\$35,000	\$170,000	Projected expenses related to fire/rescue operational supplies (fuel, gear, etc.), first aid and replensihment of deployed assets
Mutual Aid Assets	\$130,000		\$130,000	Polic/Fire/Public Works Mutual Aid Support
		<u>Total</u>	<u>\$725,000</u>	

Testimony Talking Points
Frederick Ryan
Massachusetts Joint Committee of Travel and Tourism
October 16, 2023

- 1) Introduce Self – longtime Concord resident and Chair Concord’s 250 Public Safety Committee. Retired (honorably) as Arlington’s Police Chief after 33 years of service and served in a leadership role (VP) for nearly a decade for the MA Major City Police Chief’s Association.
- 2) Thank Committee for their time on this important matter and we look forward to a fruitful partnership to make the Commonwealth’s 2025 celebrations safe and enjoyable for all.
- 3) I’m here today to talk specifically about the public safety challenges associated with the 2025 celebrations to not only the Lexington and Concord region, but also to the Commonwealth as a whole.
- 4) During the 1975 Bicentennial celebrations Concord:
 - a. welcomed more an estimated 120,000 spectators.
 - b. welcomed the sitting POTUS.
 - c. deployed more than 500 police officers.
 - d. 400 National Guard troops.
 - e. Managed hundreds of protestors and counter protestors.
- 5) In April of 2025 we anticipate a nearly quarter of a million spectators to the region on the Saturday before the annual Boston Marathon. There is significant potential for social unrest, we do not know what the political climate will be, and we must plan to safeguard the constitutional rights of all. This will require significant public safety planning and expenditure of resources far beyond the capacity of individual municipal governments such as Lexington and Concord.
- 6) Intermunicipal planning between Lexington and Concord, and others, is ongoing and we are here today seeking the committee’s support for H3242.
- 7) If we get this right, as a Commonwealth, the celebrations of 2025 can be safe and enjoyable for residents of the Commonwealth, the nation and the world. Alternatively, if we fail to properly plan and resource the events the consequences could severely compromise the health and safety of all participants.
- 8) With a sense of urgency in my voice I urge you to support H.3242 and thank you again for your time today.



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

October 16, 2023

Testimony by the Concord 250th Executive Committee
Regarding RE: H.3242,

An Act to create the American Revolution anniversary public safety and operations fund

Joint Committee on Tourism, Arts and Cultural Development
Public Hearing
October 16, 2023 at 10:00 A.M.

Dear Chairs Mark and Domb and esteemed members of the Joint Committee on Tourism, Arts, and Cultural Development:

I am here to provide testimony on H.3242, An Act to create the American Revolution anniversary public safety and operations fund. We are grateful for Representative Michelle Ciccolo's sponsorship of this legislation and for the support of Representative Cataldo, Representative Gentile, and Senator Barrett.

The Concord Select Board created a committee to plan for the 250th anniversary of the Battle of Concord during the Revolutionary War. The 200th anniversary of this event, in 1975, was attended by President Ford along with local, national, and international dignitaries. According to various estimates, Concord received well over 100,000 visitors in 1975 to commemorate this historic battle. Concord is once again planning for this historic anniversary with many celebrations and large crowds on and around April 20, 2025.

The Concord 250th Executive Committee has established nine subcommittees to properly plan for this event, each with its own focus including Arts, Communications, Event Planning, Finance, History & Education, Hospitality, Outreach, Permanent Memorial, and Public Safety. Our subcommittees have been hard at work to plan for this anniversary event and we anticipate a surge in local and regional tourism along with a greater need to support public safety.

The 250th anniversary is expected to attract hundreds of thousands of tourists and visitors to our community. The Town is busy planning for various events leading up to the Patriots Day parade on April 20, 2025. These events include performances by the Concord Conservatory of Music, Concord Band, Concord Orchestra, Concord Players, Concord Women's Chorus, a re-enactment of Revolutionary Debate, a celebration of Ellen Garrison and Frederick Douglas, contributions by the Robbins' House and Native Americans, a Freedom Festival, a permanent memorial commemorating this anniversary event, 3 exhibitions on the American Revolution, teacher workshops, a catalogue of Concord-housed Revolutionary War artifacts, stories told of Concord soldiers, wives, households, and widows, and of course the famous Patriots Day parade.

As a tourist destination, Concord has seen its revenue from lodging tax and meals tax increase

year over year since 2016, peaking at \$1.29 Million in 2019. The Town is well on its way to recovery from the pandemic impact on local receipts. Concord's Tourism Division reports that the Town generates \$72 Million in tourism-related sales of commodities yearly and we expect to see that number rise to \$90 Million in 2024 and \$100 Million in 2025. We also expect the number of tourists to rise with 1.25 Million tourists expected in 2024 and 1.5 Million tourists in 2025.

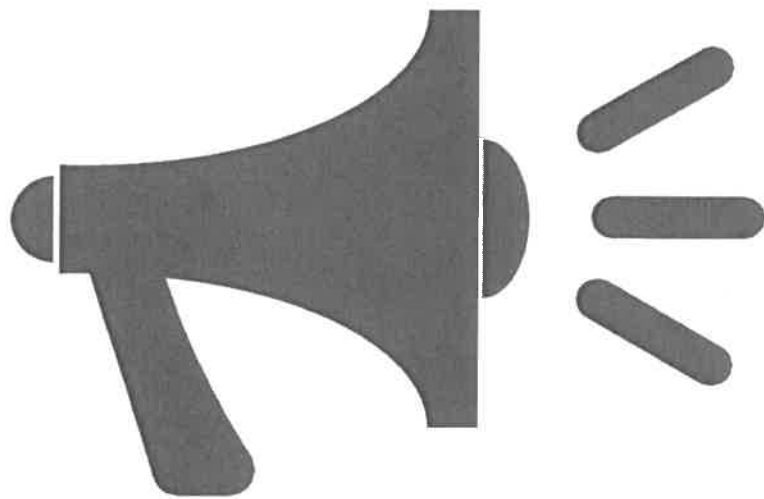
According to other recent reports, Concord delivers about \$4.5 Million in tourism-derived sales tax to the Commonwealth each year. That revenue to the state is projected to rise to \$5.625 Million in 2024 and \$6.3 Million in 2025. This could result in aggregate revenue to the state of over \$4 Million over a three-year period.

In light of these events leading up to the Patriots Day Parade, Concord expects a significant need to fund public safety that is vital to the functioning of these events. We expect over 250,000 spectators for the parade itself. These estimates are driving other staff projections including 800 deployed police officers, 150 Fire & Rescue staff deployed, 15 first aid stations, and the possibility of counter-protesting that is becoming common at such large-scale events.

Concord's current staff of about 45 Police Officers and about 44 Fire & Rescue professionals is completely overshadowed by the projected labor needed to support this event. The Town has been working with its sister city on this, the Town of Lexington, and we plan on pooling resources to address the public safety needs. But our joint efforts will not be enough to provide the necessary public safety staff needed to ensure a safely run event. Our Towns will need significant support from the Commonwealth to help protect these events, our residents, and the projected revenues so that everyone will be able to enjoy this event successfully.

Please vote to support H. 3242 favorably out of committee and ensure that the Commonwealth makes the necessary investments in public safety and economic vitality to ensure that this event properly commemorates our honored history. Thank you for your time.

Dr. Munro, co-chair of the Concord 250th Executive Committee



COMMUNICATIONS AND THE IMA

INTERMUNICIPAL AGREEMENT FOR
BATTLE ROAD 2025/250th CELEBRATION CONSULTANT TEAM

THIS AGREEMENT is entered into by and between the Towns of Arlington, Concord, Lexington, and Lincoln, hereafter referred to collectively as the “Municipalities,” this 1st day of November, 2023, as follows:

WHEREAS, the Municipalities desire to share the services and costs of a common Consultant Team for Battle Road 2025/250th Celebration to provide Marketing, Public Relations and Events Management (the “Consultant Team”); and

WHEREAS, the Town of Concord, is willing and capable of providing the support and oversight necessary to hire a Consultant Team; and

WHEREAS, each of the Municipalities has obtained authority to enter into this Agreement pursuant to G.L. c. 40, s 4A;

NOW, THEREFORE, the Municipalities, in mutual consideration of the covenants contained herein, intending to be legally bound, agree under seal as follows:

1. Term. The term of this Agreement shall commence on September 1, 2023 and shall expire on June 30, 2026, unless terminated earlier as set forth herein. On or before January 1st of each year during the Term of this Agreement, the Municipalities shall review this Agreement to ensure that the agreement continues to meet the needs of each municipality. The Agreement may be renewed for a subsequent two-year term for up to a total of four years as voted of each municipality through its respective Select Board by January 1 of the year of the expiring term. Renewal shall be accomplished pursuant to a written agreement of the Municipalities.

2. Lead Municipality. During the Term of this Agreement, the Town of Concord, shall act as the lead municipality. The Town of Concord shall perform or provide the following:

- a. Issue Requests for Proposals for a Consultant Team to provide as the services described in Exhibit A: Core Consulting Services, attached and incorporated herein;
- b. Proposals will be evaluated and consultant selected by a Committee consisting of two representatives from each municipality.
- c. Enter into contracts with the Consultant Team to provide said services described in Exhibit A: Core Consulting Services;
- d. Manage the Consultant Team contract;
- e. Receive invoices from the Consultant Team and make payments in a timely manner for services rendered;
- f. Administer the collection, accounting and use of funds provided by the Municipalities to fund the Consultant Team contract;
- g. Provide overall program oversight and related administration; and
- h. Provide conflict resolution in accordance with Section 10 below.

3. Duties of the Consultant Team. During the Term of this Agreement, The Consultant Team shall perform services as described in Exhibit A: Core Consulting Services for an annual allocation of hours indicated in Exhibit B: Fee Structure for an annual allocation of hours as indicated in Exhibit B: Fee Structure, attached and incorporated herein.

4. Funding Structure and Payment. The Town of Concord shall annually request funds from each municipality for the upcoming year by July 1, with payments due within 30 days of the written request, and each municipality shall provide the requested annual funding to the Town of Concord, pursuant to the Fee Structure, attached as Exhibit B: Fee Structure. Funding for supplemental services not included in Exhibit A: Core Consulting Services and for additional hours in excess of the allotted hours in Exhibit B: Fee Structure shall be requested separately, at the discretion of the Town of Concord and the individual municipality. The Town of Concord shall hold all funds in a separate revolving fund account in trust for each municipality and shall not disburse such funds for any purpose other than payment of invoices from the Consultant Team for services rendered and other program expenses. Any municipality may borrow or lend hours to other municipalities upon written agreement between the impacted municipalities, provided that the total number of hours available to the Consultant Team remains constant.

5. Subsequent Year Adjustments. The annual allocation of hours in Exhibit B: Fee Structure shall be reviewed and adjusted, if necessary, annually, three (3) months prior to end of each year of the Term of this Agreement. The Town of Concord shall provide to all municipalities a record of the actual hours of services provided to each municipality during the current year of the term and if necessary, propose an amended Exhibit B in order to make any adjustment for the following year of the term, which shall be adopted as the Municipalities may agree, in accordance with Section 14. If adopted, payment allocations shall be adjusted to reflect the adjusted proportion of hours worked per year per municipality.

6. Indemnification. Notwithstanding the final sentence of G.L. c. 40, s 4A, to the extent provided by law, each municipality (the "Indemnifying Municipality") separately agrees to indemnify the Town of Concord, including all officials, officers, employees, agents, services and representatives, from and against any claim arising out of the duties performed by the Consultant Team pursuant to the Agreement in or on behalf of the Indemnifying Municipality. As to any claim or occurrence, the express indemnification set forth above shall be town-specific: Arlington's obligations shall be limited to the services provided for Arlington; Lexington's obligations shall be limited to the services provided for Lexington; and Lincoln's obligations shall be limited to the services provided for Lincoln. The Indemnifying Municipality's obligation to indemnify under this Section shall be limited to and benefited by the immunities and the limits on liability that would be applicable under M.G.L. c. 258 and any other law or statute limiting the liabilities of municipalities as if the negligent act or omission had been made by an employee of the Indemnifying Municipality. Furthermore, the Indemnifying Municipalities shall not be liable for any claims arising from:

- a. Violations of state or federal civil rights statutes;
- b. Violations of state or federal discrimination statutes;
- c. Wrongful termination claims;
- d. Violations of any state or federal statute dealing with employment practices; and

e. Claims that are covered by any insurance policy.

7. Termination. The Towns of Arlington, Lexington and Lincoln, by a vote of its Select Board, may withdraw from and terminate this Agreement at the end of any year with the provision of at least two months prior written notice to the Town of Concord. No such termination shall affect any obligation of indemnification that may have arisen hereunder prior to such termination. Upon such termination, the Town of Concord shall prepare full statements of outstanding unpaid financial obligations under this Agreement and present the same to the terminating Municipality for payment within thirty (30) days thereafter. The Town of Concord, by a vote of its respective Select Board, may terminate this Agreement upon the provision of at least one month prior written notice to the participating municipalities. After termination of this Agreement, the Town of Concord shall remain liable to the participating municipalities for any portion of the payments received not earned. Any municipality may withdraw from this Agreement at the end of any fiscal year in which the municipal legislative body has not appropriated funds sufficient to support that municipality's participation in the subsequent fiscal year, provided that in such an event, the municipality shall give as much notice to other municipalities as the circumstances allow.

8. Advisory Committee. There shall exist an Advisory Committee comprised of one (1) representative from each municipality, whom shall be appointed by the municipality's Town Manager/Administrator. Any recommendation made to the Project Manager of the Consultant Team shall be made by a majority vote of the Advisory Committee. The Advisory Committee shall endeavor to meet on a quarterly basis in July, October, January and April. The Town of Concord shall prepare and send to each municipality a quarterly status report prior to the quarterly meeting.

9. Conflict Resolution. The Advisory Committee may hold additional meetings to discuss and resolve any conflicts that may arise including, but not limited to, disagreements regarding the needs of each municipality and changes to the annual allocation of hours as indicated in Exhibit B: Fee Structure. Any unresolved issues shall be determined by the Town Manager of the Town of Concord.

10. Financial Safeguards. The Town of Concord shall maintain separate, accurate and comprehensive records of all services performed for each of the Municipalities hereto, and all contributions received from each municipality. The Town of Concord shall issue a financial report for each fiscal year to each of the municipalities by December 31 of the following year.

11. Assignment. None of the Municipalities shall assign or transfer any of its rights or interests in or to this Agreement, or delegate any of its obligations hereunder, without the prior written consent of the other Municipalities.

12. Amendment. This Agreement may be amended only by a writing signed by all Municipalities duly authorized thereunto.

13. Severability. If any provision of this Agreement is held by a court of appropriate jurisdiction to be invalid, illegal or unenforceable, or if any such term is so held when applied to any particular circumstance, such invalidity, illegality or unenforceability shall not affect any

other provision of this Agreement, or affect the application of such provision to any other circumstances, and the remaining provisions hereof shall not be affected and shall remain in full force and effect.

14. Governing Law. This Agreement shall be governed by, construed, and enforced in accordance with the laws of the Commonwealth of Massachusetts.

15. Headings. The paragraph headings herein are for convenience only, are no part of this Agreement and shall not affect the interpretation of this Agreement.

16. Notices. Any notice permitted or required hereunder to be given or served on any municipality shall be in writing signed in the name of or on behalf of the municipality giving or serving the same. Notice shall be deemed to have been received at the time of actual receipt of any hand delivery or three (3) business days after the date of any properly addressed notice sent by mail as set forth below:

Town of Arlington
James Feeney, Town Manager
730 Mass Ave. Annex
Arlington, MA 02476

Town of Concord
Kerry Lafleur, Town Manager
Town House, P.O. Box 535
22 Monument Square
Concord, MA 01742

Town of Lexington
James Malloy, Town Manager
1625 Massachusetts Avenue
Lexington, MA 02420

Town of Lincoln
Timothy S. Higgins, Town Administrator
16 Lincoln Road
Lincoln, MA 01773

17. Complete Agreement. This Agreement constitutes the entire agreement between the Municipalities concerning the subject matter hereof, superseding all prior agreements and understandings. There are no other agreements or understandings between the Municipalities concerning the subject matter hereof. Each municipality acknowledges that it has not relied on any representations by any other municipality or by anyone acting or purporting to act for another municipality or for whose actions the any other municipality is responsible, other than the express, written representations set forth herein.

WITNESS OUR HANDS AND SEALS as of the first date written above.

TOWN OF ARLINGTON
By its Select Board

TOWN OF CONCORD
By its Select Board

TOWN OF LEXINGTON
By its Select Board

TOWN OF LINCOLN
By its Select Board



Exhibit A
Core Consulting Services for Battle Road 2025/250th Celebration

Scope of Work

- Overarching Communications Strategy
 - o Core material development:
 - Press kit, B roll, Media resources, FAQ – updated as needed
 - o ID key spokespersons
 - Develop key talking points
 - Media train spokespersons
 - o Establish metrics for data capture & establish tools to collect information
- Internal & External Communication- National and local Media channel identification
- Publicity of the region's history and events commemorating the historical events
- Templates for social media, press releases, media communications, event promotional materials and associated creative.
- Development of a four-town website to promote the 250th anniversary and events in all four communities.
- Messaging support and coordination with communication teams of visiting dignitaries
- Create a crisis management communications plan and train appropriate spokespersons on messaging in the event of an emergency. This may include engaging a crisis communications consulting firm.
- Coordinate events between municipalities to maximize strained resources and create a more efficient flow of visitors between activities.
- Data collection and analytical reporting of the 250th year events – demographics of audience served, media clip reports, and analysis of what worked/didn't work, lessons learned.
- Coordinate a collaborative transportation plan to ensure visitors and others have access to all four towns during the 250th celebration. This may include engaging a transportation consultant.

Target Markets & Audience

The primary audiences for Battle Road 2025/250th Celebration will be:

1. New England residents
2. Regional markets: New York, New Jersey, Washington DC, Philadelphia
3. National markets: California, Mid-west
4. International markets: UK, Europe, and Asia
5. Collaborating municipalities of Arlington, Concord, Lexington, and Lincoln
6. Massachusetts' state and federal senators and representatives, Massachusetts' governor, and their affiliated staff members
7. Diplomatic teams of invited personalities (preparing them with information for speeches, etc.)
8. Freedoms Way
9. MAPC
10. MOTT
11. Regional Tourism

Data Capture & Analytics

To determine the success and impact of marketing, public relations, and event management activities leading up to, surround, and post Battle Road 2025/250th Celebration regional and municipal events, it is vital to establish agreed upon metrics to measure post-2025. Strategies should be built into the program to capture, analyze, and report back key data, comprehensive media coverage, impact/engagement of social media, and other key metrics for use with program stakeholders and funding sources to measure program impact.

Exhibit B Fee Structure

The participating municipalities will proportionally share the cost of operating the Consultant Team for Battle Road 2025/250th Celebration. The proportional share is determined based on the percentage of hours planned to support each municipality for core services as represented in the fee schedule.

Concord contributes through providing insurance, accounting, and office support (including telephone, computers, copy services, supplies, mailing costs, technology, internet/email).

Membership Fee Schedule		
Hours	% of hrs	Pro rata \$
Arlington	25	50,000
Concord	25	50,000
Lexington	25	50,000
Lincoln	25	50,000
total	100%	200,000

This fee structure does not include payment for supplemental services which will be proposed and invoiced outside of this agreement, with pre-approval from all four towns.

Lexington will coordinate the efforts on the website and crisis communications.

This fee structure does not include payment for hours provided above those allotted which will be invoiced for 15% above regular rate.



Notes on Inter-Municipal Meeting

Lexington...October 20, 2023

Goals (Rep. Michelle Ciccolo): Community building and economic development...a focus solely on 250...a State wide calendar for all events...a marketing plan that will amplify the stories throughout MA 24-26; inter-municipal agreement...we have finalized the agreement (2 from each town)...\$200,000 and event management and some other thoughts: a joint website and crisis communication; approval if beyond the monies assigned...we can behave flexibly to pro-rate if any town feels they don't need to use those services.

Arlington..."the untold stories"...Menotomy...murals project, utility box painting, horses project, reenactments, choosing which day to have our reenactment...and a memorial to fallen British soldiers...Freedom's Way collaboration closely (45 member towns)...we are producing a magazine featuring our 250 effort...and, we have a Logo...

Concord...since early 2022...14 members and building a volunteer base...collaborative and time consuming...some examples of what's been going on...art, literature, & music...Concord Museum collaborating with Lexington (as are the Chorus and Orchestra)...expand our understanding of a broader appreciation of human dignity...and the stories we tell...diversity and the expansion of freedom...small parcel of land near Monument Square to see how we can expand our story...support the intermunicipal engagement...



Lexington...excited about the collaboration; built-in diversity by dint of our population; “wake up British and go to sleep American” 24-26...one year countdown by our band (Br music in 2024; Am music in 2025)...lecture series...schools planning visual arts projects...creative, unique public arts projects (4-5 life-sized horses to see how transportation has changed over the years...who were the riders and those behind the scene)...12 midnight the sausages start cooking, all in preparation for a full day of celebration...1:00 the parade begins (90 units)...

Lincoln...small but mighty...shuttle service is part of our effort (taking advantage of our train service and work with MBTA...perhaps reduce the costs...communitywide contest, and we have just revealed our Logo...we have a parade on the 4th of July (fireworks)...a community day...Paul Revere capture site...dawn muster, etc....much of the Battle Road is in Lincoln...fife and drum group

Minuteman National Park...1 million visitors; 4 public interpretations...to develop our future plans...a briefing document...educate, interpret, and grow an understanding of who was part of all this; our themes: rise to rebellion; road to revolution; America unfinished...and digital products and social media...

Funding challenges...\$\$ for shuttles and services (transportation secretary seems aware and on-board)...H3242...250th Bill of \$1 million to support the security concerns...the testimony before the Legislature was very effective...the woman’s history trail is being developed...revolutionary



women being celebrated...small earmark (\$150,000) may be recovered...grant applications are also important

Sandhya (from Lexington): tourism effort is essential...so we can explain what we need money for: public safety...focus on Saturday (since the marathon is on Monday)...transportation remains an issue (shuttle service between all of these towns)...if the redcoats had trouble going from Lex to Concord, the problems are still massive; Mass DOT to have additional services (bus, train, etc.)...therefore, transportation remains a challenge...marketing and communication (IMA process) efforts that are both national and international (therefore, we need crisis communication and ability to welcome national and international visitors); TV, magazines, newspapers...we need a regional campaign to support our efforts...need to be engaged throughout the day and the weeks that precede and follow the central events...where "people can create memories!" Estimate 1.5 million visitors...we need fund raising...we have a feasibility plan, but the funds need enhancement.

We have already started creating the buzz...meet with tour operators to promote their student travel, historical travel, historical plan (with Beth Williams)...Greater Merrimack Valley Convention & Visitors Bureau...Rick Lofria (spelling?)...they look 2 to 3 years out...working with the hotels, etc. funded by the State of MA...[Arlington is not part of the GMVCVB...they are part of the Greater Boston]...

What should we be doing to manage the funding we need? (Mona Roy, from Lexington)...we will set the stage for the National Celebration...open, inclusive, and safe for all participants (from aged to handicapped)...



Kate.fox@mass.gov. from MA Office of Travel and Tourism attended this meeting. We need copy Kate Fox on all of our plans, cc her continuously.

Concord participants de-briefing notes

Di Clymer

Good idea to debrief this way !

I highlighted a few things of note :

1. Arlington is hiring an event coordinator.....Interesting idea which I don't think we need to consider unless we have events that have a lot of parts.
2. Great news that Lincoln is doing fireworks ! Should we ask and arrange for a shuttle bus if parking is tight ? (I don't remember the logistics there)
3. I like the idea of Lexington's Band playing British tunes in 2024 on April 19th and doing American tunes in 2025might ask Concord Band what they think of that.
4. Minuteman Nat. Park indicated they are doing a lot of digital projects. We should find out what they are and see how we can utilize them
5. Love the idea of developing a Women's Rights History Trail....Was this a joint effort with Lexington and Lincoln ?
6. As discussed, we should create some of those large lightweight signs promoting Concord 250th
7. I think it was Sandhya from Lexington who mentioned talking to hotels. Is Tish doing this broadly of just with The Colonial Inn. We might want to broaden our reach if we see a reason for this.
8. Lexington stated they have a "document for fundraising"Wonder if Rick knows someone on their committee to see their model.
9. Kate Fox invited us to copy MOTT on our emails....Now. We might want to discuss what emails would be appropriate and give the info to all our subcommittee chairs



Joe Palumbo

Good idea to debrief this way !

AGREE :)

I highlighted a few things of note :

2. Great news that Lincoln is doing fireworks !

We hope to have a drone show/light show at our FreedomFest at dusk in Concord :)

4. Minuteman Nat. Park indicated they are doing a lot of digital projects. We should find out what they are and see how we can utilize them

Yes we have two NPS Rangers now on our EVENT team and will stay on top of that

6. As discussed, we should create some of those large lightweight signs promoting Concord 250th

I talked to Beth W and we are already working on those ASAP



**OPERATIONAL
BUDGET
& FUNDRAISING**

CONCORD 250 EXECUTIVE COMMITTEE
 PRELIMINARY BUDGET PLAN V.3
 11/09/2023

<u>Focus Areas</u>		Currently Available Funds	Additional Funding Needed*
Communications		\$ 75,000.00	\$ 80,000.00
Programs		\$ 150,000.00	\$ 315,000.00
Hospitality		\$ 25,000.00	\$ 95,000.00
Public safety		\$ 250,000.00	\$ 500,000.00**
Memorial		\$ 75,000.00	\$ 260,000.00
Parade		\$ 125,000.00	\$0
<u>Total</u>		\$ 700,000.00	\$ 1,250,000.00

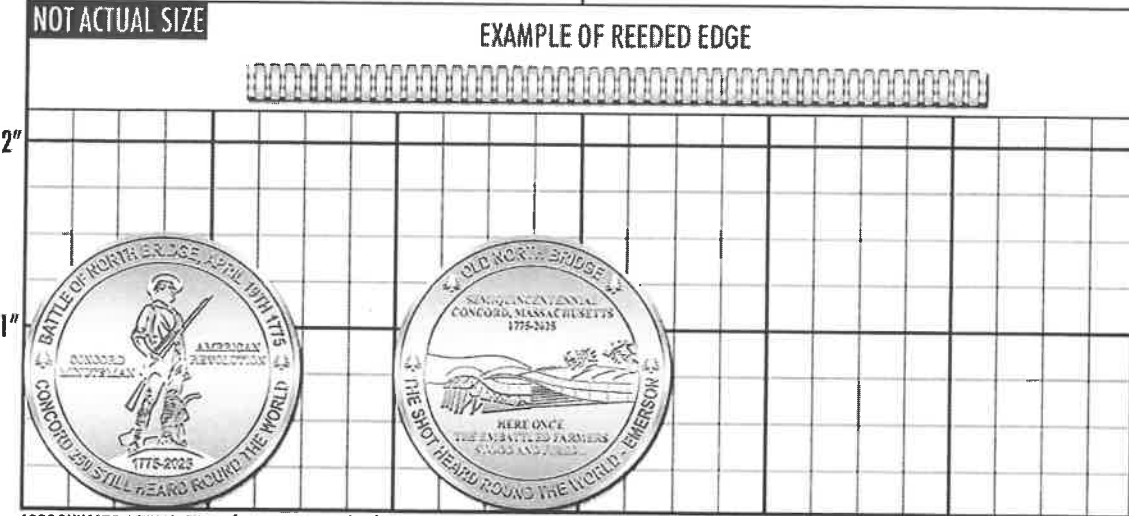
* Additional funding sources already solicited and to be requested

- Testified for bill H3242: An Act to create the American Revolution anniversary public safety and operations fund;
- Fundraising

** To be proposed as a warrant article at 2024 Town Meeting



COIN PROOF FORM



PRODUCT PLATING:

<input type="checkbox"/> ANTIQUE BRASS	\$0.35/coin
<input type="checkbox"/> ANTIQUE COPPER	\$0.35/coin
<input type="checkbox"/> ANTIQUE GOLD	\$0.60/coin
<input type="checkbox"/> ANTIQUE NICKEL	\$0.35/coin
<input type="checkbox"/> ANTIQUE SILVER	\$0.35/coin
<input type="checkbox"/> POLISHED SILVER	\$0.35/coin
<input type="checkbox"/> POLISHED BLACK NICKEL	FREE
<input type="checkbox"/> POLISHED BRASS	FREE
<input type="checkbox"/> POLISHED COPPER	FREE
<input type="checkbox"/> POLISHED GOLD	FREE
<input type="checkbox"/> POLISHED NICKEL	FREE
<input type="checkbox"/> RAINBOW ANODIZED	Varies
<input type="checkbox"/> TWO TONE <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2	\$0.70/side

DIMENSIONS:
 SIZE: 1.50" THICKNESS: 3mm

STYLE:
 FRONT: DS BACK: DS

RECESSED METAL:

<input type="checkbox"/> SANDBLASTED	<input type="checkbox"/> FLAT
<input type="checkbox"/> CUSTOM <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2	\$0.25/coin/side
<input type="checkbox"/> POLISHED <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2	\$0.25/coin/side

EDGE OPTIONS:

<input type="checkbox"/> FLAT	FREE
<input type="checkbox"/> CHAIN	FREE
<input type="checkbox"/> ROPE	FREE
<input type="checkbox"/> SPUR	FREE
<input type="checkbox"/> BEVEL	\$0.35/side
<input type="checkbox"/> CROSS CUT	\$0.35/side
<input type="checkbox"/> OBLIQUE LINE	\$0.35/side
<input type="checkbox"/> SCALLOP	\$0.35/side
<input type="checkbox"/> REEDED	\$0.65/side

UPGRADES:

<input type="checkbox"/> >6 COLORS/# COLORS	\$0.08/color
<input type="checkbox"/> GLITTER <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.15/coin/color/side
<input type="checkbox"/> GLOW <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.20/color/coin
<input type="checkbox"/> MATTE <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.20/color/side
<input type="checkbox"/> PEARL <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.49/color/per side
<input type="checkbox"/> THERMAL <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.70/color/per side
<input type="checkbox"/> TRANSLUCENT <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$0.20/color/side
<input type="checkbox"/> SCREEN PRINT <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2/#	\$25+\$0.15/color
<input type="checkbox"/> CUTOUT(S)	\$0.20/coin
<input type="checkbox"/> BOTTLE OPENER <input type="checkbox"/> External <input type="checkbox"/> Internal	
<input type="checkbox"/> MAGNET INSERT Size: _____	Varies
<input type="checkbox"/> PHOTO INSERT Size: _____	Varies
<input type="checkbox"/> CENTER SPINNER Size: _____	Varies
<input type="checkbox"/> SURFACE SPINNER Size: _____	Varies
<input type="checkbox"/> EPOXY DOME <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2	\$0.35/side
<input type="checkbox"/> STATIC LASER <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2 <input type="checkbox"/> Edge	Varies
<input type="checkbox"/> VARIABLE LASER <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2 <input type="checkbox"/> Edge	Varies
<input type="checkbox"/> 3D MOLD <input type="checkbox"/> Side 1 <input type="checkbox"/> Side 2	Varies

APPROXIMATE ACTUAL SIZE. Please print out this form at 100% for the most accurate size representation.

DATE: 05/10/2023 DESIGNER: RENÉE PROOFER: RENÉE FREE REVISIONS REMAINING: 6 5 4 3 2 1 NONE

COLORS USED:

DESIGN NOTES:

* Recessed metal is sandblasted.

- Glow-in-the-dark additive may slightly change the color of enamel on the finished product.
- Translucent enamel colors are approximate only.
- Soft Enamel items will be textured. Adding a thin, clear epoxy makes items smooth. Items with Glitter Upgrades do not require epoxy to keep glitter intact. By default, items with glitter do not come with epoxy. You may add upon request.
- Items with any printing, will receive a clear, thin epoxy coating to protect the printed surface, no exceptions.
- Enamel items are colors as defined by the Pantone Matching System colors outlined on this proof. Color on actual product will vary slightly due to base metal.
- Printed items may vary in color from the actual, physical pin. CMYK colors are used during the printing process. Monitors are RGB format, so please refer to a RGB/CMYK color guide.
- Additionally, the printing presses also vary, but we do our best to come as close to the proof as possible during final production.

- This is a PROOF. It is the responsibility of the BUYER to check for spelling, layout, numbers, etc. Once this document is signed, you are giving us the final OK to send the order to production.
- Please be advised that the artwork contained herein is proprietary and protected by the copyright laws of the United States of America. Any copying, reproducing or creation of derivative works without the direct written consent of MetalPromo, LLC is a direct violation of Section 106 of the Copyright Act.
- By completing this contract, the BUYER asserts that they own, licensed or have purchased rights to any and all registered trademarks and copyrighted images, logos or content contained within their artwork being represented by MetalPromo, LLC. MetalPromo, LLC assumes no liability for determining legal title to any trademark and/or copyright. Any and all such determinations are the responsibility of the BUYER.
- With full knowledge of the above, the BUYER hereby releases and shall indemnify and hold harmless MetalPromo, LLC and its successors, legal representatives, licensees and assigns from any and all claims or damages resulting from or associated with the use of the artwork.
- BUYER acknowledges all rights, titles, interests, including but not limited to rights covered by any and all intellectual property rights of MetalPromo, LLC and agrees that it will not acquire any right, title or interest in or to the website, except as expressly set forth in this contract.
- ALL SALES ARE FINAL

I HAVE READ, UNDERSTAND AND APPROVE OF THE ABOVE INFORMATION

APPROVAL SIGNATURE: _____

DATE: _____

Communications and Documents of Interest for Information but Not Discussion

- I. 2024 Annual Town Meeting Calendar
– Amended November 20, 2023
- II. Town Comment Letter to Mass
Housing regarding the Residences at
Thoreau 40B Application
- III. Letter regarding the Fiscal Year 2025
Draft Capital Plan from Parashar
Patel, Chair of the Finance
Committee

2024 Annual Town Meeting and Town Election Calendar

Town Election Schedule

Monday, January 29, 2024	Town Caucus
Saturday, February 24, 2024	Voter Registration Deadline for Presidential Primary
Tuesday, March 5, 2024	Presidential Primary
Friday, March 29, 2024	Voter Registration Deadline for Annual Town Election
Tuesday, April 9, 2024	Annual Town Election
Friday, April 19, 2024	Voter Registration Deadline for Annual Town Meeting
September, 2024 [Day TBD]	State Primary (Voter Registration Deadline 10 th Day Prior by 5:00 pm)
Saturday, October 26, 2024	Voter Registration Deadline for Presidential Election
Tuesday, November 5, 2024	Presidential Election

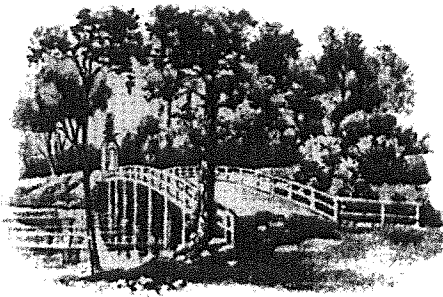
Annual Town Meeting Schedule

Thursday, November 16, 2023	Finance Committee Public Forum on Capital Planning
Monday, December 4, 2023	Joint SB/SC Capital Planning Forum
Saturday, December 2, 2023, 9AM	Town Meeting Preview Meeting; Warrant Opens
Friday, December 15, 2023	Due Date for Draft Warrant Articles (submit to: TMSubmissions@concordma.gov)
Wednesday, January 3, 2024, 4PM	Warrant Closes
Monday, January 8, 2024, 7PM	Select Board Meeting: vote order of Warrant Articles
Tuesday, January 16, 2024, 4PM	Warrant Review Meeting with Town Counsel
Wednesday, January 24, 2024	Deadline to submit Warrant to the printer
Wednesday, February 7, 2024	Warrant Mailed to Households
Monday, February 26, 2024, 7PM (Snow Date: Tuesday, February 27)	Public Hearing #1 (hybrid): Select Board
Thursday, March 7, 2024, 7PM (Snow Date: Thursday, March 14)	Public Hearing #2 (hybrid): Finance Committee – Town, Concord Public Schools, C-C Regional School District
Tuesday, March 12, 2024, 7PM (Snow Date: Wednesday, March 13)	Public Hearing #3 (hybrid): Planning Board
Tuesday, March 19, 2024, 7PM (Snow Date: Wednesday, March 20)	Public Hearing #4 (hybrid): Finance Committee – Minuteman Regional Voc-Tech District and Community Preservation Committee
Thursday, March 21, 2024, 7PM (Snow Date: Tuesday, March 26)	Public Hearing #5 (hybrid): Finance Committee – Enterprise Funds
Friday, March 29, 2024	Deadline for SB and FinCom Recommendations on Articles

Monday, April 1, 2024	Select Board Meeting: SB input on draft Consent Calendar to Moderator
Monday, April 1, 2024	Deadline for FinCom Completion of Finance Committee Report
Friday, April 5, 2024, 5PM	Deadline for Draft Motions (submit to TMSubmissions@concordma.gov)
Thursday, April 11, 2024, 4PM	Motions Review Meeting with Town Counsel
Friday, April 12, 2024	FinCom Report mailed to households
Friday, April 12, 2024, 9AM	Moderator's Town Meeting Coordination Meeting (All Article Sponsors and Town Meeting Coordinator)
Thursday, April 18, 2024, 5PM	Deadline to submit PowerPoint Presentations and Paper Handouts for review and approval (submit to TMSubmissions@concordma.gov)
Friday, April 19, 2024	Voter Registration Deadline for Annual Town Meeting
Wednesday, April 24, 2024	Moderator's Staff Meeting (location, format and time TBD)
Monday, April 29, 2024 at 7PM	Annual Town Meeting at Concord Carlisle High School
Tuesday, April 30 to Wednesday, May 1, 2024 at 7PM	Subsequent Additional Days as needed to conclude Annual Town Meeting

Relevant Holidays

December 7-14, 2023	Hanukkah
Monday, December 25, 2023	Christmas Day
Monday, January 1, 2024	New Year's Day
Monday, January 15, 2024	Martin Luther King, Jr. Day
Monday, February 19, 2024	President's Day
February 20-24, 2023	Concord Public Schools February Vacation
March 11 - April 9, 2024	Ramadan
Sunday March 31, 2024	Easter
April 22 -28, 2024	Passover
Monday, April 15, 2024	Patriot's Day (observed)
April 15-19, 2024	Concord Public Schools April Vacation



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

November 22, 2023

Ms. Kat Miller
Planning & Programs Specialist
Massachusetts Housing Finance Agency
One Beacon Street
Boston, Massachusetts 02108

Re: Proposed 40B -The Residences at Thoreau, Concord, Massachusetts
MH ID No. 1206

Dear Ms. Miller,

This letter is in response to yours dated October 24 requesting comments on the Proposed 40B Application of Thoreau Residences, LLC for the construction of 216 units of rental housing on approximately 13.08 acres of land located at 275 Forest Ridge Road in Concord (the "Project"). You have requested our assistance in evaluating the site, the design concept, the financial feasibility of the proposal, and the appropriateness of the proposal in relation to local housing needs and strategies.

In an attempt to provide the broadest possible response, we have referred your request to our local housing agencies and Town committees and departments involved in the review and approval process or otherwise impacted by the Project. In order to assist you in evaluating the Project, we attach the following letters and memoranda in addition to our own comments:

1. Letter dated November 14, 2023 from Frank Feeley, President of the Concord Housing Foundation, Inc.;
2. A compilation of comments dated November 8, 2023 headed "Residences at Thoreau Staff Project Review;"

Ms. Kat Miller
Planning & Programs Specialist
November 20, 2023
Page 2

3. A Memorandum dated November 15, 2023 from Planning Board Members and Elizabeth Hughes, Concord Town Planner;
4. A Memorandum dated November 9, 2023 entitled “Comments on Thoreau Residences, LLC’s application to MassHousing for site approval for a proposed 40B at 275 Forest Ridge Road” from Keith Bergman, Chair of the Concord Municipal Affordable Housing Trust;
5. A Memorandum dated November 14, 2023 re: “Building Codes and Multifamily/Affordable Housing (Chapter 40B)” from Eric Simms, the Town’s Sustainability Director; and
6. A Memorandum dated November 20, 2023 from the Concord Transportation Advisory Committee.

To summarize, these letters suggest that many aspects of the project are contrary to established or developing affordable housing policies in Concord for a number of reasons including that, because of its location a substantial distance from business and transit centers, it is not a Smart Growth, transit oriented development, the “additional traffic generated by cars travelling along Route 62 from the site [the 2.7 mi.] to West Concord will have obvious effects on travel times and vehicle pollution,” and the application shows no commitment to fossil-free or other sustainable principles. The Town is currently working hard to comply with the MBTA Communities Act, and we do not believe the location and other aspects of the Project are consistent with the assumptions underlying the MBTA mandate.

The Transportation Advisory Committee (the “TAC”) would like to see a thorough analysis of impacts on safety and traffic flow due to any proposed changes to traffic inputs or design changes to the Forest Ridge Road roundabout. Consideration should be given to multiple modes of transportation, including travel by cars, pedestrians, bicycles, and other mobility devices

The TAC also expressed concern about increased traffic volumes on Route 62 which it thinks should be studied and addressed along with increased pedestrian traffic. Particular

Ms. Kat Miller
Planning & Programs Specialist
November 20, 2023
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concern was expressed with regard to the existing pedestrian infrastructure between the site and the West Concord train station and village center and the Maynard retail and business district each of which is over two miles distant, as well as the Powder Mill Shopping Plaza almost a mile away.

In addition to provision for alternative modes of transportation, planning for the project should consider the establishment of a regional public transit service that would connect future residents to the West Concord train station and village center, as well as the Powder Mill Shopping Plaza, Maynard Center, and other local destinations and the inclusion of a bus shelter in the project's design to provide residents with a comfortable and safe outdoor location to wait for public transit, school buses, and rideshare services.

It is the unanimous opinion of the Planning Board "that the site is not suitable for the type of development that is being proposed for the following reasons:

1. "The proposal is for three large buildings with a ring of surface parking completely surrounding the buildings, as well as parking between the buildings. This design does not take into consideration the existing topography and features of the site. The change in topography on the site in some locations is almost 40 feet. The flat and level design will require the removal of almost all of the existing woodland, and significant cut and fill grading of almost the entire 13 acres to create a completely level site.
2. "The site is partially located in the Town's Groundwater Conservancy District for a public water supply. The design proposes an extensive amount of impervious coverage and pavement in this resource area. Additionally, the proposal requires the relocation of the existing onsite sewage disposal leach field currently serving private recreational facilities from outside the Groundwater Conservancy District into the District, and proposes an additional large onsite sewage disposal leach field in the District.
3. "The location of the proposed driveway does not take into consideration the location of existing driveways and the design capacity of the private roadway and small rotary, which was not designed or constructed to accommodate the level of vehicular or pedestrian traffic that will be generated from this type of development."

Ms. Kat Miller
Planning & Programs Specialist
November 20, 2023
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Another concern is potential groundwater pollution because the very extensive septic system needed to serve a project of this size (it will not be served by the municipal sewer system) is adjacent to a local Groundwater Conservancy District (public water supply). In addition, the configuration of the buildings limits Fire Department access and the project lacks water main redundancy.

The Project's proposed location is not listed in the FY 2023-28 Housing Production Plan as a potential location for a 40B development in Concord. By contrast, the pending NOVO Riverside Commons, LLC's site [a 201 unit 40B project now before the Zoning Board of Appeals] is specifically identified in Production Plan Strategy #3. The NOVO project, which will satisfy the Town's SHI requirement (at 12.77%) is sustainability based, on public sewer and is within walking distance of the MBTA West Concord station and retail center.

For the reasons stated above and in the attached letters and memoranda, the Select Board has serious concerns with regard to the location of the Project, the physical characteristics of the site and the commitment of the sponsor to sustainability. An additional concern is the ability of the Town to integrate a second project of this size into its existing community infrastructure and the costs which might be imposed on the Town as a result. Therefore, the Town does not recommend the granting of Site Approval for this Project.

Very truly yours,



Henry Dane, Chair
Concord Select Board

Cc: Ms. Miller via email: kmiller@masshousing.com

Concord Housing Foundation, Inc.

Working to Preserve Concord's Housing Diversity



Nov. 14, 2023

Katherine Miller
40B Planning and Programs Specialist
Mass Housing
One Beacon St., 7th Floor
Boston MA 02108

40B Application
Residences at Thoreau Camp
275 Forest Ridge Road
Concord MA

Dear Ms Miller

The Concord Housing Foundation has reviewed the materials submitted to the Town of Concord by the applicant. Many aspects of the project seem contrary to established or developing affordable housing policies in Concord and Massachusetts. The Concord Housing Foundation continues to support the creation of more affordable housing in Concord, including through the "40B" process. Please note our previous letter supporting in principle the NOVO Riverside Commons project. Based on our review of the documents and the site visit on November 2, and for the reasons outlined below, we do not believe the "Residences at Thoreau Camp" proposal should be declared eligible to proceed under Section 40B.

First and most importantly, this is NOT a Smart Growth transit oriented-development. It is not possible to walk to the nearest MBTA station in a reasonable period of time. The walk is more than 2.5 miles from the site into West Concord. If residents of this development take the train, they must drive to the train station and park in West Concord. Even those wanting to take the one hour walk into West Concord must first cross busy Rte 62 to reach a sidewalk. Although there is a shopping center on Rte 62 near the corner of Forest Ridge Rd, it is a walk of nearly a mile down from the site to the stores, and a steep uphill walk back up Forest Ridge Road. Not many residents will choose to walk this route with a bag of groceries.

Only a short distance up the hill (although not connected by road) is the largest multi-family development in Concord, the Prescott, with 350 units. 250 more units at the Thoreau Club site would shift the locus of population even further from our Town centers, the opposite of transit oriented development.

P.O. Box 751, Concord, MA 01742

Concord takes its responsibility to comply with the new "MBTA zoning law" seriously. The zones under consideration are all far closer to village centers and MBTA stations than the proposed project. Most of the area to be designated is within walking distance to the train and villages, and thus are far preferable as sites for multi-family housing. In developing the MBTA zoning plan, our Planning Board has worked hard to balance the amount of land so zoned in Concord and West Concord. In addition to existing multifamily housing and the proposed MBTA zones in West Concord, we note that the former Best Western Motel is now an emergency housing site, further increasing the number of multifamily units in West Concord. The Best Western site is included in the proposed MBTA zone. Should the need for emergency shelter end, it can then be redeveloped as multi family housing. With a pedestrian bridge over Rte 2, this could provide pedestrian access to the large office park on Baker Ave and to West Concord center. If the Thoreau Camp project is approved, it would impose even more of a burden on West Concord, potentially making it difficult to maintain the delicate balance in our MBTA proposal and assure passage at Town meeting.

The additional traffic generated by cars travelling along Rte 62 from the site to West Concord and Rte 2 will have obvious effects on travel times and vehicle pollution. But this is not the only way in which the project fails to respect environmental needs. Concord has passed an ordinance banning fossil fuel use in new construction and is awaiting State approval to implement it. The Riverside Commons project has indicated the intent to build without fossil fuels, including the use an innovative ground source heat pump. We see no such commitment to sustainability principles in the plan for Thoreau Camp.

Because this project moves Concord (and the State) further away from the smart growth, low pollution transit-oriented development that the State seeks, we request that you reject this application.

Frank Feeley
President
Concord Housing Foundation
347 Lexington Road
Concord MA 01742

Cc: Select Board, Town of Concord
Linda Miller, Chair, Concord Planning Board
Theo Kindermans, Chair, Concord Zoning Board of Appeals
Kerry LaFleur, Town Manager
Megan Zamutto, Deputy Town Manager
Elizabeth Hughes, Town Planner

P.O. Box 751, Concord, MA 01742

Residences at Thoreau

Staff Project Review

November 8, 2023

Site suitability concerns

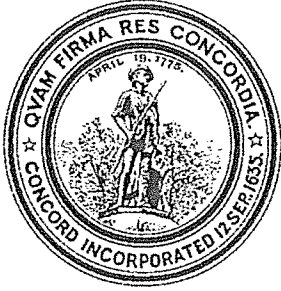
- The project as presented will require a significant amount of grading and tree removal resulting in a major change in topography and loss of forested habitat, inconsistent with adjacent developments.
- Height of the buildings inconsistent with the adjacent neighborhood
- Significant concerns about contamination within and just outside the local Groundwater Conservancy District. Contamination could come from proposed leaching fields, snow storage and stormwater runoff.
- Concord Municipal Light Plant: The proposed location lies within an underground distribution area. This area does not have the provisions for this proposed expansion. A significant line extension will need to be designed, constructed, and commissioned, at the Owner's expense.
- Concord Municipal Light Plant has safety and security concerns with the additional pedestrian traffic through and around the electrical substation property. The proposed location is only a short walking distance from one of the CMLP substations. Staff makes several trips to the substation property a day, and additional safety and security concerns will have to be addressed.
- Concerns about the fill proposed for the site and how it would impact infiltration opportunities and potential impacts to adjacent Town lands.

Project layout concerns

- Identified concern with the proposed parking between the buildings and courtyards. Safety concern for pedestrians navigating the site.
- Width of all roads must be a minimum of 20 feet wide without a median for Fire Department access.
- The configuration of the buildings limits the access to Fire Department ladder access.
- The project doesn't include any water main redundancy, which would be critical in a project this scale.
- Insufficient detail has been presented regarding the wastewater disposal system.
- Staff emphasized that solid waste, recycling and composting should be planned for and identified at the beginning of the project.

Traffic

- Forest Ridge is one of the busiest private roads in Concord.
- Concerns about the grading into Route 62, especially in winter conditions.
- There have been three reported accidents at this location since 2020.



TOWN OF CONCORD

Planning Board

141 Keyes Road, Concord, MA 01742
(978) 318-3290

MEMORANDUM

To: Select Board Members

From: Planning Board Members
Elizabeth Hughes, Town Planner

Date: November 15, 2023

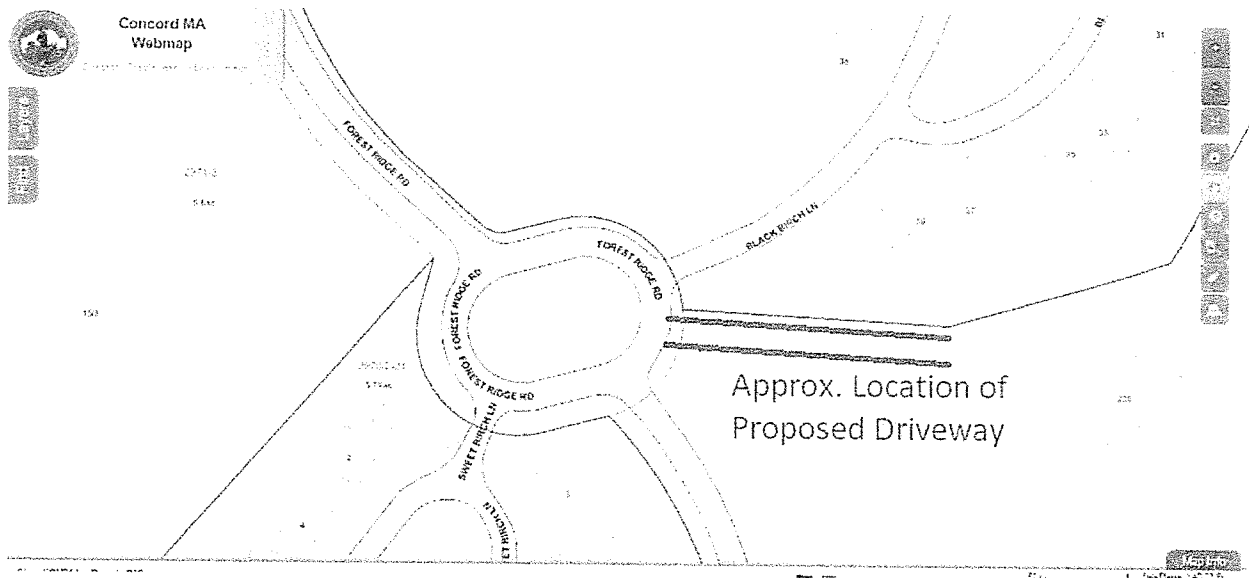
Re: 275 Forest Ridge Rd: Residences at Thoreau 40B – MassHousing Application

At the November 14, 2023 meeting, the Planning Board discussed the proposed 40B Comprehensive Permit application proposal submitted to MassHousing and the MassHousing site visit on November 2nd where the Applicant's engineer went over the aspects of the proposed project as it relates to the site.

The Planning Board is unanimous in its opinion that the site is not suitable for the type of development that is being proposed for the following reasons:

1. The proposal is for 3 large buildings with a ring of surface parking completely surrounding the buildings, as well as parking between the buildings. This design does not take into consideration the existing topography and features of the site. The change in topography on the site in some locations is almost 40 feet. The flat and level design will require the removal of almost all of the existing woodland, and significant cut and fill grading of almost the entire 13 acres to create a completely level site.
2. The site is partially located in the Town's Groundwater Conservancy District for a public water supply. The design proposes extensive amount of impervious coverage and pavement in this resource area. Additionally, the proposal includes the relocation the existing onsite sewage disposal leach field for the existing private recreational facilities from outside the Groundwater Conservancy District into the District and proposes an additional large onsite sewage disposal leach field in the District.

3. The location of the proposed driveway does not take into consideration the location of existing driveways and the design capacity of the private roadway and small rotary, which was not designed and constructed to accommodate the level of traffic or pedestrians generated from this type of develop.

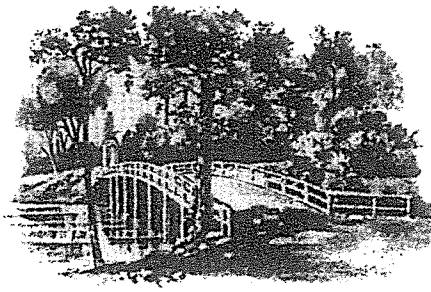


The Planning Board believes these issues represent significant safety concerns and recommends that the Select Board incorporate these comments into the Town’s response letter to MassHousing.

On behalf of the Planning Board, thank you for your consideration of these comments.

Sincerely,

Linda Miller, Chair
Concord Planning Board



OLD NORTH BRIDGE

TOWN OF CONCORD

TOWN HOUSE - P.O. BOX 535
CONCORD, MASSACHUSETTS 01742

To: Concord Select Board
From: Concord Municipal Affordable Housing Trust c/o chair Keith Bergman
CC: Housing Roundtable c/o chairs, ZBA c/o chair, Town staff
Date: November 9, 2023
SUBJ: Comments on Thoreau Residences, LLC's application to MassHousing for site approval for a proposed 40B at 275 Forest Ridge Road

Please know that, at its meeting on November 7, 2023, the Concord Municipal Affordable Housing Trust voted unanimously (4-0)¹ to authorize the Trust's chair to send a letter to the Select Board with comments on Thoreau Residences, LLC's application to MassHousing for site approval for a proposed 40B development on 13.08 acres at 275 Forest Ridge Road, as follows:

Subsidized Housing Inventory. Thoreau Residences, LLC proposes to construct 216 rental units of which 25%-- 54 units-- would be deed restricted as affordable at 80% of AMI.

- The Town of Concord's Subsidized Housing Inventory (SHI) is currently 715 units, or 9.97% of the Town's 7,121 year-round housing units, based on the 2020 U.S. Census. As such, the Town is 3 units below its 10% goal of 717.2 SHI units per the 2020 U.S. Census.
 - *Of the 715 units currently on the SHI, only 357 units (4.98% of 7,121 total year-round housing units) are deed restricted at or below 80% of AMI.*
 - *The remaining 358 are market rate units countable on the SHI as part of a rental development in which at least 25% of the units are deed restricted at 80% of AMI.*
- NOVO Riverside Commons, LLC had earlier filed a comprehensive permit application with the Town Clerk on August 21, 2023 for 201 rental units, of which 51 would be affordable at 80% of AMI. Were the Concord Zoning Board of Appeals to issue that comprehensive permit, the Town's SHI would then increase by 201 units to a total of 916 units, or 12.77%.
 - *Of the 916 units then countable on the SHI, only 408 units (5.69%) would be deed restricted at or below 80% of AMI.*
- If MassHousing were to approve Thoreau Residences, LLC's application for site approval, and if the Zoning Board of Appeals were to subsequently approve a comprehensive permit for that project, the Town's SHI would then increase by another 216 units, to a total of 1,132 units, or 15.78%.
 - *Of the 1,132 units then countable on the SHI, only 462 units (6.44%) would be deed restricted at or below 80% of AMI.*

Housing Production Plan. This project's proposed location *is not listed* in the FY 2023-2028 Housing Production Plan as a potential location for a 40B development in Concord. By contrast, NOVO Riverside Commons, LLC's proposed site is specifically identified in HPP Strategy #3.²

¹ Linda Escobedo, Mike Lawson, Rich Feeley and Keith Bergman voted in favor; Kerry Lafleur was not present.

² "There are several parcels in private ownership which might be appropriate for residential developments across Concord, through 40B or other processes. | A. 300-310 Baker Ave. – a mixed use location . . ." – HPP p. 32.

MBTA Commuter rail. Unlike the NOVO Riverside Commons, LLC's 40B project, Thoreau Residences, LLC's proposed site is not located within one-half mile of any MBTA commuter rail station. The proposed site is 2.7 miles from West Concord station, 3.1 miles from South Acton station, and 5.5 miles from Concord station. The Town and the developer should explore transportation demand management solutions, including on-demand shuttles, to connect this remote location with transportation hubs and employment centers.

Fossil Fuel Free development - The proposed development does not appear to comply with Concord's fossil fuel free development standards.

Housing Choice Designation. This 216-unit project, together with NOVO Riverside Commons, LLC's 201 units-- would qualify the Town of Concord for Housing Choice Designation by producing a 5% increase in new year-round housing units over the last 5 years. For Concord, 5% would be met by 359 units; the two projects together would produce 417 units. Housing Choice designation provides access to Housing Choice Community Grants and preferential treatment for many state grant and capital funding programs.

MHP 40B Technical Assistance for ZBA. Should MassHousing approve the developer's application for site approval, the Trust urges the Town to obtain grant funding-- referenced in MassHousing's October 24, 2023 letter to the Select Board-- through the Massachusetts Housing Partnership (MHP)'s Chapter 40B Technical Assistance Program, to engage a qualified third-party consultant to work with the Concord Zoning Board of Appeals in reviewing the comprehensive permit application then filed by the developer.

Please let us know what questions you have about any of this. Thanks very much.



TOWN OF CONCORD
Office of the Town Manager
Town House
P.O. Box 535
Concord, Massachusetts 01742

TEL: 978-318-3000
FAX: 978-318-3002

Date: November 14, 2023

To: Concord Select Board

From: Eric Simms, Sustainability Director

Re: Building Codes and Multifamily / Affordable Housing (Chapter 40B)

This memo serves to address recent questions surrounding the capacity of the Town to require or encourage fossil fuel-free building construction for multi-unit housing projects. In particular, the questions have been raised in the context of the newly proposed Chapter 40B building project 'Residences at Thoreau' (275 Forest Ridge Rd.), and more broadly for any developments that include affordable housing.

Background

Concord's ability to regulate building construction rests in the local adoption of our building codes. The Town is currently in a unique position where our building codes are expected to undergo several changes in a relatively short period of time. The following outlines the current state of Concord's evolving building codes:

1. Updated Stretch Code (currently effective)

The Town currently operates under the MA Updated Stretch Energy building codes, which the Town adopted years ago and has been effective since that time. The Updated Stretch Code includes more rigorous energy efficiency requirements than the standard MA Base building codes— it was last updated by the State in 2022, and it became effective in January 1, 2023.

2. Specialized Stretch Code (effective in Concord on January 1, 2024)

At 2023 Town Meeting, Concord citizens voted to adopt the new MA Specialized Stretch Code for residential and commercial buildings. This enhanced code applies to new construction only - it is designed to promote the construction of all-electric and highly energy efficient new buildings, and to support the 2050 Net Zero greenhouse gas emissions limit outlined in the [MA Clean Energy and Climate Plan for 2050](#). The code does include a 'Mixed Fuel' pathway that allows the use of fossil fuels, but that pathway also requires that such buildings 1) achieve higher energy efficiency standards, 2) be fully pre-wired for future all-electric operation, and 3) in some circumstances, include solar energy generation.

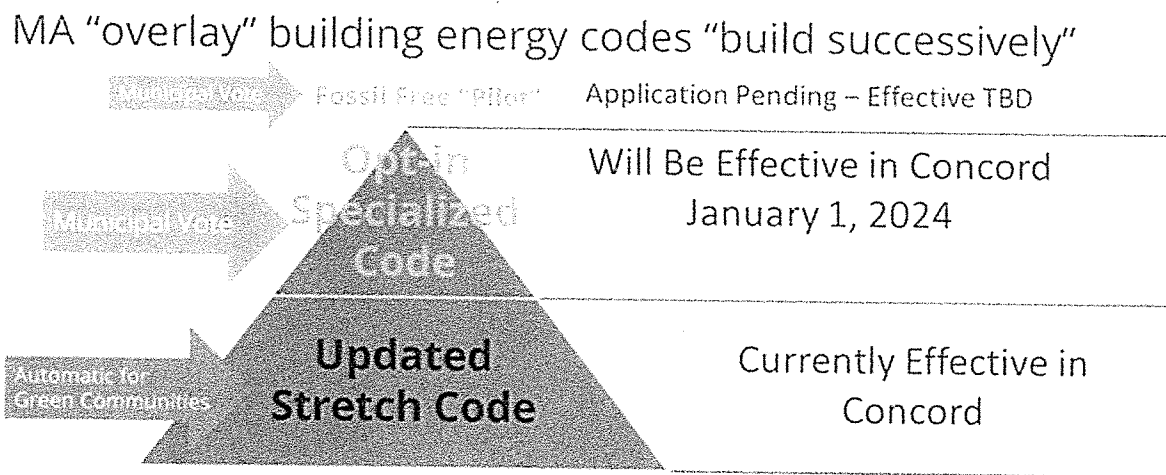
According to our Planning Division, 40B projects do not automatically get exemptions to our local building codes. However, the developer of a 40B can request a waiver from the Zoning Board of Appeals, the same as any other developer. The ZBA can reject the requested waiver. If the developer

comes back to say that by not granting the waiver it would make the project economically infeasible, then the developer would have to provide the financial evidence of this for review by the Board.

3. Fossil Fuel Free Building Demonstration Program

Based on a home rule petition and bylaw passed locally in 2021 (and again in Jan. 2023), Concord is positioned to be one of only ten MA municipalities to participate in the Fossil Fuel Free Building Demonstration Program managed by the MA Dept. of Energy Resources (DOER). Participation in this program will allow Concord to prohibit the use of fossil fuels in new construction only, with a few notable exceptions. Concord's application to participate in the program is currently under review by DOER, with a decision anticipated within the next few months. If approved, the effective date would be 90 days after notification by DOER.

Additional information about the Updated Stretch Code and Opt-In Specialized Building Code can be found [here](#). The following graphic depicts how the MA opt-in building codes 'build successively' upon one another to achieve the highest energy efficiencies and the elimination of fossil fuels.



The Challenge Presented by 40B Projects and Affordable Housing

1. Any building permit applications submitted *prior* to Dec. 31, 2023 will be subject to the **Stretch Energy code** currently in effect, which allows for fossil fuel use.
2. Any building permit applications submitted *on or after* Jan. 1, 2024 will be subject to the new **Specialized Stretch Energy code**. As noted above, this code also allows fossil fuel use in new buildings with increased efficiency requirements, including multi-family housing. Presumably, any of the currently proposed 40B projects will fall into this category, assuming their building permit applications will not be submitted until after the start of 2024.
3. As the bylaw is currently written, the fossil-fuel prohibitions included in the **Fossil Fuel Free Building Demonstration Program** will **NOT** apply to building projects that include affordable housing. Concord's bylaw specifically states an exemption for affordable housing:

“3.2 The provisions of this bylaw shall not apply to (i) the development of new affordable housing, as defined in Mass. Gen. Laws c. 184, § 26; (ii) to cooking stoves and ovens used in restaurants or commercial kitchens; (iii) any fossil fuel infrastructure the exclusive purpose of which is to fuel backup electrical generators; (iv) public utilities, their operations, or installations other than in the Buildings constructed by others; or (v) research laboratories for scientific or medical research, or to hospitals or medical offices regulated by the department of public health as a health care facility.”

My understanding of the central reasoning behind Concord’s exemption of affordable housing from the Fossil Fuel Free Building Demonstration Program bylaw was to ensure that requiring all-electric and high energy efficiency building construction did not add prohibitive cost premiums to affordable housing projects. Although this argument may have been justified even only a few years ago, mounting evidence suggests that the costs of highly efficient, fossil fuel-free, new multifamily building construction has approached parity with that of traditional new construction. This parity is often realized without the inclusion of generous financial rebates/incentives, reduced operation and maintenance costs over the lifetime of the building, and the improved quality of indoor environmental health conditions associated with fossil fuel-free new building construction. Several resources that provide supporting data include:

[MA Dept. of Energy Resources - Summary of Stretch Code Study Energy Efficiency Analysis](#)

[Built Environment Plus – Massachusetts is Ready for Net Zero](#) (“Affordable Housing makes up 44% of all residential Net Zero and Net Zero Ready square footage.”)

[Passive House Network Releases a Report on the Low Costs and Improved Occupant Health of Multifamily Projects](#)

[Rocky Mountain Institute - The Economics of Electrifying Buildings: Residential New Construction](#)

Unlike Concord, several other towns participating in the Fossil Fuel Free Building Demonstration Program did not include specific language exempting affordable housing. Lexington and Acton, for example, included language in the waiver section of their bylaws that says “in considering a request for a waiver, the Building Commissioner may consider as a factor the requesting party’s status as a non-profit or government-sponsored affordable housing entity.” The assumed intent of this language was to allow discretion in case there a large enough cost premium to develop affordable housing could be argued, but as the evidence referenced above shows, such an argument is becoming less sound.

Future Considerations

The most direct pathway to encouraging 40B multifamily housing developers to build without including fossil fuels in new construction would be to amend our current bylaw related to the Fossil Fuel Free Building Demonstration Program to remove the explicit exemption for affordable housing. An alternative would be to instead include language to suggest that developers of affordable housing can request a waiver to the bylaw, which is the approach that has been taken by Lexington and Acton.

It should be noted that Concord’s application to the MA Dept. of Energy Resources (DOER) to participate in the Fossil Fuel Free Building Demonstration Program is currently under review (as are the applications from the other nine pilot towns), including a review of our associated bylaw. Applications are being

reviewed on a rolling basis and it is not known exactly when DOER will make notifications, but decisions are not necessarily expected prior to the end of the 2023 calendar year. If, and when, Concord's application is approved, the bylaw will take effect 90 days after the official notification.

To: Concord Select Board
From: Concord Transportation Advisory Committee
CC: Concord Select Board
Date: November 20, 2023

Subject: 40B Application: Residences at Thoreau Camp - Transportation Advisory Committee Recommendations

At its meeting on November 20, 2023, the Concord Transportation Advisory Committee voted unanimously (5-0) to authorize the committee chair to send a letter to the Select Board with comments regarding the proposed 40B development, the Residences at Thoreau Camp.

The Transportation Advisory Committee's comments are as follows:

- Strong support for transportation-related comments made by the Concord Housing Foundation in their letter to Katherine Miller on November 14, 2023.
- Strong support for concerns about the Forest Ridge Rd roundabout highlighted by the Planning Board in their letter to the Select Board on November 15, 2023. The TAC would like to see a thorough analysis of impacts on safety and traffic flow due to any proposed changes to traffic inputs or design changes to the Forest Ridge Rd roundabout. Considerations should be made for multiple modes of transportation, including travel by cars, pedestrians, bicycles, and other mobility devices.

TRAFFIC

- Concern about increased traffic volumes on Route 62, which should be studied and addressed. We recommend considering whether a traffic control device may be required to manage traffic flow at the intersection of Route 62 and Forest Ridge Rd.

PEDESTRIAN ACCESS

- The construction of this development would increase pedestrian traffic, and this should be studied and addressed.
- The adequacy of the existing pedestrian infrastructure between the site and the West Concord train station and village center, as well as the Powder Mill Shopping Plaza, and Maynard Center should be reviewed.
- There is a gap in the sidewalk adjacent to Route 62 between Knox Trail and High Street in Acton which should be addressed.

PUBLIC TRANSIT

- This site is located 2.5 miles from the West Concord train station & village center, 2.2 miles from the center of Maynard, and 0.8 miles from the Powder Mill Shopping Plaza.

- Should this development move forward, the TAC recommends the establishment of a regional public transit service that would connect future residents to the West Concord train station and village center, as well as the Powder Mill Shopping Plaza, Maynard Center, and other local destinations.
- Recommend inclusion of a bus shelter in the project's design to provide residents with a comfortable and safe outdoor location to wait for public transit, school buses, and rideshare services.

BICYCLE FACILITIES

- The adequacy of the existing cycling routes and infrastructure between the site and West Concord should be reviewed.
- There are no bicycling facilities on Forest Ridge Road or along Route 62, nor are there alternative cycling routes that connect directly to this site.
- Recommend inclusion of covered and secure bicycle parking facilities to ensure residents can enjoy the same, if not greater, convenience when accessing a bicycle as they do when accessing their car.



Town of Concord
Finance Committee
22 Monument Square
P.O. Box 535
Concord, Massachusetts 01742

To: Kerry Lafleur, Town Manager
Dr. Laurie Hunter, Superintendent, Concord Public Schools & Concord-Carlisle Regional School District

From: Parashar Patel, Chair, Concord Finance Committee

Cc: Henry Dane, Chair, Concord Select Board
Mary Hartman, Select Board Liaison to the Finance Committee
Anthony Ansaldi, Chief Financial Officer, Concord
Alexa Anderson, Chair, Concord Public School Committee
Tracey Marano, Chair, Concord-Carlisle Regional School District Committee
Robert Conry, Assistant Superintendent of Finance & Operations, Concord Public Schools Finance Committee

Date: November 28, 2023

Re: Fiscal Year 2025 Draft Capital Plan

Thank you for presenting the Fiscal Year (FY) 2025 draft capital plan at our November 14, 2023 meeting.

The November 14th capital planning meeting was scheduled both as part of our annual budget process (which includes a review of capital spending) and in response to the recommendations of the Capital Planning Task Force that the Town Manager and Superintendent of Schools present a long-term capital plan for Tier 3 projects.

Discussing all capital spending and plans together provided better context for the Finance Committee to make recommendations to Annual Town Meeting. In addition, having one document that included Tier 1, Tier 2, and Tier 3 capital spending was helpful rather than discussing capital projects across several meetings and a variety of Town and School documents.

Summary

Based on the FY 2025 draft capital plan, deferred capital investments as well as new needs will continue to outstrip resources available to finance capital projects without substantial additional borrowing. The draft capital plan makes clear that Town departments continue to play catch up on basic infrastructure needs.

Substantial future projects identified at the November 14th meeting include:

- Three large public works/safety building projects to address deteriorating buildings and facilities.
- Bringing road conditions to a Pavement Condition Index (PCI) level of 85.
- Delayed completion of Concord-Carlisle High School Fields Amenities building.
- A new track for the Concord-Carlisle High School (may need public financing if private donations not sufficient).

Potential new needs include:

- Possible acquisition and development of 2229 Main Street.
- Renewable and other “green” investments in Town and School buildings and vehicles.
- Potential projects arising from the Recreation Department’s strategic plan.
- Potential projects arising from the Concord Public Schools’ comprehensive facilities assessment.
- Potential projects arising from the Concord-Carlisle Regional School District (CCRS) comprehensive facilities assessment.

Lastly, we note that the Concord Middle School field irrigation is currently unfunded and was not included in the draft FY 2025 plan.

Finance Committee Input

Below please find Finance Committee input to the draft capital plan structure, use of future anticipated savings, and review of capital spending and debt financing policies.

Capital Plan Structure

While the first consolidated five-year capital plan represents progress in consolidating Town and School capital projects, the draft capital plan should include all current Town and School projects and their associated outstanding debt service costs and schedules for both Tier 2 and Tier 3 projects as a starting point. This should include any “stabilization funds” outstanding as well as any call features on the outstanding debt. This information would serve as a reminder of current obligations as well as highlight any flexibility available to the Town to actively manage its outstanding debt. The draft plan should then discuss future Town and School projects as presented in the current draft including the useful life of each project. Finally, the draft plan should present a consolidated picture of spending/debt service for Town and School current and future Tier 2 and Tier 3 projects. This would present a more complete estimate of future potential capital spending and better show the long-range impact to Town residents and Town finances, including potential tax impact, sustainability, resilience, maintenance costs, and debt service trends. (An appendix showing the cost of completed Town and School projects funded with Tier 2 or Tier 3 debt along with authorized but unissued debt would also be helpful. The plan should also include, or reference, an asset inventory for all Town and School facilities)

The final capital plan must consolidate, prioritize, and fund the identified needs over time as well as current projects. The capital plan should also identify explicitly all funding sources (i.e., ARPA, Cash, Community Preservation Committee funds, Assessor's Overlay, Recreation Department funds, Beede center endowment, Federal and State grants, and other funding sources such as private funding).

The draft plan should incorporate Tier III projects identified and discussed at the November 14th meeting but not yet incorporated into the plan:

- Public Works Facility
- Public Safety Complex
- Walden Street Complex Renovations
- Public Works Infrastructure
- Concord-Carlisle High School Fields Amenities building
- A new track for the Concord-Carlisle High School

For each of the projects above, the plan should include estimated costs, timelines (including debt service schedules), and prioritization. The debt service schedules should be prepared using consistent interest rate assumptions for Town and School projects.

Review of Capital Spending and Debt Financing Policies

The Finance Committee is pleased that the Town will be conducting a review of the current capital spending and debt financing policies. We urge the review also include a review of the Schools' and Enterprise operations' capital spending and debt financing policies, including a review of the rationale for any variations among these entities. We look forward to an update of the review after Annual Town Meeting in 2024.

Below is input on specific items included in the draft plan.

Town

- Please explain "fee" funding plan for Stormwater project.
- Why is the \$300k Transportation item in Engineering Tier 1 rather than Tier 2?
- When will the decision on Advanced Life Services be made and by whom?
- We note that annual Tier 1 and Tier 2 capital needs for Facilities and Engineering assets (many of which were built or acquired using "excluded debt") are projected around \$11 million in total. However, the preliminary FY 2025 recommended General Fund appropriation for these two groups is \$3.8 million, leaving a gap of over \$7 million. Is there a specific policy rationale for not using "excluded debt" financing to maintain assets acquired/built with "excluded debt"?
- How does Community Preservation Committee (CPC) funding interact with the potential capital spending for FY 25? Has the Town applied for CPC funding for FY 2025? And if so, please provide an update.

Schools

- The capital plan should explicitly categorize Tier 1 and Tier 2 items for each Concord Public Schools (CPS) capital project rather than consolidating all projects and categorizing the combined projects as Tier 2.
- How does Community Preservation Committee (CPC) funding interact with the potential capital spending for FY 25? Have CPS or CCRSD applied for funding other than the \$250,000 for the Concord Middle School athletic fields? And if so, please provide an update.
- Other than the restroom and track projects verbally mentioned and referenced above, are there any other capital spending projects (Tiers 1, 2, or 3) for the CCRSD? If so, we recommend that the draft plan incorporate other capital projects for the CCRSD into the plan before the joint Select Board and School Committees' public forum in December. If there is no other capital spending, how does CCRSD plan to finance ongoing maintenance and other capital-related projects?

Other Capital Related Items

Please find below our input for other capital-spending related items.

- Depreciation per recent Town Financial statements runs approximately \$7 million annually (excluding Enterprise funds). Why are capital spending needs substantially higher than depreciation? Is it the impact of depreciating using “historical cost basis” versus “replacement cost” or is it something else?
- Can you please share with the Finance Committee, an analysis of Maintenance Contingency for Middle School repairs, which was \$100,000 per year from FY 2019 through FY 2024? What is the status of unspent amounts? Are they reallocated or carried forward? How much was spent versus being absorbed into the overall budget?
- Do the Town, CPS, and CCRSD track planned and completed projects year to year and assess planned spending versus actual spending for completed and in-process projects? If so, when and where are such reviews conducted? Is the analysis made publicly available on a regular basis?

Thank you again for presenting the first consolidated five-year capital plan. As noted, substantial progress has been made however more work remains.

We look forward to working with you, the Select Board, School Committees, and others to develop a robust five-year capital plan for Concord and updating it on an annual basis moving forward.

We look forward to your responses. Please let us know if it would be helpful to schedule a follow-up discussion at one of our upcoming meetings.

Sincerely,



Parashar Patel
Chair, Finance Committee